

# LGA Leadership Board

## Agenda

Thursday, 6 December 2018  
11.00 am

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

[www.local.gov.uk](http://www.local.gov.uk)

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## **LGA Leadership Board**

6 December 2018

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There will be a meeting of the LGA Leadership Board at **11.00 am on Thursday, 6 December 2018** Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ.

**A sandwich lunch will be served in the Victoria Room from 1.00pm.**

### **Attendance Sheet:**

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

### **Apologies:**

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

<b>Conservative:</b>	Group Office: 020 7664 3223	email: <a href="mailto:lgaconservatives@local.gov.uk">lgaconservatives@local.gov.uk</a>
<b>Labour:</b>	Group Office: 020 7664 3263	email: <a href="mailto:Lewis.addlington-lee@local.gov.uk">Lewis.addlington-lee@local.gov.uk</a>
<b>Independent:</b>	Group Office: 020 7664 3224	email: <a href="mailto:independent.grouplga@local.gov.uk">independent.grouplga@local.gov.uk</a>
<b>Liberal Democrat:</b>	Group Office: 020 7664 3235	email: <a href="mailto:libdem@local.gov.uk">libdem@local.gov.uk</a>

### **Location:**

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

### **LGA Contact:**

Paul Goodchild  
0207 664 3005 / [paul.goodchild@local.gov.uk](mailto:paul.goodchild@local.gov.uk)

### **Carers' Allowance**

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## LGA Leadership Board – Membership 2018/2019

Councillor	Authority
<b>Conservative (6)</b>	
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
<b>Labour (5)</b>	
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
<b>Liberal Democrat (2)</b>	
Cllr Howard Sykes MBE (Vice-Chair)	Oldham Metropolitan Borough Council
Cllr Ruth Dombey OBE (Deputy Chair)	Sutton London Borough Council
<b>Independent (2)</b>	
Cllr Marianne Overton MBE (Vice-Chair)	Lincolnshire County Council
Cllr Clive Woodbridge (Deputy Chair)	Epsom and Ewell Borough Council

## LGA Leadership Board Attendance 2018-19

Councillors	18/7/18	12/9/18	17/10/18
<b>Conservative</b>			
Lord Porter of Spalding CBE	Yes	Yes	Yes
James Jamieson	Yes	Yes	Yes
Robert Alden	Yes	Yes	Yes
Paul Carter CBE	No	No	Yes
Izzi Seccombe OBE	Yes	Yes	Yes
David Simmonds CBE	Yes	Yes	Yes
<b>Labour</b>			
Nick Forbes	Yes	Yes	Yes
Peter Box CBE	Yes	Yes	Yes
Michael Payne	Yes	No	Yes
Lib Peck	Yes	Yes	Yes
Anne Western CBE	Yes	No	Yes
<b>Liberal Democrat</b>			
Howard Sykes MBE	Yes	No	Yes
Ruth Dombey OBE	Yes	Yes	Yes
<b>Independent</b>			
Marianne Overton MBE	Yes	Yes	Yes
Clive Woodbridge	Yes	Yes	No
<b>Observer / In attendance</b>			
Kevin Bentley		Yes	Yes

## Agenda

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### **LGA Leadership Board**

Thursday 6 December 2018

11.00 am

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

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Oral update.

**Date of Next Meeting:** Wednesday, 23 January 2019, 1.00 pm, Smith Square  
1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ





**LGA Leadership Board**

6 December 2018

## **Brexit Update**

### **Purpose of report**

For discussion and direction.

### **Summary**

At the last meeting of the LGA Leadership Board and LGA Executive there was a [full report](#) on the impact of Brexit on local government.

The Government and Parliament and the EU is about to debate the detail of any exit deal. In order for the Board to consider the latest information and the impact on local government, there will be an oral report at the meeting.

### **Recommendation**

That the LGA Leadership Board notes the update.

### **Action**

Officers to progress in line with Members' steer.

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## **Adult Social Care Update: LGA Green Paper**

### **Purpose**

Update and discussion.

### **Summary**

This paper updates the LGA Leadership Board on progress with the LGA green paper for adult social care and wellbeing.

### **Recommendation**

The LGA Leadership Board are asked to note the update.

### **Action**

Officers to take forward as directed by members.

### **Contact officer:**

Matt Hibberd

### **Position:**

Senior Adviser

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## **Adult Social Care Update: LGA Green Paper**

### **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.
5. The survey data from Britain Think’s research carried out on behalf of the LGA can be found [here](#).
6. The LGA Research Team will shortly be publishing a full research report on our social care and wellbeing green paper. This will include the findings from the public polling and focus groups conducted by Britain Thinks on behalf of the LGA and full analysis of all consultation responses. Members of the Executive/Leadership Board will be sent a link to this publication as soon as it is available.

#### **The consultation**

7. At the time of writing, there have been more than 16,700 web page views of our green paper, the ‘easy read’ version has been downloaded more than 440 times and our facilitators and communications packs have been downloaded more than 370 and 440 times respectively. Videos we produced to accompany the green paper have been watched more than 83,500 times. The Twitter debate, through #FutureofASC, has reached more than four million people.
8. We received 548 submissions to our consultation questions, which exceeded our expectations. As part of engaging with key sector partners, we established a Sounding Board of more than 30 partners to help inform our thinking. This met twice – once in August and once in September. We also commissioned public polling of 1,741 members of the public and a series of five focus groups across the country.

#### **LGA consultation response**

9. The LGA response to our green paper was launched on 14 November at the annual National Children and Adult Services Conference. It sets out findings from the

consultation along with implications and 14 recommendations to Government. The recommendations span two broad objectives: sustaining the here and now and countering some of the immediate consequences of underfunding that are apparent across the system; and laying the ground for delivering a social care and support system that we know could be better in the long-term.

10. On the first day of launch, the website had more than 1,500 page views and the document had been downloaded 165 times. Community Wellbeing Board Chair, Cllr Ian Hudspeth, was interviewed on BBC 5 Live, with our report also covered in the Independent, i paper and the Sun. As part of the launch, LGA Chairman, Lord Porter, sent copies of the report to the Secretary of State of Health and Social Care, opposition spokespeople and LGA Vice Presidents.

11. The recommendations to Government are set out at the end of this update report at **Appendix 1**.

### **Financial Implications**

12. This programme of work has been delivered with existing resources from across policy and corporate campaigns.

### **Implications for Wales**

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

## **Appendix 1: Recommendations from the LGA Green Paper Consultation Response**

**Objective one: protecting the known potential of councils – stabilising and sustaining the short-term**

### Funding

1. The Government must urgently inject genuinely new national investment to close the core social care funding gap that builds to £3.56 billion by 2024/25. This must include additional investment to that announced in the 2018 Budget to help address serious provider market stability concerns in 2019/20.  
*(Timescale: Local Government Finance Settlement, Nov 2018-Feb 2019)*  
*Recommendation 3*
2. The above funding would help to stabilise the system as it currently delivers, but the Government's ambition should go beyond this. Any new settlement must provide the resources to deliver the aspirations of the Care Act with a focus on prevention, wellbeing, personalisation and integration. This means ending a focus on an eligibility driven approach to needs to one focused on prevention and picking up unmet need early to prevent escalation. We estimate that providing care and support for all older and working age people who need it will require an estimated further £5 billion by 2024/25. The Government must take urgent steps to tackle this by working with the sector to agree a clear figure for the cost of unmet and under-met need in time to feed into 2019 Spending Review discussions.  
*(Timescale: Local Government Finance Settlement, Nov 2018-Feb 2019 and ongoing)* *Recommendation 4*
3. The Government should prioritise investment in prevention, community and primary health services for the £20.5 billion additional expenditure for the NHS.  
*(Timescale: NHS Long Term Plan, Dec 2018)* *Recommendation 12*

### A new approach to care and wellbeing

4. The Government should implement a new 'duty to cooperate', requiring the NHS, in particular sustainability and transformation partnerships, to engage with health and wellbeing boards as part of developing local plans to reshape and integrate health and care services that are genuinely locally agreed.  
*(Timescale: NHS Mandate, Dec 2018)* *Recommendation 13*
5. Through its Mandate to NHS England, the Government should ensure the NHS takes decisions based on (i) the needs of local communities as a whole and (ii) public spending as a whole.  
*(Timescale: NHS Mandate, Dec 2018)* *Recommendation 14*

**Objective two: harnessing the known potential of councils – toward a better future**

Funding

6. The Government should invest significant new funding to: close the funding gap facing adult social care that builds to £3.56 billion by 2024/25; and ensure that all older and working age people who need care and support are able to access it.  
*(Timescale: Spending Review development, 2019 and Spending Review implementation, 2020-2025) Recommendation 5*
7. Where additional funding is invested in adult social care, this should be made available with as few a set of conditions as possible so local areas have discretion to prioritise the most pressing local issues.  
*(Timescale: Spending Review development, 2019 and Spending Review implementation, 2020-2025) Recommendation 6*
8. The Government should reverse the cuts of £600 million to the public health budget between 2015 and 2020.  
*(Timescale: Spending Review development, 2019 and Spending Review implementation, 2020-2025) Recommendation 10*
9. As part of its Spending Review, the Government should consider wellbeing in the round, recognising the contribution that different council services, and those coordinated by other public sector and voluntary sector organisations that councils commission, make to wellbeing.  
*(Timescale: Spending Review development, 2019 and Spending Review implementation, 2020-2025) Recommendation 11*

A new approach to care and wellbeing

10. The Government should convene a core working group from across the sector, with people with lived experience at its heart, to develop a national campaign that seeks to raise awareness of what adult social care and support is, why it matters in its own right and what it could and should be with the right funding and investment. This should be genuinely co-produced, with Government acting as a convenor.  
*(Timescale: Government green paper care and support, Dec 2018 onward)*  
*Recommendation 1*
11. The campaign should be clear about the local dimension of social care and support. It should strike the right balance between embracing the value of this local dimension whilst also being clear about the national framework in which social care and support sits.  
*(Timescale: Government green paper care and support, Dec 2018 onward)*  
*Recommendation 2*
12. The Government should only implement its care cost cap and asset protection floor proposals if they are part of a wider set of reforms that secure the long-term sustainability of adult social care and support as a whole.  
*(Timescale: Government green paper care and support, Dec 2018 onward)*  
*Recommendation 7*

13. In consulting on the shape of, and sustainable funding for, social care through its green paper, the Government should make the case for increases in Income Tax and/or National Insurance and/or a social care premium.

*(Timescale: Government green paper care and support, Dec 2018 onward)*

*Recommendation 8*

14. Building on the campaign to raise awareness of social care and its value (recommendations one and two), the Government should make the case for national tax rises or other sustainable, long-term solutions and consult on clear propositions which explain the various options for how sufficient funding for social care and support could be raised nationally. The Government must set out how such increases would relate to the wider social care and local government funding system. The Government should also be clear about how nationally-raised increases for social care would relate to nationally-raised increases for the NHS.

*(Timescale: Government green paper care and support, Dec 2018 onward)*

*Recommendation 9*



## **The Chancellor's 2018 Autumn Budget**

### **Purpose of report**

For information.

### **Summary**

This report highlights the key announcements in the Chancellor's 2018 Autumn Budget with implications for local government, and provides some commentary on the emerging picture for the 2019 Spending Review. The full [briefing](#) is on the LGA website.

### **Recommendation**

That the LGA Leadership Board discuss the content of the report.

### **Action**

Officers to proceed as directed.

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## **Budget 2018 Background**

1. The Chancellor of the Exchequer delivered his 2018 Autumn Budget on 29 October. The LGA provided councils, MPs and Peers including our Vice Presidents and selected stakeholders with an on-the-day summary of the key announcements relevant to local government. A full briefing including the LGA's views on the announcements was published the following day. We will also be following up with departmental officials on the detail of the announcements and providing further briefings and responses as required.
2. This is potentially the final major fiscal event ahead of the 2019 Spending Review, although the Chancellor kept open the possibility of the 2019 Spring Statement being upgraded to a substantive event rather than a response to OBR forecasts. This paper provides some commentary based on the draft spending limits for years 2020/21 to 2023/24 that the Government set out the Budget.

### **Key announcements with an impact on local government**

3. The following is not an exhaustive list of announcements affecting local government. For a complete list, please refer to the [on-the-day briefing](#).
4. The key announcements were:
  - 4.1. Confirmation that the HRA borrowing cap would be lifted as of 30 October 2018.
  - 4.2. Additional one-off £650 million funding for adult and children's social care in 2019/20 (with more detail to follow at the local government finance settlement).
  - 4.3. Additional one-off £55 million of Disabled Facilities' Grant funding in 2018/19.
  - 4.4. Additional one-off £420 million of funding for local road maintenance in 2018/19.
  - 4.5. A one-off £675 million bid-based co-funding pot for the improvement of high streets.
  - 4.6. A cut in business rates bills by one-third for retail properties with a rateable value below £51,000, for 2019/20 and 2020/21, with local government compensated for the loss of income in full.

### **LGA activity prior to and after the Budget**

5. Prior to the Budget, the LGA [published a submission](#) which highlighted the important role local government plays in shaping local areas and how this is put at risk by unprecedented funding pressures. The primary focus of the submission was to highlight the funding reductions faced by councils in 2019/20, and the associated short-term funding gap facing local services. The longer-term challenge will be the focus of the Spending Review work.

6. Following the publication of our Budget submission, we issued a single media statement which recognised the extra funding for local government but warned significant funding gaps remain and would need to be addressed by the Spending Review.
7. The LGA Chairman Lord Porter discussed the Budget live on BBC News and BBC Radio 5 Live and our statement was reported by City AM and in the Independent.
8. Our on-the-day summary of key announcements, followed by a full briefing the next day, have collectively been downloaded 3209 times. The briefings were shared with leaders, portfolio holders, chief executives, directors of finance and directors of communications via e-bulletins which were read more than 1300 times.
9. In Parliament we promoted our Budget submission through debates, parliamentary questions and responses to committee inquiries. Set out below are highlights, including:
  - 9.1. A House of Commons opposition day debate on social care funding, during which the Shadow Secretary of State for Housing, Communities and Local Government, Andrew Gwynne MP, cited our analysis of the funding gap facing adult social care by 2025.
  - 9.2. Our oral evidence to the House of Lords Rural Environment Committee. During the evidence session, we highlighted the need for the Government to address the funding gap facing local services by 2025.
10. Our activity was well represented on social media in the week prior to the budget through a campaign of content focusing on our top line asks from the LGA's budget submission. On the day of the Budget and the following day eight tweets were sent from @LGAComms promoting our Budget asks and briefings which gained over 36,000 impressions. In addition, five tweets were sent from @LGAnews, gaining over 26,000 impressions.

### **Spending Review**

11. The Chancellor's Autumn Budget included a draft high-level plan for UK public spending from 2020/21 to 2023/24 which could form the basis of the 2019 Spending Review.
12. From 2019/20 to 2023/24, Resource Department Expenditure Limits (Resource DEL – this is the day-to-day government departmental spending and includes revenue grants to local government) will grow at an average of 1.2% per year in real terms.
13. This includes increases in NHS funding which has an impact on the settlements for other departments. Taking into account past decisions to protect particular departmental budgets, such as education, defence and international aid, there is a clear need for local government to put forward a strong case ahead of the Spending Review.



Source: LGA analysis of 2018 Budget Book

14. It is also worth noting that, due to the business rates retention reforms, a significant majority of local authority income – everything funded through locally retained taxation – sits outside the Government's definition of Resource DEL. This represents an opportunity for local government to state a stronger case against further funding reductions, and also a challenge to make sure that the Government's business rates retention plans are delivered in full.
15. The timing of the Spending Review remains uncertain. However, in his evidence to the Treasury Select Committee the Chancellor said he hopes to announce the outcome at the 2019 autumn Budget.

### Next steps

16. Members are asked to note the report and the content of the on-the-day briefing.
17. The 2019/29 Provisional Local Government Finance Settlement is expected on 6 December, the date of Leadership Board and Executive. The LGA will continue to lobby on behalf of local government in advance of the settlement. Officers will provide some key headlines at the meeting of the Board if it has been published.
18. Officers will update members on progress regarding the announcements made in the Autumn Budget as and when required through normal LGA business.

19. The LGA will also continue to build and deliver a campaign focussed on the 2019 Spending Review, with regular updates to, and input from, Leadership Board and Executive as required.

**Implications for Wales**

20. The Budget, and the upcoming 2019 Spending Review, have implications for the public sector across the United Kingdom. However, the on-the-day summary and follow-up briefing focussed on issues that have an impact on English local government.
21. Implications for Welsh local government are related to devolved issues and as such the impact will be determined in part by the decisions taken by the Welsh Assembly. We will liaise with the Welsh LGA during our work on the 2019 Spending Review.

**Financial Implications**

22. This is core work for the LGA and is budgeted for within the 2018/19 LGA budget.





## **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 October meeting of the Leadership Board. Leadership Board are invited to consider a number of Fair Funding Review policy positions developed by the Business Rates Retention and Fair Funding Review Task and Finish Group which could form part of the LGA's response to the forthcoming consultation on the Fair Funding Review.

### **Recommendation**

That members of Leadership Board note this update and provide clearance of the policy positions set out in table 1 and **Appendix A**.

### **Action**

Officers will use the views expressed by LGA's Leadership Board and Executive to draft a response to the upcoming Government consultation on the Fair Funding Review.

More widely, officers will 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 Business Rates Retention reform since the October meeting of the Leadership Board.
2. Leadership Board are invited to consider a number of Fair Funding Review policy positions developed by the Business Rates Retention and Fair Funding Review Task and Finish Group which could form part of the LGA's response to the forthcoming consultation on the Fair Funding Review.
3. 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**

#### Fair Funding Review technical working group update

4. There have been no meetings of the joint MHCLG / LGA Fair Funding Review Technical Working Group since the last meeting of Leadership Board. MHCLG officials are focussing on publishing the Fair Funding Review consultation and delivering the 2019/20 provisional local government finance settlement. When the technical working group reconvenes in 2019, items for consideration are likely to include:
  - 4.1. A review of the responses to the consultation, including considerations behind the choice of how the council tax level which will be used in the resources adjustment will be determined; and
  - 4.2. A more detailed consideration of various options on transition mechanisms.

#### The Government's next steps for the Fair Funding Review

5. As set out in previous meetings to Leadership Board and Executive, the Government's work is building towards a wider consultation on the Fair Funding Review. Subject to Ministerial decision the scope of the consultation, including the extent to which the Government might identify preferred options at this stage, the consultation might cover:
  - 5.1. Options for tier-specific foundation formulas and formulas to assess specific services;
  - 5.2. The leading cost drivers for inclusion in the above, and a description of proposed analytical techniques to weight them against one another;
  - 5.3. Commentary on the area cost adjustment;
  - 5.4. Measuring the council tax base, in particular treatment of mandatory and discretionary council tax discounts. This includes local council tax support schemes;



- 5.5. The choice of notional or actual council tax levels to be used when calculating the resources adjustment;
  - 5.6. Treatment of other income, such as sales, fees and charges;
  - 5.7. High level principles that could underpin the choices of transition mechanism, such as stability, speed, transparency and time limits;
  - 5.8. The definition and measurement of the 'baseline' and 'target' which the transition mechanism would be applied to.
6. 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.
  7. Once the consultation is published, officers are planning to coordinate another set of MHCLG/LGA regional consultation events. Due to the timing of the consultation and the local government finance settlement, there may be fewer but larger events organised compared to the previous model of six smaller events.

The LGA's policy positions on the Fair Funding Review – treatment of resources

8. The Government's Fair Funding Review will set new funding baselines through a combination of assessing each local authority's relative needs and relative abilities to benefit from local resources other than business rates. In practice this means that the relative resource adjustment will be deducted from the relative needs assessment to produce a funding baseline for each authority.
9. In terms of council tax, authorities with greater assessed income from council tax will receive relatively larger downward adjustments to their needs share than those with smaller assessed income from council tax.
10. In the pre-April 2013 formula grant system the relative resource adjustment was based on:
  - 10.1. Sizes of tax bases (which are affected by the discounts and exemptions) multiplied by
  - 10.2. An assumed level of council tax for different tiers of authority.
11. The Fair Funding Review is also exploring the potential of assessing relative ability to benefit from other sources of income, notably sales, fees and charges, which if implemented would result in councils with a higher ability to benefit from these income streams receiving a larger downward adjustment on their assessed relative needs.
12. The December 2017 consultation focussed on the relative needs assessment almost exclusively. Officers expect that the upcoming Fair Funding Review consultation will provide some emergent Government thinking on how relative resources should be assessed.

13. Members of the Task and Finish Group have had extensive discussions on these issues during their July and September meetings.
14. The following table briefly describes the various aspects of the relative resources adjustment that are likely to be consulted upon alongside some commentary about the points of consensus of the Task and Finish Group. Additional commentary on these positions is available in **Appendix A**.
15. Please note that all of these decisions will have a distributional impact – each of these decisions will benefit some councils at a cost to others if the Fair Funding Review is a ‘zero sum’ exercise. The Task and Finish Group developed their positions on the basis of principles including a desire to avoid perverse incentives but were mindful of the distributional impact.
16. **Members of Leadership Board are asked to provide clearance on the positions set out in table 1 and Appendix A.**

**Table 1. Relative Resources Adjustment likely consultation issues- Task And Finish Group recommendations**

<b>Topic</b>	<b>Potential content (LGA officer view based on discussions in joint MHCLG / LGA groups)</b>	<b>Suggested policy position (developed by the Task and Finish Group, subject to approval by LGA Leadership Board and Executive)</b>
Measuring the council tax base, in particular treatment of mandatory and discretionary council tax discounts.	The Government is expected to be leaning towards only adjusting for mandatory discounts and reliefs.	Only mandatory discounts and reliefs should be adjusted for.
Adjustments to the taxbase due to local council tax support	The Government is not expected to express a hard preference but might be leaning towards either adjusting only for the cost of the mandatory pensioner element, or on the basis of formula which aims to predict local demand for council tax support.	For pensioners, adjust the data for council tax support.  The Government should adjust for the non-pensioner element of council tax support on the basis of a formula which would estimate demand for local council tax support schemes.
Using either a 'notional' or actual council tax levels in the calculations	The Government is expected to lean towards using a notional council tax, but without much detail on what that level would be for each local authority type	Notional council tax levels should be used in the calculations.

Topic	Potential content (LGA officer view based on discussions in joint MHCLG / LGA groups)	Suggested policy position (developed by the Task and Finish Group, subject to approval by LGA Leadership Board and Executive)
Treatment of factors that affect council tax levels, such as parish precepts, the adult social care precept, past acceptance of council tax freeze grant and special levies.	The Government's preference is unclear, but the use of notional council tax levels would make this of little importance.	<p>While the use of notional council tax levels (the option preferred by members) would minimise the influence of these factors,</p> <ul style="list-style-type: none"> <li>- Parish precepts should be excluded as local authorities do not keep this income and so there funding should not be reduced.</li> <li>- The adjustment for the adult social care precept depends on whether the improved Better Care Fund is going to be funded through business rates or continue to be separate.</li> <li>- Councils should not be penalised for mandatory levies.</li> <li>- Council tax freeze grant acceptance should not be considered as a factor.</li> </ul>
Treatment of sales, fees and charges (SFCs)	The Government is expected to prefer to not adjust for SFCs in the same way as council tax.	SFCs should not be adjusted for.

## **Business Rates Retention**

### Commissioning a Business Rates Retention model

17. In April 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 which, following discussion at the Task and Finish group and delegation by the leadership board, was approved for distribution by the chairman and group leaders. The model is now on the [LGA website](#) and has been sent to Leaders, Chief Executives and Chief Finance Officers in all member authorities. An update on progress on our additional work programme on Further Business rates Retention and the Fair Funding Review can be found at **Appendix B**.

### 2019/20 further Business Rates Retention pilots

18. As previously reported to Leadership Board and Executive, the prospectus inviting areas to bid to become a 75 per cent further business rates retention pilot closed on 25 September 2018. The five 2017/18 devolution pilots will continue at 100 per cent in 2019/20 and there will be separate discussions covering London. Non-London 2018/19 pilots had to reapply if they wished to be a pilot in 2019/20. Unlike in 2017/18 and 2018/19 there will not be a no-detriment clause. An announcement on successful pilots is expected at the time of the Local Government Finance Settlement on 6 December. Any updates will be given to your meeting.

### Other Business Rates Retention updates

19. A consultation paper on business rates retention is expected to be published at around the time of the local government finance settlement on 6 December. Officers expect the following to be covered:
- 19.1. Different options for resets;
  - 19.2. The safety net;
  - 19.3. Options for reforming the levy so that it covers what MHCLG consider to be 'excessive growth' within the system only;
  - 19.4. Discussion of tier splits, although it is likely to be a decision made later in the process
  - 19.5. How to incentivise pooling, with a more targeted levy.
  - 19.6. Criteria for property to go on the central or local lists and an invitation to identify hereditaments which authorities think should change lists under the proposed criteria.

20. It is also expected that an alternative further business rates retention system will be included in the consultation document. Briefly:
- 20.1. There would be separate calculations of (i) the amount of business rates that authorities would need in order to reach their funding baseline (ii) the amount of business rates they would retain as a result of growth or any decline in the system. These would feed into an annual single tariff/top-up.
  - 20.2. The Government believe this would enable the impact of appeals and provisions to be stripped out ensuring that the benefits of growth are not reduced by larger than anticipated appeals or misjudgements about the level of provisions. This would be an alternative to the previous proposal for 'nationalising' appeal risk which MHCLG do not believe it is possible to achieve without great complexity.
21. The proposal has been discussed by two joint meetings of the Systems Design Working Group and Implementation Working Group and also by the Business Rates Steering Group. It has also been discussed by the LGA's Task and Finish Group on Business Rates Retention and the Fair Funding Review. Their reaction was that alternative approach is worthy of further investigation. This includes:
- 21.1. How it can be explained more simply;
  - 21.2. Ensuring that the system is operated is transparent including how it compensates for appeals, and the level of business rates and growth kept locally and nationally;
  - 21.3. Modelling to demonstrate it can achieve the above without unintended consequences.
22. We have asked MHCLG to provide the above as part of the forthcoming consultation on Further Business Rates Retention and we will discuss the alternative model with the Task and Finish Group again as part of LGA discussions of the forthcoming consultation. Following those discussions we intend to cover this issue, including any recommendations from the Task and Finish Group, at the next meetings of Leadership Board and Executive.

### **Next steps**

23. Officers will use the views expressed by LGA Leadership Board on the content of table 1 and **Appendix A** to draft a response to the upcoming Government consultation on the Fair Funding Review.
24. More widely, officers will 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.

### **Implications for Wales**

25. 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**

26. 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 (as set out in **Appendix B**).
27. 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**

### **Further commentary on Task and Finish Group proposed policy positions on the relative resources adjustment within the Fair Funding Review**

1. This note provides more information on the preferences expressed by members of the Task and Finish Group in their July and September meetings regarding the calculation of council tax adjustments within the Fair Funding Review, and the treatment of sales, fees and charges.
2. These preferences are summarised in table 1 above. Leadership Board are invited to consider the policy positions developed by the Business Rates Retention and Fair Funding Review Task and Finish Group which could form part of the LGA's response to the forthcoming consultation on the Fair Funding Review.

#### Adjustment for discounts

3. The vast majority of council tax discounts and exemptions (such as single persons' discount or the student exemption) administered by councils are mandated by primary legislation. Local council tax support is a notable exception and is described below.
4. Members of the Task and Finish Group felt that local authorities should not be penalised for the impact of nationally mandated schemes. As a result, members have expressed support for the council taxbase used in the calculations to be expressed 'net' of such discounts and exemptions. It is a long-standing principle employed by Government in previous formula grant systems.
5. Local council tax support schemes are a specific matter as they have both mandatory (older claimants) and discretionary (working-age claimants) elements.
6. Members of the Task and Finish Group felt that, due to its compulsory nature, the impact of the older people element of the schemes should be reflected in the taxbase figures used – this is in line with the principle above.
7. Members also recognised that while the working-age element is more discretionary and there is a wide variety of schemes, it would be preferable to look at a formula which might predict the likely demand for such schemes. This way, the demand pressure could be recognised, but councils would not be rewarded or penalised for discretionary choices around local entitlements.

#### Notional or actual council tax levels

8. The choice of council tax level used in the calculation of the council tax adjustment is just as important as the choices around the calculation of the relevant taxbase.
  - 8.1. Using actual council tax levels would tend to reward councils with low Band D council tax levels and penalise councils with high Band D council tax levels, regardless of the reason for the difference.
  - 8.2. Using a notional council tax level would ignore local council tax decisions and make the taxbase differences the deciding factor of distribution between councils.



However, the 'tier split' of the notional council tax level – which would have a high degree of Ministerial judgement – would have a significant impact on how the council tax deduction is split between different authority types as a whole.

- 8.3. For example, if a notional council tax of £1,000 is split with 10% applied to lower-tier services and 90% applied to upper tier services, district councils as a whole would be better off in comparison to a 20%/80% split. But how that burden is then shared out within those tiers would be the same in both scenarios.
- 8.4. One way of working out a 'tier split' could be to look at the actual split of council tax income at a national level.
9. While Members of the Task and Finish Group were mindful of how the use of notional council tax increases the impact of Ministerial judgement on the system, it was felt that it was still a better way forward than distributing funding on the basis of local policy choices reflected in actual council tax levels.
10. As a result Members expressed preference for the use of notional council tax levels, but without prescription of how this should be split between tiers due to the significant distributional impact. The LGA would seek the Government to be transparent on the reasons for choosing the notional council tax level and 'tier split' and the evidence used in making its decision.

#### Factors affecting council tax levels

11. The use of notional council tax levels would mean that all of the factors below have no impact on the distribution of funding between local authorities, as notional council tax isolates the impact of actual council tax levels from the analysis.
12. However, should actual council tax be used in any form of the analysis, or to work out the 'tier split' mentioned above, the Members of the Task and Finish Group expressed a preference to:
  - 12.1. Ignore parish council precepts, meaning councils with higher parish precepts would not be penalised
  - 12.2. Ignore mandatory special levies, meaning councils with higher such levies would not be penalised
  - 12.3. Consider treatment of the adult social care precept once it is clear whether the improved Better Care Fund would be rolled into the business rates retention system due to linkages in how this funding is distributed.

#### Sales, fees and charges

13. Members of the Task and Finish Group expressed a preference for income from sales, fees and charges to not be explicitly reflected in the resources adjustment. This is because
  - 13.1. The quality of data available is not particularly robust;

- 13.2. There are sometimes only nuanced differences between mandatory and discretionary charges; and
- 13.3. This might have a penalising impact on councils which have adopted a more entrepreneurial approach.
- 14. However, it is worth noting that, as long as some degree of regression against past net expenditure is used in the analysis of council relative spending needs, the impact of sales, fees and charges is picked up indirectly where such income is linked to cost drivers used in the analysis.

## Appendix B

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

Project	Purpose and description	Quick update
<b>Criteria for assessing proposed distribution models and methodologies</b>	To give the LGA a structured and consistent way to assess new distribution models.	<a href="#">Complete</a>
<b>Formula grant: update the data</b>	<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>	<a href="#">Complete</a>
<b>Distribution model: develop a distribution model</b>	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	<a href="#">Complete</a>
<b>Council tax equalisation: develop a model</b>	<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>	<a href="#">Complete</a>
<b>Damping /transition mechanisms</b>	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.	Suppliers appointed; work expected to be published in late 2018 or early 2019.



Project	Purpose and description	Quick update
<b>Business Rates Retention model</b>	<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"> <li>• The setting of business rates baselines;</li> <li>• The extent and frequency of business rates resets;</li> <li>• Dealing with losses due to appeals;</li> <li>• The level of the safety net and how it is funded;</li> <li>• The split of business rates income in two-tier areas.</li> </ul>	<a href="#">Complete</a>

## **Internal Lending and Borrowing – Funding LGA Group Property Developments and Investments**

### **Purpose**

For decision.

### **Summary**

The LGA group operates a 'Loan Pool' arrangement whereby group companies are able to offer and receive loans from other group companies, at close to commercial rates.

In December 2016, the Board approved a plan in principle to fund the development of the properties at 18 Smith Square (owned by LGA (Properties) Ltd) and Layden House (owned by Local Government Management Board) through a combination of internal loans (from the LGA and IDeA), supplemented by an external loan.

Due to changes in the timing and phasing of the development projects, only the first tranche of the internal loans proposed were executed. This report seeks approval for a new suite of internal loans (superseding the later tranches of those previously proposed), to come into force on 1 January 2019, recalculated to meet the current and updated needs on the LGA Group Companies.

### **Recommendation**

Leadership Board Members are asked to:

- Agree that £2 million should be loaned to the internal borrowing pool, at the prevailing pool interest rate, on or around 1 January 2019; and
- Authorise the Deputy Chief Executive to sign the loan documentation to reflect the transaction when this has been prepared.

### **Action**

As per Members' instructions.

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## **Internal Lending and Borrowing – Funding LGA Group Property Developments and Investments**

### **Background**

1. The LGA Group operates a 'Loan Pooling' arrangement whereby group companies are able to offer and receive loans from other group companies, at close to commercial rates.
2. In December 2016, the respective Boards of the several LGA Group companies involved approved a plan in principle to fund the development of the properties at 18 Smith Square (owned by LGA (Properties) Ltd) and Layden House (owned by Local Government Management Board) through a combination of internal loans (from the LGA and IDeA), supplemented by an external loan (from a supplier not identified at the time). The amounts of the proposed internal loans (as set out below) were based on the latest estimates of the costs of the developments at that time.
3. Only the first tranche of the internal loans were executed (see below), and LGA (Properties) Ltd and Local Government Management Board have been funding their respective developments through using LGA group funds (ie running with overdrawn funds in the LGA's cash/investment pool) without formal arrangements in place.
4. Now that the £20 million external loan has been recently secured from Westminster City Council, and the latest cost estimates for the property developments are better understood, we are now in a position to complete the later tranches of the proposed loans, but at slightly revised rates to better reflect the latest need.
5. Separately, a new funding requirement has also arisen for a new LGA Group company, LGA Commercial Services Ltd, to fund its investment in supporting the LGA Mutual and it seems appropriate to therefore adjust the prior proposal to also include this investment funding as part of the package of loans.
6. We require the formal loan arrangements to be set up before the LGA Group companies' year end (31 March) in order to ensure that their respective Balance Sheets in the Statutory Accounts show the correct position.

### **Borrowing Arrangements**

7. The LGA will be the funding pool manager for the group's needs; managing a borrowing pool on behalf of the group, and accounting for charges, interest and principal payments as required.
8. The LGA will borrow internal funds from its own and the IDeA's cash balances, as well as the additional external funds obtained. The external loan has been guaranteed via cross security over the Layden House property asset.
9. It is expected the pool will charge the borrowing Companies at a similar rate as per currently provided for existing loans already in place.

### Previous proposal and new proposal

10. The previous proposal approved by the respective Company Boards in December 2016, compared to the latest proposal is set out below:

<b>LGA Group Internal Lending and Borrowing</b>				
	<b>Original Proposal £ million</b>	<b>First Tranche £ million</b>	<b>New Proposal £ million</b>	<b>New Total £ million</b>
<b>Borrowing From:</b>				
LGA	4.0	4.0	2.0	6.0
IDeA	15.0	11.0	5.0	16.0
External Source	20.0	0.0	20.0	20.0
<b>Total Borrowing</b>	<b>39.0</b>	<b>15.0</b>	<b>27.0</b>	<b>42.0</b>
<b>Lending To:</b>				
LGA(P)	(16.5)	(9.0)	(11.0)	(20.0)
LGMB	(22.5)	(6.0)	(14.0)	(20.0)
LGA CS	0.0	0.0	(2.0)	(2.0)
<b>Total Lending</b>	<b>(39.0)</b>	<b>(15.0)</b>	<b>(27.0)</b>	<b>(42.0)</b>

11. Overall, the LGA and IDeA will be providing borrowing at a slightly higher level than previously proposed; LGA(P) requires higher funding while LGMB requires less funding; LGACS is a new funding request.
12. It is proposed that the Board considers, and if they deem it to be in the best interest of the Company, taking into account all relevant considerations and risks, resolve to approve the internal loan arrangements as set out above.

### Implications for Wales

13. None.

### Financial Implications

14. The internal loans will attract interest at the pool rate.

### Next steps

15. Leadership Board Members are asked to:
- 15.1. Agree that £2 million should be loaned to the internal borrowing pool, at the prevailing pool interest rate, on or around 1 January 2019; and
  - 15.2. Authorise the Deputy Chief Executive to sign the loan documentation to reflect the transaction when this has been prepared.





## **Performance Reporting – 2018/19 Six Month Monitoring Report April - September 2018**

### **Purpose of report**

For decision.

### **Summary**

This performance monitoring report presents a summary of the LGA's performance against its business plan and its internal priorities over the period 1 April to 30 September 2018.

This report was presented to and endorsed by the Audit Committee on 27 November 2018.

### **Recommendation**

That the LGA Leadership Board approves the six-month monitoring report and highlights any areas for further action or for report back.

### **Action**

Officers to initiate any required action.

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## **Performance Reporting – 2018/19 Six Month Monitoring Report April - September 2018**

### **Background**

1. The Business Plan for 2018/19 was presented to Leadership Board and the Executive in September, following some minor changes, the final plan was agreed at the Informal Group Leaders meeting in October. The objectives for Finance and Policy will be updated for the next report.
2. The Strategic Risk Register is circulated quarterly to the Corporate Leadership Team (CLT) to update current risks and propose additional risks which are then presented to Strategic Management Team (SMT).
3. A separate risk register has been included under major projects for the LG Mutual work as requested by SMT in July as this was deemed a high risk area on the Strategic Risk Register.
4. The LGA has established an Information Governance Group (IGG) who monitor how information is used in the LGA and log all data breaches. As part of the performance report, information on the data breaches will now be included.

### **Performance monitoring**

5. This report fall into five sections:
  - 5.1. The five policy focus areas identified in the business plan – *Britain's exit from the EU, Devolution and Funding for Local Government, Inclusive growth, jobs and housing, Children, education and schools and Adult Social care and Health.*
  - 5.2. Improvement Support via the KPI's developed for reporting to MHCLG (including feedback from service recipients).
  - 5.3. Our own efficiency and effectiveness – via our corporate health indicators.
  - 5.4. Major projects dashboard.
  - 5.5. Strategic Risk Register.

### **Commentary**

6. Of the 27 objectives, 15 are flagged as green and 12 as amber. There are currently no objectives flagged as 'red', indicating that all objectives are currently on track to be delivered.
7. The table below summarises the position on the deliverables contained in the MoU as at the end of the second quarter:

	Green	Amber	Red	Total
Deliverables	9	43	0	52

Key highlights include:

- 7.1. Almost 800 councillors already participated or booked on our leadership courses.
  - 7.2. 64 peer challenges delivered with 79 confirmed/in discussion for delivery in Q3 and Q4.
  - 7.3. Continued to provide intensive support to councils with the most severe challenges.
  - 7.4. Productivity experts deployed to date in 28 councils, helping them to save/generate in excess of £33m over the next 4 years.
8. There are three major projects at present, which relate to the refurbishment of Layden House and 18 Smith Square and the newly included establishment of LG Mutual. The refurbishment of 18 Smith Square is being kept on the major risk register whilst the ongoing issues have been resolved and occupation of the remaining floors is confirmed. A risk register for the LG Mutual work is included in the appendices, there is currently one risk flagged as red which relates to a challenge being made to the mutual project. This is being mitigated by obtaining legal advice at every stage of the project.
  9. Following a significant increase in the outstanding debt between 3 to 12 months in quarter one (17%), this has now dramatically improved with only 7% of debt falling into this category. Debt between 0-2 months has increased to 89%, showing a significant improvement in debt management.
  10. There have been four incidents of data breaches reported with the IT and Business Management team. Two of the four incidents were due to lost/stolen phones. These pose little risk as they are password protected and can be wiped remotely. One incident was a personal email address been set to external recipients and the other an invoice sent to the wrong team within LGA. ICO were contacted and confirmed the incidents were low risk and did not need any further action.
  11. The following changes have been made to the risk register as per CLT's request and SMT's approval:
    - 11.1. The likelihood of SR1 has been increased from level one to two, making this a yellow risk, requiring regular monitoring.
    - 11.2. Both the impact and likelihood for SR8 have been increased to five and three respectively, causing this to become an amber level risk, requiring management action and regular reports to SMT and Leadership Board.
    - 11.3. The risk regarding engaging with combined authorities has been closed and removed from the risk register. The LGA has established groups with combined authorities and mayors and these engagements continues to develop.
    - 11.4. The following risks have been included in the register:

Risk	Impact	Likelihood	RAG	Mitigating Actions
The establishment of the LGA Mutual and LGA as a founder impacts on our own insurance arrangements.	5	3	15	LGA will liaise with brokers to ensure there are not gaps in our insurance and are fully covered.
UKMBA fails to launch a bond.	5	3	15	Additional resources to communicate offer to the sector and seek investors.
The LGA fails to deliver effectively the complex series of changes to its company structures, and the underpinning transition of staff, contracts, systems, finances and insurances.	5	3	15	Regular consultations with external Company Law specialists Cross-organisational transition team in place Creation and maintenance of detailed transition plan Regular staff communications
The creation of the LGA Mutual and its complex supporting company framework, working to similar timeframes as the wider restructure puts additional legal and timing challenges on the organisation with potential risk to the LGA's own insurance arrangements.	5	3	15	Consider whether to retain current LGA insurance arrangement for a further year until mutual is fully established.

		Board/lead	What has the LGA delivered and has it helped achieve the business plan outcome?	Is the LGA on track to achieve its objective	What is the impact on Government Policy & Councils?
Britain's Exit from the EU - councils have a strong and influential voice					
B1	Councils secure the best deal from Brexit that meets the needs of their different local communities. Our strategy will cover constitutional reform, local economic developments, disentangling councils' legal base, community cohesion, exiting the EU and place.	Ian Hughes	At the October Executive meeting, we are reassessing all our work since the referendum. The onus has been on the LGA to identify the opportunities and risks for councils and we have achieved this. In many areas, national action has been achieved or initiated as a result of our work (for example on EU funding). Whilst we have raised other issues whether national action is required, we are still awaiting clarity (e.g. voting rights). However, such risks and opportunities are firmly on the record and early warning of the need for national action has been put on the record.	Amber	As a result of LGA work, the Government has set up a Delivery Board to bring Whitehall together to address councils' risks and opportunities. However, there continues to be a very fluid national debate on Brexit and clarity of the nature of our exit from the EU is unlikely to be achieved until the weeks approaching formal exit. As such, the importance of the LGA work to address risks and opportunities as new Brexit scenarios emerge is of even greater importance.
B2	Support councils to build cohesion and integration, tackle extremism and prevent people being drawn into terrorism.	Mark Norris Safer & Stronger Communities Board	We have raised councils' concerns about Prevent (including the withdrawal of funding as a result of reprioritisation and poor communication) with the Director of the Office for Security and Counter-Terrorism (OSCT) via a letter from the LGA Chief Executive and subsequent meeting and through other engagements with officials. We have raised concerns about the Government's counter-extremism strategy and in particular the growth of far right extremism with Baroness Williams. In both cases we are unable to address the underlying problem that the need for this work is increasing while government is reducing its funding, however we hope to mitigate the impact of this by influencing the way in which government manages the cuts. We have coordinated sector input to and feedback from the Home Office's programme Board for Multi Agency Centres (MAC) pilots, which supports councils by improving liaison between the pilot areas and our awareness of progress. We are planning leadership essentials programmes for Chief Executives, Prevent and cohesion work, a bespoke Prevent Leadership essentials event for east London and a combined event in the North East. We are now picking up issues around the Gypsy, Roma and Traveller community. We are providing much-valued support to the Special Interest Group on Counter extremism.	Amber	We have tried to encourage the Home Office to consider prevent funding on a cluster/regional basis and to look at it in tandem with counter-extremism funding. We have been promised a less 'stovepiped' approach and an improved input in the discussions around this change. Our support to the Start-up Incubation Centre (SIGCE) has facilitated well attended seminars for member councils and a developing support network for councils with acute far right extremism issues.
	Comms:		10 episodes of coverage, of which 100% was positive		
Devolution & Funding for local government - reform of the finance system					
F1	Local authorities receive adequate funding and the consequences of central government reforms are understood and adequately funded.	Nicola Morton All Boards	We published our revised Funding outlook analysis in July showing the gap facing councils to 2025, as well as an updated gap for 2019/20. This was then used to inform the LGA's submission for the Chancellor's autumn budget that was made at the end of September. This called for the 2019/20 gap of £3.9 billion to be met. Our new figures are being used in media reports.	Green	This continues to highlight the difficulties faced by councils due to the funding gap and increases awareness politically and in the media
F2	Fully engage with the government on the Fair Funding Review ensuring that the sector has plenty of opportunity to engage in the reforms	Nicola Morton Resources Board, Leadership and Executive	As part of the LGA's work programme on the Fair Funding Review we completed work on establishing a set of evaluation criteria for future emerging proposals, as well as built an evidence base around the benefits of using population projections in the relative needs formulae which has become LGA policy. We have published tools which allow councils to evaluate the impact of emerging proposals from the Fair Funding Review on their and other members' finances, as well as build their own proposals. We have also commissioned some work on approaches to transition. Joint work with the Government continues to work well in allowing all parts of the local government family to have their say on, and understand the progress of, all parts of the Review.	Green	The impact of the Fair Funding Review on individual councils continues to be uncertain. The risk of some councils seeing funding reductions as a result of the Review remains high. In our work we continue to call for the results of the Review to be introduced alongside additional resources as not doing so will make any outcome of the Review unsustainable.
F3	Engage in the detailed arrangements for further business rates retention, and improvements to the current system	Nicola Morton Resources Board, Leadership and Executive	Detailed work has been progressing on the implementation of 75 per cent Business Rates Retention alongside the phasing out of a number of grants. Detailed discussions on improvements to the system include dealing with the impact of appeals centrally (which is welcome and something we have long called for) as well as consideration of system resets, tier splits and safety net and the central list. A consultation is awaited in autumn 2018. We have continued to urge the Government, at every opportunity, to allow more rates to be retained without additional responsibilities as a measure to help meet the local government funding gap. We held a well attended joint event with MHCLG for areas interested in becoming 75 per cent Business Rates Retention pilots.	Green	Arrangements for 75 percent business rates retention which balance incentive and need in the way the system is designed would be an achievement for the LGA and local government; specifically in the design of a central appeals arrangement in order to minimise the provisions which councils have to set aside.

F4	Councils have control over council tax and business rates and the right to determine new local taxes, and fees and charges which fully recover costs.	Nicola Morton Resources Board	As part of the LGA's political processes, discussed the LGA's policies on council tax and business rates discounts with Resources, People & Places and City Regions Boards which all endorsed current LGA policy of seeking maximum flexibility. As part of our response to the Technical Consultation on the 19/20 local government finance settlement, we argued for referendum powers not to be used.	Green	Setting of the business rates multiplier remains a national power and council tax continues to be subject to council tax referendum limits.
F5	Contribute to improvements to the business rates appeals system and the modernisation of valuation and collection.	Nicola Morton Resources Board	We have continued to work with Ministry of Housing, Communities and Local Government (MHCLG) and the Valuation Office Agency (VOA) on measures to improve the business rates system, including more effective tackling and management of appeals risk, improving business rates processes, compliance and avoidance and more frequent valuations. We have planned for a survey on business rates avoidance which will be carried out in Q3. We have continued to work with the VOA to help them improve their engagement with the sector including new high level consultation forums and revisions to the data sharing agreements and protocol. We have continued to engage with the Government on the Year 2 implementation of the additional business rates reliefs announced in the Chancellor's 2017 Spring Budget.	Green	Implementing more frequent valuations could lead to more appeals and uncertainty, we are working with government agencies and local government to ensure that any reforms build on the successes and tackle problems such as avoidance and data sharing.
F6	Lobby to free local government borrowing from Treasury restrictions.	Nicola Morton Resources Board	We have taken every opportunity to highlight the anomalies in the housing borrowing regimes, notably the Housing Revenue Account (HRA) borrowing cap. Subject to detailed announcements, the Government seems to have accepted the LGA's case. We have continued to highlight anomalies in the capital financing regime and continue to engage with Cipfa and MHCLG over the revised prudential regime for capital finance. We have secured an override to IFRS9, albeit temporary and have submitted a response to the government consultation on this.	Green	We are able to brief councils - either in groups (CFO societies) or individually on the impacts of new prudential regime, and engage in discussions with MHCLG over actions being taken by councils. The Government consultation on IFRS 9 was as a result of our lobbying. Just after the end of the quarter an announcement was made that the HRA borrowing cap will be lifted but we await detail.
F7	Councils get support to help them increase the powers and responsibilities devolved to them from Government	Alex Thomson City Regions and People & Places	<p>The forums created by the LGA for established and aspiring combined authorities continue to provide a platform to explore areas of shared interest, including securing further devolution in relation to areas such as skills.</p> <p>The LGA has continued to lobby for further devolution to all areas in its submissions and responses to key legislation and announcements, with an increasing focus on Local Industrial Strategies and the Government's as yet unpublished devolution framework.</p> <p>The LGA has carried out extensive Whitehall engagement in relation to Local Industrial Strategies at political and official levels. Following joint calls by the LGA and the LEP Network, the Government announced in July that all areas of England would agree a Local Industrial Strategy with government.</p> <p>The online Devolution Hub provides a range of resources for councils interested in devolution and continues to attract over 2,000 visits a month.</p>	Amber	<p>The LGA and councils remain well-placed at the forefront of the debate on the constitutional future of the UK, with productive relationships in place with Department for Exiting the European Union (DEXEU), Department for Business, Energy &amp; Industrial Strategy (BEIS) and MHCLG.</p> <p>However, progress on devolution has stalled with no new devolution deals announced in the reporting period. We are therefore refocusing elements of our policy work, for example through seeking to ensure that Local Industrial Strategies are accompanied by the devolution of powers and funding. We are also undertaking initial engagement with Whitehall on the Government's devolution framework.</p> <p>Mayors have been elected to lead 7 combined authorities, but thus far the government has been reluctant to support proposals for devolution in areas that have not agreed to this form of devolved governance. Given this context and ongoing Brexit negotiations, the People and Places Board have embarked on a comprehensive piece of work (the Post-Brexit England Commission) setting out the case for greater and appropriately funded powers and flexibilities for non-metropolitan areas in England.</p> <p>The Commission published its interim report at LGA Conference in July and is delivering a wide range of engagement activity to inform a final report due to be published in 2019.</p>

F8	Provide direct support to councils engaging in devolution and develop a suite of tools and activities to share learning	Alex Thomson City Regions and People & Places	<p>The LGA has continued to provide a range of generic and bespoke support to combined authorities (CAs) and CA Mayors over the current reporting period, with key activity including:</p> <ul style="list-style-type: none"><li>• Providing tailored capacity support to CAs across a number of areas of delivery;</li><li>• Convening the CA chief executives’ network as well as established thematic networks for senior CA officers covering: housing and planning, employment and skills, and finance;</li><li>• Progressing work to establish new thematic CA networks focused on HR and governance;</li><li>• Facilitating the sharing of best practice among CAs through both the networks of CA officers and the facilitation of peer-to-peer exchanges between CAs;</li><li>• In particular, research was commissioned by the LGA on behalf of the CA CEX Network that looked at the financial freedoms of combined authorities. This research has been completed and the CA CEX Network will be discussing next steps at their upcoming meeting, including how to engage MHCLG on the research proposals; and</li><li>• Identifying further improvement support of collective interest to CAs that will be commissioned by the LGA in the upcoming reporting period and have input from the relevant CA networks.</li></ul> <p>We are also working with NALC to explore the devolution agenda from principal to parish and town councils forward following a report and event on joint working in May this year.</p>	Green	<p>The LGA’s support offer on devolution is highly valued by the sector and utilised extensively by all established mayoral and non-mayoral combined authorities. The LGA has carved a clear role for itself in relation to the CA Mayors and plans have been agreed to continue this work through the continuation of the Mayoral Forum as well as other channels.</p> <p>Uncertainty remains around the Government’s appetite for future devolution, particularly in non-metropolitan areas and the LGA support offer is responding to this changing policy landscape with an offer currently being developed that focuses on Local Industrial Strategies.</p>
	Comms:		73 episodes of media coverage, of which 71% was positive		
Inclusive growth, jobs and housing - councils central to revitalising local economies					
IG1	Councils work with partners to maximise the value of local and national infrastructure investment, including transport powers (with Local Partnerships).	Eamon Lally EEHT	<p>We submitted evidence on transport infrastructure on a number of fronts, including: a submission to Transport Committee inquiries on the state of bus markets, active travel and also the condition of local roads. We also made a submission to the DfT call for evidence on the future of mobility. Our submissions raised a number of LGA policy asks, including on the quantum of funding, and asking more simplified and long-term funding for infrastructure. We reiterated the importance of local bus services for connectivity and our calls for more traffic control powers - including Part 6 of the Traffic Management Act 2004 which gives enforcement powers to councils outside London against moving traffic offences. We also responded to the Government's Clean Air Strategy. Our submissions to the inquiries also took account of our recent modal shift survey. We have also engaged private sector expertise in the retail property sector with a view to sharing their best practice and expertise with councils in their efforts to regenerate town centres.</p>	Green	<p>The Government published the first National Infrastructure Assessment (NIA) in July which is produced once every five years by the National Infrastructure Commission. It outlined the country’s infrastructure needs for the next thirty years and endorsed many of the key points we had made in our submissions to their evidence gathering process. It acknowledged that local leaders have to bid to too many different government competitions, which provide an unpredictable and short term funding stream and place a significant strain on the limited revenue funding available for transport planning.” It recommends that Local transport authorities outside London should have stable, devolved infrastructure budgets, as Highways England and Network Rail have. The report also recognises the drag on the country’s economy and local growth that the backlog of road repairs has, acknowledging that “In recent years, insufficient funding has led to poor conditions on local roads, affecting road users throughout the country... The National Infrastructure Commission therefore recommends that “government should make £500 million a year of funding available from 2025/26 to 2034/35 for local highways authorities to address the local road maintenance backlog.” On local growth the Government has also established an expert panel to diagnose the future of high streets and town centres - the panel includes local government representation.</p>



IG2	Councils unblock the barriers to house-building and drive the increase in housing supply the nation needs.	Eamon Lally EEHT	<p>Members to meet with Ministers and Special Advisers in recent weeks to push the case for the removal of the Housing Revenue Account borrowing cap and other reforms.</p> <p>We have responded to consultations on the social housing green paper and reforms to Right to Buy.</p> <p>On 2 August we published Speeding Up Delivery: Learning from councils enabling timely build-out of high quality housing.</p> <p>Mark Lloyd sat as an adviser to the Ministerial Rough Sleeping Task Force and chaired the prevention working group which was influential in shaping the Rough Sleeping strategy that was published on 13 August</p> <p>Sector support</p> <ul style="list-style-type: none"><li>- Housing adviser programme now commissioning suppliers to projects and on track for completion before year end.</li><li>- in discussions with Housing Finance Institute to establish Housing Springboard masterclass events with a series of councils looking to increase the supply of housing.</li><li>- advice and guidance for councils in implementing the duty to refer completed</li><li>- project looking at good practice on out of area moves of people homeless or at risk of homelessness initiated and mid way through</li></ul> <p>ers to meet with Ministers and Special Advisers in recent weeks to push the case for the removal of the Housing Revenue Account borrowing cap and other reforms.</p> <p>We have responded to consultations on the social housing green paper and reforms to Right to Buy.</p>	Green	<p>Policy - the LGA has achieved a number of lobbying successes in the quarter, including:</p> <p>Social housing:</p> <ul style="list-style-type: none"><li>- commitment from HMG to lift the Housing revenue account borrowing cap</li><li>- HMG commitment to repeal the High Value Assets Levy policy (forced sale of council homes)</li><li>- HMG consultation on additional flexibilities to use of Right to Buy receipts</li><li>- increased investment in social rent grant</li><li>- HMG commitment to social rent certainty up to 2025</li><li>- wider acknowledgement of the need to invest in councils and social housing by the Social Housing Green paper</li><li>- continuing to raise issues and lobby on detail of Right to Buy reform, rents certainty, and the need to lift the HRA cap as soon as possible</li></ul> <p>Planning policy:</p> <ul style="list-style-type: none"><li>- HMG inclusion of social rent definition in the National Planning Policy Framework</li><li>- implementation of local development corporation policy</li><li>- recognition by HMG in new NPPF of the role of proactive planning by councils</li><li>- further reforms to Compulsory Purchase Orders</li><li>- implementation of 20% planning fees increase</li><li>- continuing to raise issues around planning resources, permitted development rights, housing targets and the delivery test</li></ul> <p>Homelessness</p> <ul style="list-style-type: none"><li>- £100 million of new funding into local government via the Rough Sleeping Strategy, including specific LGA ideas such as the Somewhere Safe to Stay model</li></ul>
IG3	Councils have the levers and support to make the most of their cultural, sporting, heritage and tourism assets.	Alex Thomson Culture, Tourism & Sport	<p>We have delivered two sports leadership essentials for officers, as part of a new 2-year contract with Sport England worth £271,000. We have commissioned research into the role of councils in supporting a skills pipeline for the local tourism sector - this will be a deep dive into eight areas, exploring how work local principles can be applied to a specific industry. We have commissioned development of a museums handbook on behalf of ACE, responding to recommendations for local authority museums in the Mendoza Review. We held a conference with the FA at Wembley, which was attended by 150 delegates from over 100 councils.</p>	Green	<p>Councils have officers trained in strategic leadership skills, and the knowledge of how to apply them in a sporting context. 8 councils will have bespoke support on how to strengthen their local tourism sector, with replicable learning for other councils; and work local will have had a practical test. Councils have been informed about how to apply for £100 million per annum over 10 years that The FA is investing in grassroots football, and a strategic relationship has been developed with the FA.</p>
IG4	Councils increase their local digital connectivity, both broadband and mobile.	Alex Thomson People and Places	<p>The Rural Digital Connectivity Working Group has refreshed its membership and will meet next month to agree its new programme of work. The Group plans to invite Openreach to their first meeting to discuss how the communications provider and local government can work together to ensure new builds are connected to future-proofed fibre broadband.</p>	Green	<p>The LGA is able to harness the technical expertise of council officers to advance the position of local government. It is able to utilise its strategic profile to attract senior stakeholder engagement from within the communications sector.</p>
IG5	Councils have the power, funding and lead responsibility to integrate and commission back to work, skills and welfare support under a devolved model.	Alex Thomson City Regions and People & Places	<p>Influencing the skills system continues to be a key ask for the sector. We continue to promote the LGA's Work Local proposals for skills and employment devolution to Government, Opposition and key stakeholders. As part of this, we have established a new Skills Taskforce made up of LGA Board members which will aim to engage a range of stakeholders during a series of roundtables. Our aim is to build mutually beneficial relationships with external organisations around the skills and employability agenda.</p> <p>Following on from positive discussions in the summer with the Rt. Hon Anne Milton MP, Skills and Apprenticeships Minister, we are also continuing to pursue a strategic DfE/LGA political and operational partnership on post 16 skills to benefit both devolved and non-devolved areas. This is in progress with Whitehall officials.</p>	Amber	<p>Securing devolution of skills funding and powers is a key priority of councils and combined authorities, and we are continuing to make progress in advancing this agenda, albeit not as quickly as desired. The LGA is due to meet soon with the Rt. Hon Anne Milton MP, Minister for Skills and Apprenticeships for its second triannual meeting to further progress the political and operational relationship with the DfE on post 16 skills. Officer level engagement is continuing and is planned around skills advisory panels, Small Medium Enterprise (SME) engagement, post 16 routes and apprenticeships. We will also be running an LGA Skills conference on 27th November.</p>



IG6	Support councils and fire and rescue authorities in making high rise residential buildings safe in the future.	Mark Norris Environment, Economy, Housing &Transport and Fire Services Management Committee	The LGA's Chairman has participated in the taskforce set up by the Secretary of State to drive remediation of private high-rise residential buildings with combustible cladding. MHCLG has also agreed to fund the multi-disciplinary team proposal we developed with the sector to assist councils to ensure owners of these buildings remove the cladding. Work is underway to establish this team, including working through issues related to insuring the LGA against the risks associated with this operational work. We continue to work with MHCLG and member councils to shape the updated statutory guidance that is being produced to support enforcement under the Housing Act 2004. We meet MHCLG regularly with councils to discuss issues related to the failure of fire doors and continue to press the department to improve communication about which doors have failed the relevant tests and how quickly the doors failed them. Our lobbying of MHCLG around problems councils have been experiencing with Large Panel System buildings has resulted in the department organising a forum for councils and RSLs to discuss the issues they face. We have responded to Dame Judith Hackitt's final report on building regulations and fire safety, and also to the government's consultation on banning the use of combustible materials on the external walls of high rise buildings. The Secretary of State has now announced the government will be banning the use of combustible materials in line with the LGA's lobbying. We are informing MHCLG's views about the shape of the Joint Competent Authority (JCA) recommended by the Hackitt review as the new regulator supervising high-rise residential buildings. We have also been exploring with Local Authority Building Control and the National Fire Chiefs Council submitting joint views on how the JCA should operate, and possible options for piloting the arrangements it would need to work.	Green	We continue to shape the government's response to the Grenfell fire and work to improve building safety. MHCLG will be making changes to the Housing Act guidance, which will support councils in taking action against building owners who have been reluctant to confirm their buildings have combustible cladding, and the multi-disciplinary team (the Joint Inspection Team) we are looking to establish will provide sector-led support to councils on this agenda. Our lobbying and engagement work with MHCLG around fire doors and large panel system buildings means that councils are better informed about the risks they face and what action they can take to address them. The government has announced it will ban combustible cladding, which we have called for. Having shaped the final recommendations in the Hackitt Review, we are now shaping MHCLG's thinking about how they are implemented.
IG7	Councils have the power and tools to build safer and more resilient communities and develop sustainable delivery models for relevant services.	Mark Norris Safer & Stronger Communities Board	We commissioned research on the impact of delaying the reduction of Fixed Odds betting Terminals (FOBT) stakes, and worked with the All Part Parliamentary Group (APPG) and Bacta to promote the findings of this. We published our guidance on the new NR3 taxi licensing tool, and are working with councils to promote implementation and use of the tool. The Department For Transport (DFT) taxi / PHV working group, which LGA contributed to, was published in September; we are planning a series of follow up questions in parliament on this. We responded to the Home Affairs Select Committee inquiry into modern slavery. We have been working to develop updated guidance on civil resilience and a strengthened approach to mutual aid. We participated in the County Lines Working Group and continue our work with the Home Office on tackling county lines issues. Cllr Simon Blackburn has attended the Serious Violence Taskforce meeting and continues to represents the voice of local government in this forum. We also submitted written evidence to the Home Affairs Committee on serious violence. We responded to the Government's announcement of the £200million endowment fund to support young people and a proposed statutory duty on local authorities and partners to prevent crime. We will continue to work with the Home Office to ensure any new statutory responsibilities are adequately funded and met by new burdens. We continue to liaise with MHCLG on their domestic abuse services review, which focuses primarily on accommodation based services. We have attended a number of local authority workshops to gain feedback on MHCLG's proposals and also taken this to SSC Board members. We have also submitted evidence to the Home Affairs Committee on domestic abuse. We issued a press release calling for details of the Prosecutions Fund on the underage sale of knives to be brought forward as soon as possible, after previously being announced in the Serious Violence Strategy.	Green	We have ensured that MHCLG has consulted with local authorities on their proposals for Domestic Abuse Accommodation Based Services funding models. Following this feedback, and our response to their proposals, MHCLG are reconsidering their proposals to take this into account. We have stressed the importance of ensuring domestic abuse reforms or announcements are cross-departmental and take a whole-systems approach, rather than working in silos. We also continue to engage with the Serious Violence Taskforce and will ensure our members voice is heard.
	Comms:		91 episodes of media coverage, of which 98% was positive		

Children, education and schools - councils can bring partners together to provide for children					
CE1	Highlight that child and adolescent mental health services needs further reform and investment and a greater focus on preventative and early intervention services such as school based services.	Ian Keating Children & Young People	Lord Porter is planning to ask a Parliamentary Question about what steps the government is taking to ensure partnership working between councils and CCGs is a key feature of the CAMHS reforms. A publication on leadership and accountability is due to be published on 10th Oct to coincide with world mental health day and media issued a story highlighting the challenges for CYP for provision and good work of councils in suicide prevention. Press releases responding to the EPI report were also released. The Peer learning programme for CAMHS concluded and a report is being drafted and is due to be published shortly. We submitted a response highlighting our key priorities for CAMHS and wider mental health issues to influence the NHS Long Term Plan and this also included a letter to Simon Stevens. We continue to liaise with NHS England about the implementation of the reforms and how we can work together to ensure there is accountability and partnership working at local level.	Amber	We are continuing to raise the profile and flag our key messages from the Bright Futures CAMHS campaign at national and local level.
CE2	Councils have a role in promoting high educational standards for all children and young people, whatever type of school that they attend, accompanied by the appropriate resources, powers and flexibilities to support this role.	Ian Keating Children & Young People	We have commissioned research which will look at the respective costs of the two middle tier models in England (councils and Regional Schools Commissioners) which have been operating together since early 2014 when the Regional Schools Commissioner (RSC) framework was established. This will feed into the Government's review of school accountability which is taking place in the autumn and will also provide an opportunity to continue to press for a recognition and clarification of the council role in education and school improvement.	Amber	This is part of our Spending Review work, looking at the comparative costs of the current two-tier system of support and oversight for maintained schools and academies. The aim is to make the case for a strong, clear continuing role for councils in oversight and support of schools and school standards.
CE3	Ensure the growing pressures on the high needs budget which supports pupils with Special Educational Needs and Disabilities is highlighted and addressed by the Government	Ian Keating Children & Young People	Research on the high needs funding pressures is progressing, with a survey sent out to all treasurers to help identify the funding 'gap' that councils are facing. Researchers have also arranged 'deep dive' interviews with nine councils to get a clear picture of the issues that are driving the rise in demand for Special Education Needs and Disability (SEND) support. The SEND good practise project has completed, following a series of free regional workshops where findings were tested with member councils. The findings of both projects will be launched/published at a session taking place at NCAS on the 14th November. The findings of the high needs funding project will be used to influence the spending review, while the good practise project is aimed at member councils.	Amber	The findings of these project will help influence the spending review, ensuring councils are properly funded to meet demand for high needs support and; identify and share good practise in delivering SEND support which will be of interest to member councils.
CE4	As a result of the Children's social care and wellbeing campaign the financial pressures on council children's services are reduced and there is a renewed focus on investing in early intervention	Ian Keating Children & Young People	<p>Our work on building a broader coalition of support behind our key messages is beginning to bear fruit, and a range of organisations published reports over the summer that directly supported, and in some cases directly quoted, our key asks - with a particular focus on the need to address the children's services funding gap. This included reports from the Children's Commissioner, the Children's APPG, Action for Children and the multi-agency Care Crisis review. We are currently working with several of the bigger children's charities (Action, NCB, Barnardo's and Save the Children) on a joint narrative around children's services funding ahead of the spending review.</p> <p>We have issued our survey on new burdens funding, which should help to illustrate the extent to which new duties on children's services have been underfunded in recent years, and expect to have the results available by November.</p> <p>We have also now commissioned the ISOS Partnership to undertake research into current practice in the delivery of early help services, working closely with the Troubled Families team at MHCLG, and are supporting the Early Intervention Foundation in their work to "restate the case for early intervention".</p>	Amber	The cross-sector coalition behind the LGA's key messages continues to grow, with a large number of organisations now signed up to consistent messaging to government about the need for a sustainable funding solution for children's services. The LGA's work in this area remains highly visible, supported by a number of high profile media hits over the summer - including a front page headline in the Observer. While we have yet to secure any additional funding for councils, we are continuing to grow both the evidence base and the wider public profile for this issue. Following our calls, the Government announced in the 2018 Budget that they will invest £84 million over five years to expand children's social care programmes in 20 areas and give councils the flexibility to use £410 million of additional funding for social care in 2019/20 on adult and children's services.
	Comms:		71 episodes of media coverage, 95% of which was positive		

Adult social care and health					
P1	Make the case for a locally led place-based and person-centred approach to integration with councils as equal partners with the NHS.	Mark Norris Community Wellbeing	The LGA has led a partnership project with ADASS, NHS Confederation, NHS Clinical Commissioners, the Association of Directors of Public Health and NHS Providers to review and refresh our shared vision for integration, which was published in June 2016. Based on evaluative research commissioned by the Care and Health Improvement Programme, we have identified the progress made on developing place based and person-centred services and highlighted the action that still needs to be taken at local and national level. Our joint document, 'Shifting the centre of gravity: making person-centred, place-based health and care a reality' will be launched at the National Children and Adults Services Conference in November 2018 and will form the basis of the LGA and our partners key policy messages on the future of integration. We have also made significant contributions to many of the 13 separate work streams feeding into the NHS Long Term Plan, which will outline the vision and priorities of the NHS for the next ten years. The Community Wellbeing Board (CWB) have written to Simon Stevens to outline the LGA's key proposals for what the additional £20.5 billion funding for the NHS should be spent on. We have emphasised the need to invest in community-based preventative services, including adult social care, in order to improve people's health and wellbeing and relieve pressure on acute NHS services.	Amber	Our original shared vision, published in 2016 as 'Stepping up to the place: the key to successful health and care integration' has been very influential on the Government and other key partners, including NHS England in shaping a consensus on the core purpose of integration and its key components. The key components underpinning our vision were the basis of our sector led health and wellbeing system improvement and support offer. We anticipate, that with additional partners now on board, our refreshed vision and recommended actions will also be influential in Government and NHS England policy on the future of integration. We await the publication of the NHS Plan in November 2018 to see whether it will take a place-based and person-centred approach to improving health outcomes - especially in relation to joining up health and care services.
P2	Make the case for additional investment in adult social care and support in the short term and influence and respond to the forthcoming green paper on care and support reform to reflect councils' key concerns and issues for long-term sustainability.	Mark Norris Community Wellbeing	On short-term pressures, we have continued to highlight concerns about immediate and short-term sustainability. At the Conservative Party Conference the Government announced £240 million new funding for social care to help alleviate pressures on the NHS over winter. We welcomed this money but stressed that such short-term bailouts are not the answer to the long-term problem. On the longer-term, our major deliverable has been the LGA's own green paper on adult social care and wellbeing, <i>The lives we want to lead</i> . The was published on 31 July with extensive media coverage on launch day. The response to the consultation has been superb and has exceeded expectations; we have received more than 500 responses and this wealth of information is supplemented by findings from public polling and focus groups that we commissioned from Britain Thinks. Research Team colleagues are currently analysing all responses ahead of a further report - the LGA's response to the consultation - that will launch at the NCAS conference in November.	Amber	Whether our green paper influences the Government's own green paper remains to be seen and publication for that is now expected in December. We are sharing key findings with Ministers and officials at relevant points. However, our work has undoubtedly kept the debate firmly on the agenda and we know officials are keen to learn more about our findings. Our green paper has enjoyed an extremely positive response from across the sector and its reach has been impressive. It is difficult to imagine that the Government would not read our final report with great interest.
P3	Influence national strategies and policy related to vulnerable people, and support councils in their work around mental health, learning disabilities, loneliness, dementia, supported housing and other issues	Mark Norris Community Wellbeing	With the Association of Directors of Public Health (ADPH) and ADASS we submitted a response to the consultation on the Government's loneliness strategy that highlighted the need to fully fund wider local services that contribute towards mental wellbeing. We have secured (Department of Health and Social Care (DHSC) agreement to work in partnership with us, ADPH and PHE to develop a new SLI offer on suicide prevention. A self-assessment was sent to DPHs on 1 October to identify good practice and ask for feedback on what support would be most useful. We have submitted a response to the mental health work strand of the NHS long term plan that highlights the need for investment in community mental health services. We continue to press for urgent clarification on future sleep-in payments in response to the Court of Appeal judgment. We have sought views from councils on the next phase of supported housing reform following the decision to keep it in housing benefit. There are emerging concerns that the review of housing costs will be taken separately and faster than the review of support costs.	Amber	We secured positive references to the LGA and a commitment to work with us on support for councils in the Government's loneliness strategy published 15 October. On suicide prevention we have steered DHSC away from top down mandation of voluntary local plans.

P4	Support councils around the oversight and implementation of the Armed Forces Covenant.	Mark Norris Community Wellbeing	We continue to develop the new national virtual network for council covenant officers that is enabling more good practice to be shared. We submitted a consultation response to the government's veterans strategy that highlighted the different ways councils are supporting veterans.	Green	The government is expected to publish a new veterans strategy next month.
P5	Lobby for investment in public health and raise awareness of the impact of health inequalities and the links between health, work and worklessness.	Mark Norris Community Wellbeing	Work has been ongoing to develop a new Health Inequalities Framework with ADPH and PHE. The initial framework document was published at the PHE Annual Conference on 11 September. A new Quality Framework for Prevention is also currently in development, the first roundtable was held on 26 September. In September we launched a new case studies document showcasing the work of councils in the support and treatment of people with drug and alcohol problems. On 26 September the LGA held a conference on phase 2 of the Child Obesity Plan. Over 120 attendees including the Minister were in attendance. We have continued to make the case that cuts to the public health grant represents a false economy and that pressures in the system continue to grow. A new publication exploring the link between inclusive growth and health will be published in November to coincide with the national children and adult services conference. Work continues to influence the prevention and health inequalities work streams within the NHS Long-term Plan.	Green	We are continuing to raise the profile of public health in local government and the challenges faced by the sector as we prepare for the next SR round. Following the publication of the Secretary of State's prevention vision we will be lobbying to shape the forthcoming Prevention Green Paper. It was disappointing that the budget contained no additional funding for public health - so our focus now is on what funding might be made available as part of the NHS Long Term Plan and then the Spending Review. In our response to the budget we continued to highlight pressures in the system across drugs, alcohol and childhood obesity. In order to give our lobbying greater impact we are currently in the process of analysing a range of data in order to demonstrate the difference that councils have made to public health services since they were transferred to local authorities in 2013.
P6	Fire & Rescue Authorities and councils to lead delivery of fire service reform, working with partners including police and crime commissioners and health.	Mark Norris	We represent Fire and Rescue Authorities (FRA) perspective on the new round of Fire and Rescue Service (FRS) inspections through the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Inspections External Reference Group. We continue to shape the HMICFRS approach to governance inspections. We are planning five culture diversity and inclusion masterclasses in between December and February in Lancashire, London, West Yorkshire, Exeter and Birmingham - the board has appointed a Diversity Champion Fiona Twycross who will head up these events. We sent a letter to Sir Philip Rutnam Home Office around delays to the roll out of the Emergency Services Mobile Communications Programme (ESMCP). We have continued to support FRA around issues relating to PCC transfers.	Amber	We continue to represent FRAs concerns about scrutiny and oversight as part of the HMICFRS corporate governance inspections. We continue to raise the issue of diversity with members.
	Comms:		203 episodes of media coverage, of which 99% was positive		



Councils are responsible for their own performance, effectiveness and efficiency, accountable above all else to their local Communities				
	Target	Responsible officer	What have we delivered by end of September 2018=	Has the target been achieved?
PEER CHALLENGE AND SUPPORT				
<b>OBJECTIVE 1: every council will have received a corporate or finance peer challenge between 2017 and March 2022.</b>				
1.1	Deliver at least 110 peer challenges, of all types (including fire and rescue), of which 70 are corporate or finance peer challenges.	Gary Hughes & Paul Clarke	We have delivered 64 peer challenges of which 28 were CPC/finance. We currently have 79 peer challenges confirmed or in discussion of which 49 are CPC/finance.	Amber
1.2	Reducing the number of councils that have not had a corporate peer challenge since 2012 by 50% in 2018/19 (Baseline is 112, target is 56)	Gary Hughes & Paul Clarke	Good progress is being made with reducing the number of councils that have not had a corporate peer challengesince 2012 and now stands at 85.	Amber
<b>OBJECTIVE 2: LGA acts as a focal point for the facilitation of effective peer to peer support</b>				
2.1	Change of control support to 15 councils. A change of council control or political Leader/Mayor can be vulnerable time for councils.	Vicki Goddard	28 councils received this support by the end of September 2018. Following the May local government elections, a meeting was held immediately after with the National Member Peers, Heads of Political Group Offices and Principal Advisers to identify councils where there was going to be or likely to be a change of control or change in leader, and steps were taken to contact all the relevant councils. As a result of this meeting and other local political changes since, peer and other forms of support have been put in place.	Green
2.2	Provide support to at least 10 councils to manage and resolve issues between the political and managerial leadership.	Vicki Goddard	This type of support was provided to 9 councils by the end of September 2018.	Amber
2.3	Tailored member/officer peer support to at least 60 councils. For example one to one mentoring support for individual councillors or chief executives.	Vicki Goddard	We provided this support to 48 councils by the end of September 2018. This work is a key part of the LGA's core offer brokered through our Principal Advisers.	Amber
2.4	Support to at least 20 councils to improve the way they engage with their communities and establish a clear vision based on their residents' concerns and the priorities of the council	Matt Nicholls & Claire Thurlow	We have provided direct support to 13 Councils. During Q2 the team provided on site support to Mansfield DC (1 day health check) and Sevenoaks DC (3 day Comms review), as well as direct strategic support for both Wiltshire and Lancashire councils. Salford City Council has also been in receipt of ongoing support following their one day health check with an additional bespoke skills audit delivered during quarter 2. Central to Q2's Comms improvement activities has been the publication of #FutureComms - the first dedicated guide to strategic modern communications aimed at leaders, chief executives, members and heads of communication. The document includes case studies from more than 35 councils on areas of best practice in modern local government communications as well as thought leadership chapters from 35 contributors from the public and private sector and the impact that more strategic, planned communications can bring to helping local government to achieve its objectives. The online resource was developed in partnership with Solace, LG Comms and the PRCA and was launched at the LGA's annual conference in July 2018. At the end of Sept 2018 the guide had been viewed in excess of 6,600 times.	Amber
2.5	Support fire and rescue authorities as required and in a way that aligns with the new inspection regime.	Gary Hughes	We have continued to provide advice through our Principal Advisers to Fire Authorities and in particular continued to provide support to Avon Fire and Rescue Authority. We are due to deliver 4 peer challenges in 2018/19	Amber
<b>OBJECTIVE 3:Scrutiny makes an effective and positive contribution to organisational effectiveness</b>				
3.1	With CfPS, a range of support for scrutiny, accountability and good governance including promotion of good practice.	Jacqui McKinlay & Ed Hammond	We have provided advice and information to 30 councils via the help desk on a range of subjects, including a number of enquiries on election of parent governor reps and the challenge of finding parent governor representatives from maintained schools; call-in and examples of scrutiny good practice. In addition we have provided 24 days of in-house training and consultancy improvement or transitional support across 7 councils.	Amber
3.2	Training for at least 20 councillors on a Leadership Essentials Scrutiny Course.	Grace Collins	19 councillors have attended our Leadership Essentials Effective Scrutiny programme that took place in September. A further programme is scheduled for January 2019.	Amber
3.3	Maintain and improve LG Inform, the online data and benchmarking service, enabling the comparison and analysis of performance and thereby supporting efficient service delivery and enhancing local accountability.	Juliet Whitworth	LG Inform continues to be a well-used part of the LGA offer to local authorities. <ul style="list-style-type: none"><li>• 100% councils use LG Inform and there are now over 3,300 registered users.</li><li>• During Q2 the LG Inform site was viewed 60,000 times with over 125,000 views so far this year. Additionally, the new LG Inform VfM site content was viewed more than 6,100 times in Q2, with over 12,000 views so far this year.</li><li>• Over 140 new metrics were added to the database in this quarter with over 500 new additions so far this year.</li><li>• We updated our popular Special Educational Needs Report with new indicators.</li><li>• Our local authority and fire benchmarking clubs remain popular, and new quarterly reports were updated and released.</li><li>• The LG Inform Knowledge Hub group continues to be a useful community, with nearly 1,300 members making 3,759 views so far this year.</li></ul>	Amber
<b>OBJECTIVE 4: To work with the most challenged councils to minimise the risk of formal intervention by MHCLG</b>				
4.1	Bespoke packages of support for up to 10 councils identified by the LGA and the Ministry as having the most severe performance challenges and at risk of intervention or in intervention.	Vicki Goddard	We provided this support to 9 local authorities by the end of September 2018.	Amber
LEADERSHIP AND CAPACITY				
<b>OBJECTIVE 5: Councillors and Officers are provided with the support and development opportunities they require</b>				
5.1	Provide development opportunities for at least 680 councillors with leadership roles in their councils.	Grace Collins	202 councillors have participated in our programmes in Q1&2 which includes Leadership Academy, Scrutiny, Planning Decision making, Children, Women Councillors event and Media Masterclass. 584 councillors are registered to attend future political leadership programmes.	Amber

5.2	Promote good standards in public life in appropriate leadership courses and through the sharing of good practice and information.	Will Brooks	Sessions on good standards in public life have been incorporated into the flagship Leadership Academy programme. In addition, as part of our procurement process for speakers and facilitators on leadership courses, we have now included reference to good standards and this should be incorporated into sessions where appropriate and relevant.	Amber
5.3	In Partnership with SOLACE: * Ignite leadership development programme for at least 10 CEO's * A programme for senior managers who aspire to be CEO's * A programme that recognises and develops rising talent * A management development programme aimed at 'middle' managers.	Will Brooks	CEXs have been sought for the IGNITE programme starting in November, with the option of attending the programme in February 2019 as an alternative. Plans are underway to open applications for the aspiring CEO programme to begin in January 2019. Applications for rising talent (Springboard) and middle managers (Transform) are opening in October.	Amber
5.4	In partnership with CIPFA enhance the programme of leadership support for Section 151 officers.	Alan Finch	A programme has been devised which will run from September 2018 comprising bursaries to the CIPFA Leadership Academy. An opportunity for more experienced Chief Finance Officers related to action research learning will be trialled in the New Year.	Amber
5.5	Training and support for at least 75 council leaders or other senior politicians and chief executive and senior officers to develop their leadership roles through top team development and other programmes including digital leadership.	Will Brooks and Grace Collins	Cohort for 2018 LGA Leaders Programme has been confirmed and there are 11 Leaders/Mayors on the programme. Dates for the Leading Edge event for leaders and chief executives have been set for 4-5 February 2019	Amber
<b>OBJECTIVE 6: The supply of talented political and officer leaders is continually refreshed.</b>				
6.1	At least 20 councils are supported to deliver bespoke "Be A Councillor" programmes to enable them to promote democracy and attract a wider pool of diverse talent to stand for election.	Michael Barrett	10 councils are engaged with the "Be A Councillor" programme. Bespoke campaigns and events are now being planned with Epsom and Ewell, Guildford, Manchester, South Staffs and Waverly.	Amber
6.2	60 ambitious and talented councillors are supported to progress their political careers through the Next Generation Programme	Michael Barrett	Cohorts for Next Generation are confirmed for all four political groups and the target of 60 councillors has been reached.	Green
6.3	The national graduate development programme recruits at least 100 high calibre graduates in to local government.	Helen Jenkins	123 graduates are confirmed on Cohort 20. Councils have spoken highly of the calibre of candidates and the value and associated productivity. Recruitment for 2019 has now opened and as of 10 October, there are more than double the number of applications from this time last year (400 in 2017, over 1000 in 2018)	Green
6.4	An apprenticeship programme designed to help councils increase the number of apprenticeships and maximise their levy investment.	Nigel Carruthers	* Bespoke support program launched supporting 34 councils. Delivery of this support is in two tranches (T1 July-Oct, T2 Sept-Dec). Three councils have completed and remaining support days have either been completed or are scheduled for all remaining LAs. * Held a further two regional workshops (50+ LAs attending) with a further one scheduled for Oct (20+ LAs attending). * Delivered nine webinars on key topics of interest for the sector, including high-priority issues like schools and 20% off-the-job training and several on workforce development, with more planned for Autumn. * Produced guidance note and FAQ on public sector reporting process. * Secured funding from ESFA for a further support programme for up to 25 LAs focused on workforce development; piloting some of our potential approach for this with Dorset CC	Amber
<b>OBJECTIVE 7: Councils are supported to address future workforce changes associated with public sector reform, current employment legislation and modernise ways of working</b>				
7.1	Publish a new pay and workforce strategy by September 2018.	Jon Sutcliffe	Consultation completed to time. Material required careful analysis to properly reflect views from the sector and identify priorities. Report in advance draft stage by end of September after further conversations.	Amber
7.2	Support over 75 councils to transform their workforces and modernise the way they are managed through a range of HR/OD initiatives and in line with the new pay and workforce strategy	Luann Donald	Support has been provided to 45 authorities so far this financial year. This varies from the provision of pay and grading advice to organisational design and employee engagement.	Amber
7.3	Develop further campaigns to retain and attract staff in hard to recruit professions.	Suzanne Hudson	We continue to provide advice and guidance to the sector on skill shortage areas. The second cohort of the Public Practice project has launched after a successful year concluded this quarter. We are continuing to work with GEO to expand our work into other skill shortage areas building on our work to date.	Amber
<b>OBJECTIVE 8: Pay settlements are agreed and workforce disruption minimised.</b>				
8.1	To maintain the national negotiating machinery on pay and workforce issues, facilitating the negotiation of a pay agreement for local government that address the challenge of the National Living Wage and delivers pay agreements for a range of other occupational groups, to avoid the duplication of simple employer negotiations.	Simon Pannell	Two year pay agreements now agreed for Chief Executives, Chief Officers, Craft workers, Soulbury and Youth & Community Workers. Negotiations continue on the potential to broaden the role of firefighters as part of the national agreement. Advice to councils on the practicalities of implementing the new pay spine in April 2019 continue largely through regional networks. What is clear from this engagement with councils is that the impact on councils' grading structures of the introduction of the National Living Wage is not limited to the costs at the lower end of pay structures but is having a significant impact on the coherence of grading structure more generally.	Amber
<b>EFFICIENCY AND PRODUCTIVITY</b>				
<b>OBJECTIVE 9: Help councils become more efficient in the way they procure and deliver services and have contingency plans for outsourced services</b>				
9.1	Revise the Local Government National Procurement strategy and set out a programme of work by October 2018 to help councils improve their procurement arrangements	Tina Holland	The strategy was launched on 3rd July and there have been more than 800 downloads of this to end September. The benchmarking diagnostic exercise/tool kit was sent out end September. Its purpose is to help councils, and groups of councils, to set objectives in relation to the maturity levels in each of the key areas of the strategy and to assess their own progress against those objectives. NAG approved further work on helping councils to improve their procurement arrangements on Skills, Strategic Supplier Management, construction, innovation and social value at end September.	Green



9.2	Collaboration with Local Partnerships to provide practical support to help councils deliver efficiency savings and/or improve performance in areas such as waste recycling, re-financing PFI contracts, undertaking major contract/fundamental spend reviews etc.	Howel Jones/ Emma Bull	<p>Re:fit: We have supported 14 councils at various stages of Re:fit projects.</p> <p>PFI: We have provided support to 4 local authorities with regards to realising savings on the insurance issue within their PFI contract, returning £1.52m to the public sector.</p> <p>Waste: Our work this financial year will cover efficiencies delivered by authorities in the south east region. They were sent a pre-populated template with an outline of their operation, and examples of where known efficiencies have been delivered in their waste operations. We also launched the study at the NAWDO conference in June 2018. In Q2 we have been working with several authorities and have helped compile 20 case studies. On the 1st of November we will run a workshop covering the preliminary findings of the report and have invited the local authorities from the region to attend. Key savings areas identified so far are in contract renegotiations and reducing the frequency and size of refuse containers.</p> <p>Devo: In Lincolnshire, Local Partnerships has worked with the 10 Greater Lincolnshire Authorities to test their ambition for growth, the conditions that they would expect to be met to make the level of growth acceptable, along with lessons learned from the previous deal. The output of the grant funded work was a report, completed in June, which identified a consensus around growth and the willingness to work collaboratively. This report has justified the partner authorities commissioning further work around growth and infrastructure.</p> <p>In Tees Valley, we have worked with the Combined Authority in developing their collaborative approach to housing growth in the absence of a Housing Deal. We have developed a Joint Housing Investment Plan in collaboration with Homes England and the five local authorities which is at final draft stage and which will help align the delivery of partners around housing investment and wider place-shaping. We have also worked via the Combined Authority with the individual local authorities to help to bring forward sites where public sector intervention is required.</p>	Amber
9.3	Annual refresh of the national shared services map and a matchmaking service for councils in order to help increase the efficiency savings councils make through sharing services	Guy Head	We have kept submissions to the Shared Service Map open this year and late submissions and revised information on existing partnerships has now evidenced £971m of cumulative efficiency savings from 559 partnerships (up from £657m/486 the previous year and £840m/550 in June). The Shared Service Expert placement at STAR Procurement (Stockport, Trafford & Rochdale) has led to a very successful and high-profile 'on-boarding' of Tameside to the partnership.	Green
9.4	Capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got into financial difficulty	Tina Holland	Work is now ongoing with councils on a number of strategic suppliers to local government. We are working with the Cabinet Office where we have the same strategic suppliers as central government. High spending councils have been contacted and arrangements are being made for discussions on Microsoft, Amey, Cambian, BT and social care providers in addition to work with Capita and lessons learned re Carillion.	Amber
9.5	Work with MHCLG to synthesise data to develop a better understanding of the characteristics of intelligent and efficient councils	Susan Attard	Following a procurement process PfiKs has been awarded the contract to work with the LGA on this project. PfiKs are the lead consortium member, working with iESE, Knowledge Hub and Porism. A kick-off meeting was held on 20 September with PfiKs to agree the implementation plan to deliver the key outputs within this extremely tight timescale. Work has commenced to capture best or notable practice, case studies, tools, guidance and other resources which may help councils to improve.	Amber
<b>OBJECTIVE 10: Help councils protect their financial resilience.</b>				
10.1	Productivity and income generation experts to work with at least 25 councils, saving the councils or generating income of at least £25m	Grace Abel	So far this financial year, experts are working with 28 councils contributing towards efficiency savings and/or income generation of £33,543,946 over the next four years. A large amount of enquiries for the grant fund for this quarter have centred around making savings in adult and children's social care and housing departments.	Green
10.2	Help councils become more commercial through a series of courses, events and sharing good practice.	Rhian Gladman	<p>We have delivered a range of events to capture and share good practice helping councils become more commercial including:</p> <ul style="list-style-type: none"> <li>* organised a session at the LGA Conference "Proft with a purpose" on how commercial activities are driving social value, having a successful impact on local jobs, skills and growth. It was attended by 300 delegates</li> <li>* delivering the southern cohort of the Commercial skills training for officers in partnership with the IOD</li> <li>* a commercial skills masterclass for elected members in Cambridge in September - 17 Cllrs attended with feedback forms showing that 100% of attendees rated the content of the masterclass as good or excellent. The commercial skills masterclasses for elected ted members in Winchester and Leeds are now full booked</li> <li>* in September we held the second meeting of the Advanced Commercial Group which showcased Birmingham City Council's school traded services. 18 councils attended.</li> <li>* refreshed the LGA Good practice map for commercial activity to ensure that all information and case study examples are up to date.</li> </ul>	Green
10.3	Provide expert financial advice and assistance to 40 councils to help them address specific issues	Alan Finch	Support has been provided to 28 authorities including one in Wales	Amber
10.4	Help councils to be more pro-active in dealing with fraud by supporting Fighting Fraud Locally with CIPFA and others; supporting the Fighting Fraud Locally Board to review the 2016 strategy; and working with MHCLG in support of the Procurement Fraud Review.	Bevis Ingram	Facilitated meetings of the Fighting Fraud Locally Board and revitalised the board membership from across the sector and associated supporters, including MHCLG. Board drafting plan for engagement with sector on promoting FFCL strategy and counter fraud activity more generally, including regional networks already set up and work on counter fraud standards, to compliment central government standards to be launched in Q3. September Board meeting included presentation from Cipfa / MHCLG on procurement fraud review.	Amber
<b>OBJECTIVE 11: Innovation and good practice in service design and delivery is encouraged and shared across the sector.</b>				
11.1	Through the "Design in public sector" work with the Design Council to equip 10 councils to use design techniques to transform services and/or manage future demand and disseminate the learning across the sector.	Rhian Gladman	The application window for this year's programme, which is focussing specifically on assisting councils in addressing their public health challenges, has now closed. We received a higher amount of applications than in any other previous year. The shortlisting process is now underway and the successful councils for each of the northern and southern cohorts of the programme will be announced at the end of October.	Amber

11.2	Work with the Behavioural Insights Team to help 8 councils better understand the behaviour of customers in order to better manage demand for services.	Rhian Gladman	The next phase of the BI programme is now open for applications and councils are invited to apply until the 1st of November. The phase 3 projects were showcased at the LGA Innovation Zone. The Warrington project to use behavioural insights to reduce the demand for Education, Health and Care (EHC) plans has now finished. Using BI techniques to improve the EHC panel decision making has resulted in actual savings of £8,500 and cost avoidance of £133k. Over 12 months from June 2018 to June 2019 this results in a cost avoidance projection of £380,000 and actual savings projected 12 months of £42,000 to the council.	Amber
11.3	Support to help councils maximise the opportunities that digital tools and solutions create to get more services online and help local residents and businesses carry out their business with their council online and to play a full part in digital aspects of various government strategies, including the UK's industrial strategy.	Siobhan Coughlan	* We have now captured the case studies and a final report for the Digital Transformation programme, these will be launched at the LGA Digital showcase conference in November. The savings identified so far for the 9 projects that are featured are in excess of £2.3 million. A number of our funded projects will share their work at this conference and this will also provide a platform for colleagues in MHCLG to share their plans for their work on the Local Digital Declaration and the associated funding programme. * The majority (18) of the digital channel shift projects are live and capturing performance data in preparation for the capture of their case studies later this year. Savings identified so far are in excess of £1 million. * We have established the Digital Housing programme, projects will run through 2018/19 * Digital projects were showcased in the Innovation Zone at the LGA Annual Conference * We worked with MHCLG, GDS, and councils to help contribute to the Digital Declaration.	Amber
11.4	A programme of work to proactively support widening of the use of digital tools and solutions across local authorities and on-going work to highlight the importance of cyber security to senior officers and leaders in local authorities to promote their active participation in the national Cyber-Security Programme and membership of the online Cyber Security Information Partnership (CISP).	Siobhan Coughlan	We have continued to host and manage the business of the LGA Cyber Security Stakeholder Group and to promote and signpost councils to existing guidance, good practice and advice. We organised a Chatham House style event on cyber security for CEXs at the LGA Annual Conference where CEXs shared experiences of cyber attacks. Working closely with the sector via the representative boards we have set up to support our work on cyber security, and in partnership with Solace, Socitm, the WARP as well as MHCLG, the NSCS and Cabinet Office we commenced work on the Cabinet Office funded programme (the LGA secured £1.5million for this financial year). Over the summer we commissioned RAND Europe to carry out a stocktake of the current cyber security arrangements in councils to help identify potential risks and good practice. The stocktake was completed in early September and all 353 councils submitted their responses.	Amber
11.5	Showcase innovation and good practice through the Innovation Zone, on-line searchable database, publications and events.	Vicki Goddard and Rhian Gladman	We successfully ran the Innovation Zone in July 2018, with 26 councils and 22 other organisations presenting their innovative practice directly through 68 speakers, with other councils' and organisations' innovations referred to. Feedback from delegates and LGA colleagues suggests this was our best Zone yet, and we are already progressing next year's event and looking at ways to improve it. In Quarter 1, we invited speakers and developed the Zone's programme, stand and staffing accordingly, promoting it in a variety of ways in advance internally and externally including through the Local Government Chronicle up to the event itself. In Quarter 2, we refreshed our processes to progress next year's event further to our internal August feedback session, updated the Zone's webpage text, and agreed next year's Zone location.	Green
<b>STRONG COMMUNITIES WITH EXCELLENT PUBLIC SERVICES</b>				
<b>OBJECTIVE 12: Councils are provided with the support they need to work effectively with partners to deliver excellent public services.</b>				
12.1	Implement the Housing Advisers programme, providing practical bespoke support to help at least 20 councils deal with the housing, planning and homelessness challenges they are facing in their areas and draw out the lessons for wider dissemination within the sector.	Simon Barry	So far 42 bids have been approved for support. Many of these are consortium bids, so actually supporting over 60 Local Authorities. 36 of these projects have been through on line tendering process and 6 projects directly grant funded. Suppliers have been identified for all projects other than a handful that attracted no bids from our registered suppliers. Discussions to find appropriate support are on-going. Project initiation meetings are underway and contracts being finalised for delivery of the projects.	Amber
12.2	A mixture of generic and bespoke support for newly elected mayors and assistance to those areas in the process of developing their devolution arrangements, capturing and sharing good practice.	Alex Thomson/ Ami Beeton	We have; held a CA CEX network meeting held 3 CA Housing and Planning network meetings Set up new networks - HR and Scrutiny & Governance, finance and skills and employment Facilitated top team event for Tees Valley CA Facilitated a leaders event for the Liverpool City Region	Amber
12.3	In association with NALC, continue to promote effective collaboration between principal authorities and town and parish councils and support for mutually beneficial areas of work.	Daniel Shamplin-Hall	In April LGA and NALC partnered to launch a "councillors workbook" on working with town and parish councils. In May LGA and NALC hosted a national conference on the topic of principal and local councils working better together. The LGA and NALC have met to discuss the focus of the next stage of work related to this deliverable. Following these discussions a piece of work is due to be commissioned in November 2018.	Amber
12.4	Support councils on the local growth agenda, including working with councils and their partners on developing Local Industrial Strategies through a programme of events and capturing good practice.	Kamal Panchal	Following confirmation in July that Local Industrial Strategies will cover all areas of England, we have prepared a commission for this improvement support and expect to appoint a provider early in Q3. Ongoing dialogue is established with Cities and Local Growth Unit officials to ensure that LIS activity is aligned.	Amber
12.5	Support for officers and members to strengthen councils' licensing and regulatory functions - including issues arising from the Hackitt review of Building Regulations and Fire Safety.	Ellie Greenwood and Charles Loft	We have launched the NR3 register of taxi/PHV refusals and revocations with councils, who are now taking forward the implementation of the new tool. We have regularly consulted with and provided updates to member councils and fed their views into formal government consultations on banning combustible cladding and on banning desktop studies and through informal consultations on the Hackitt reforms. We have hosted regular meetings with MHCLG NFCC and London Councils on remediation of tower block cladding and with MHCLG and members councils on fire doors; We have developed proposals for an MHCLG-funded Joint Inspection Team to support councils' enforcement	Amber



12.6	Assist councils to tackle modern slavery, including identifying and supporting victims, through the dissemination of guidance, sharing best practice and raising awareness.	Mark Norris/Ellie Greenwood/Jess Norman	LGA continues to support voluntary publication of annual transparency statements under the Modern Slavery Act. 66 councils (1 in 5, up from 46 in June) have now submitted their transparency statement and are listed on our new <i>Transparency in the supply chain– council statements portal</i> which went live at the start of the September. This new area on the website also includes a Modern Slavery: Transparency in supply chains statements: Aide memoire to assist councils' compiling their first Modern Slavery Transparency Statements and make improvements to their existing statements. We are about to commission our case studies document on modern slavery; have met with Nottingham University to explore work on behavioural insights, and are finalising the agenda for an event on disrupting modern slavery, to take place in November. We have supported the launch of the Safe Car Wash App and have highlighted it to members.	Amber
12.7	Help councils make an effective contribution to the public health system, by addressing the issues of health inequalities and examining the links between economic growth, employment and health.	Paul Ogden	Good progress continues to be made to deliver a range of advice and good practice case studies. * On the 26 September the LGA ran a whole council approach to child obesity. Over 120 delegates attended including the PH Minister and over 25 speakers from LAs showcased their work in tackling child obesity. The event showcased the wide variety of ways that the sector is working with colleagues and partners to address a serious public health challenge. * In October, we published Sector Led Improvement in Public Health: people and progress. A series of case studies detailing work of councils and their public health teams in supporting public health approaches. * Case study publication covering a range of public health themes has been delayed due to unforeseen issues. * our publication, Working with Districts to improve the public's health is currently underway with the work due for publication in the New Year. * Maternal Health briefing, which includes case studies, is in the final stages of editing and is planned to be published in late November * Our Annual public health conference on 16 March is now taking bookings and the programme is being developed.	Amber
12.8	A programme of support for councils to help secure integrated communities, taking account of the Government's Integrated Communities Strategy, and including leadership support to handle the complexities of the agenda.	Mark Norris	We have scheduled a programme of leadership essentials courses on cohesion and integration, Prevent, and counter extremism, with the first held in October. We are continuing to support the Special Interest Group on Countering Extremism, including supporting a series of seminars; the LGA will host the next seminar which will focus on leadership in countering extremism.	Amber
12.9	A programme of support for councils to help counter extremism, taking account of the Government's Counter-Extremism Strategy.	Mark Norris	We have a full programme of leadership essentials courses in development with the first being held on 30/31 October, and a cohesion leadership essentials course in December. We are working with the Home Office on the delivery of a leadership essentials course for East London local authorities in November and also working on a bespoke leadership essentials course for authorities in the North East. We also continue to work with the Special Interest Group on Countering Extremism to share best practice around this agenda including by sharing good practice through the Knowledge Hub.	Amber
12.10	Strengthen fire and rescue authorities' ability to take forward the fire reform agenda by strengthening their strategic leadership.	Mark Norris/Jess Norman	We will be holding Leadership essentials courses in November and February. We will also be holding five regional Diversity events for members from December to February. (December Lancashire, 9 Jan London, 18 January West Yorkshire, 31 January Exeter, 20 February Birmingham)	Amber
12.11	Work with MHCLG to ensure that the national Troubled Families Programme is effectively implementing service transformation across Early Help Services.	Ian Keating/ Rose Doran/ Claire Hogan	Isos have been commissioned to deliver Research and Action Learning on early help services. Work is underway and regular updates are taking place with MHCLG Troubled Families colleagues.	Amber
12.12	Support councils to prepare for EU Exit by sharing best practice from within the sector on EU Exit planning including capturing and sharing evidence of the differing, local impacts of Brexit through engaging with the sector and local seminars.	Eamon Lally & Jamie Cross	We have held a regional sounding board in Yorkshire and Humber which had participants from seven councils, businesses, universities and trade unions. We prepared and published a prioritised analysis of the no deal technical documents. We have renewed our ask that councils provide us with information on the preparation activities in which they are engaged. There are further sounding boards planned for South London (Southwark hosting) on 30 Oct and the South West on 14 Nov. Councils' preparations remain hampered by the lack of clarity on the deal that will be struck, but we have evidence that individual councils are assessing risk based on the information that is in the public domain. It is only in the last few weeks that the planning assumptions for a no deal outcome have been made available to Local Resilience Forums.	Amber
12.13	Support councils to strengthen their resilience and emergency planning, focussing on community leadership in civil emergencies, through a series of training events and other materials.	Mark Norris	We are currently planning resilience training events in November, and three in February-March. The updated LGA Cllr guide is almost complete and will be published shortly; we have also been developing a shorter case studies document in partnership with SOLACE. We have developed proposals around strengthening mutual aid, which MHCLG have agreed the outline of.	Amber
12.14	Through the One Public Estate programme, support the delivery of the Land Release Fund.	Craig Egglestone	* HMT approval for the launch of OPE P7 in September 18 and OPE launched a funding round with £15m available to councils in early October 18. Councils have until 30 November to apply, funding announcements are expected to be made in February 19. * OPE project delivery continues to plan with over 500 projects supported to date. Latest delivery data from Q1 reports show £195m in capital receipts, £24m in reduced running costs, land released for 4,807 new homes and 6,747 new jobs delivered. The programme is on track to meet its published 2020 targets. * The Land Release fund is now established and projects have now commenced, all 79 funded projects will deliver by December 2020 and are expected to deliver land for c. 7,500 new homes.	Green

## Feedback from MoU Improvement work

In accordance with the MoU requirement the LGA monitor satisfaction and feedback from a number of key offers:

1. **Peer challenge impact;** a survey of councils that received a corporate peer challenge (CPC) between 1 April 2017 and 30 September 2017 found:
  - a. 81 per cent of respondents said that the CPC had a positive impact on their councils performance.
  - b. All of the respondents said that the CPC had a positive impact on culture and behaviours within their council.

*"The recommendations helped us clarify our priorities and strengthened the confidence of the political & managerial leadership that we were going in the right direction and that we could improve what we were doing with a few actions that were both deliverable and effective."* Chief Executive.

2. **Peer challenge;** an initial feedback survey of councils for whom a corporate peer challenge had been completed between 1 April 2018 and 31 July 2018:
  - a. 93 per cent of respondents said their confidence about their council delivering its priorities had increased, having participated in the corporate peer challenge;
  - b. All respondents said that the objectives they had for taking part in the corporate peer challenge were fully or largely achieved;
  - c. All respondents would be very likely to recommend having a corporate peer challenge to other councils if asked about it.

*"Prior to start of the review, I was not convinced that the process and outcomes would be worth the staff time that had been, and would need to be given to this project. I am pleased to say that I was wrong. The team that came in were knowledgeable and thoughtful - they were searching in their questioning and measured in the advice they gave. It was a thoroughly useful exercise that I would readily commend to other local authorities."* Leader.

3. **Peer challenge peers;** a survey of all peers who participated in corporate peer challenges completed between 1 April 2018 and 31 July 2018:
  - a. 97 per cent felt that being part of the peer challenge had a great or moderate positive impact on their own personal learning and development;
  - b. 90 per cent took away at least a few new ideas or good practice, either from the peer challenge authority or from other peer team members, which they would consider implementing in their own authority.

*"Being a peer is a great investment of time - you are contributing to the wider sector but you also make valuable connections and contacts and pick up useful nuggets and perspectives to take back to your own authority."*

4. **Leadership Essentials;** end of course survey of councillors who attended Leadership Essentials training courses between 10 July and 28 September 2018:
  - a. All respondents were very or fairly satisfied with the Leadership Essentials course they attended; said they felt more confident in their ability to carry out their role,

having participated in the course and said they would be likely to recommend Leadership Essentials to fellow councillors if asked about it.

*"This course has helped me a lot as a very new chair of HWB. I've gained confidence in my own leadership potential in this field".*

5. **Leadership Essentials;** an impact survey of councillors who had attended one or more Leadership Essentials course between July 2017 and March 2018:
- a. Almost all of the respondents (99 per cent) said attending the Leadership Essentials course had helped them improve the way they carried out their role;
  - b. 31 per cent had progressed to a new role or taken on additional roles or responsibilities since attending Leadership Essentials – of which 96 per cent said their participation in the programme had a positive impact on their ability to do this.

*"The course provided much-needed background knowledge on the procedures and agencies involved in assessing cases of concern. I am able to more actively participate in a round-table multi-agency forum which meets quarterly to examine how partners, including faith groups, can further assist in this important area of work". – Prevent*

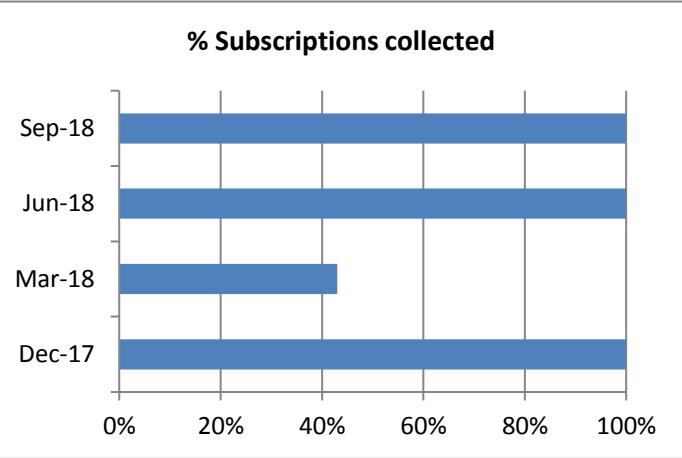
Our own Efficiency & Effectiveness

Membership

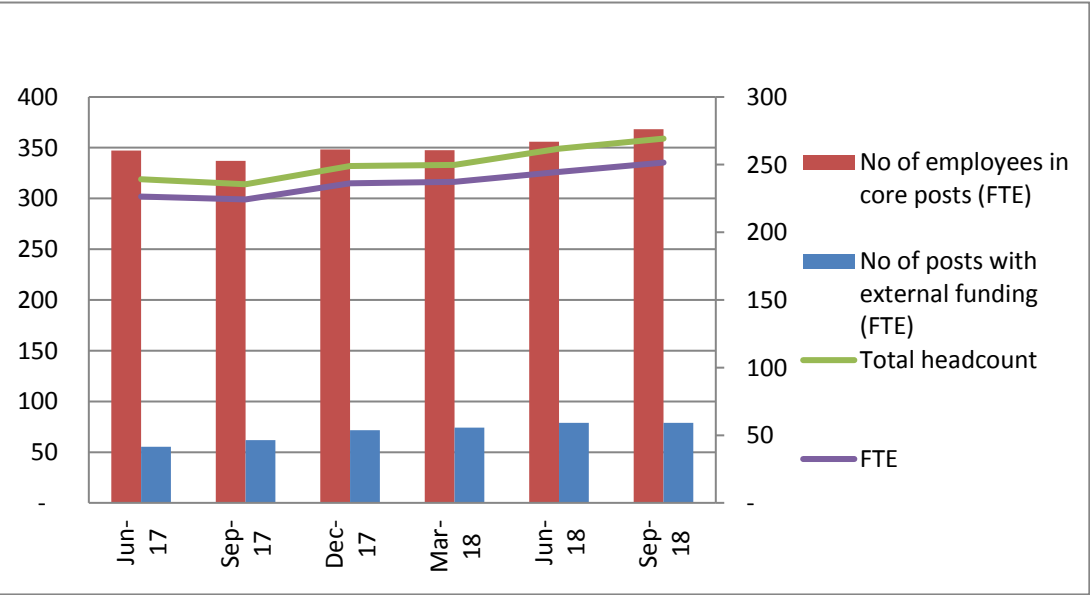
		Mar-18	Jun-18	Sep-18
Membership	English Councils	349	349	349
	Other	65	65	67
No of English councils out of membership		4	4	4
No of English councils on notice to withdraw		6	6	8
No. of other Organisations on notice			1	1

n.b. the number on notice to leave do not include authorities who are have given their notice due to local government reorganisation, of which there are 15. The successor authorities have confirmed they will take up membership.

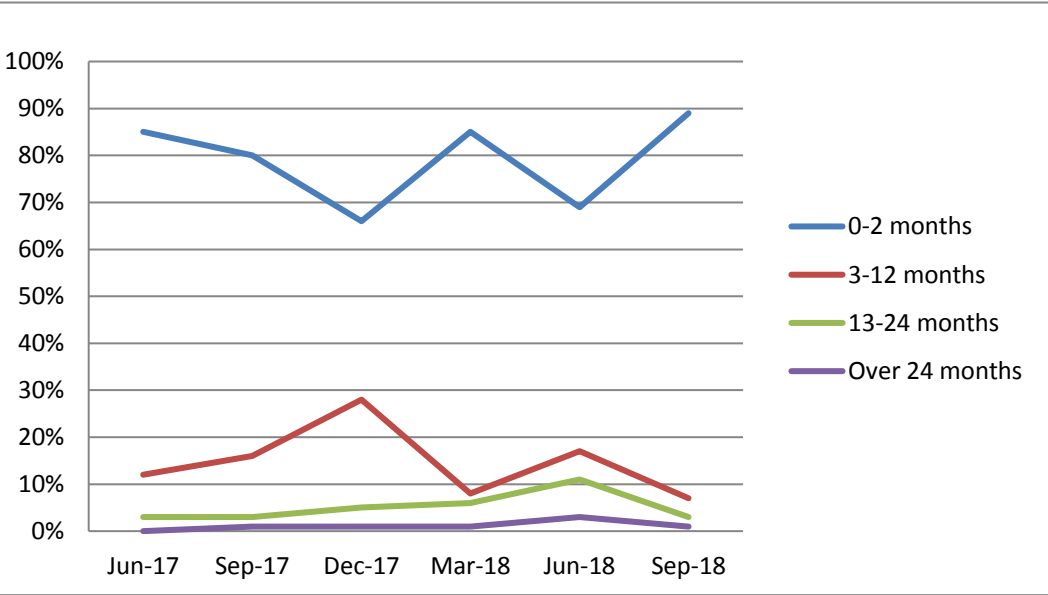
Our reputation	Mar-17	Mar-18	Target 17/18
Member authority satisfaction	73%	73%	>75%
Member authority informed	83%	80%	>79%
Member authority advocacy rating	74%	73%	>82%



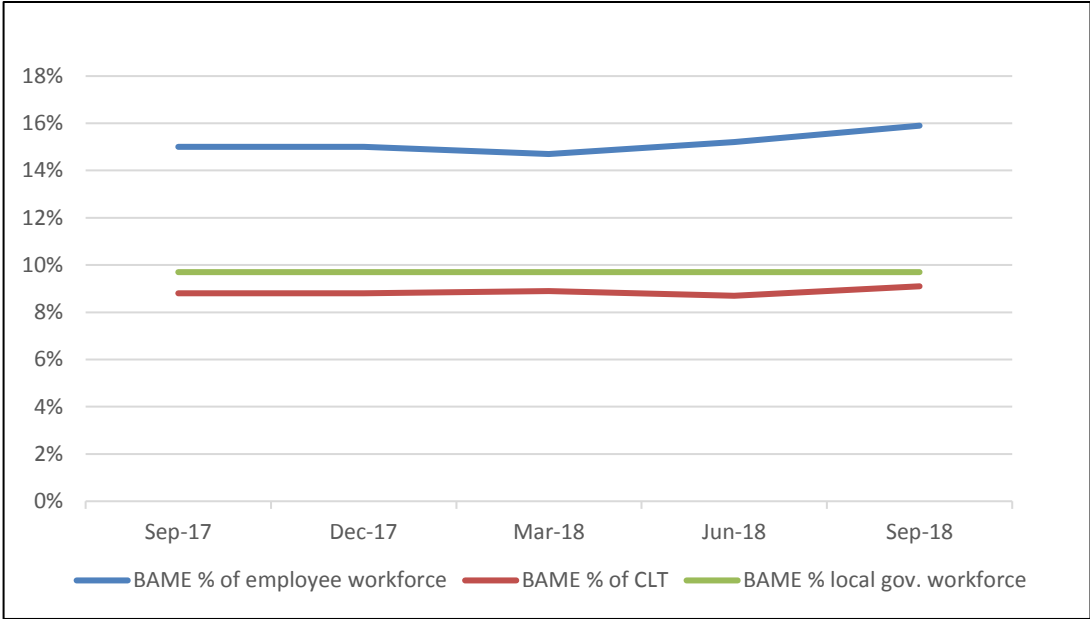
Financial Sustainability



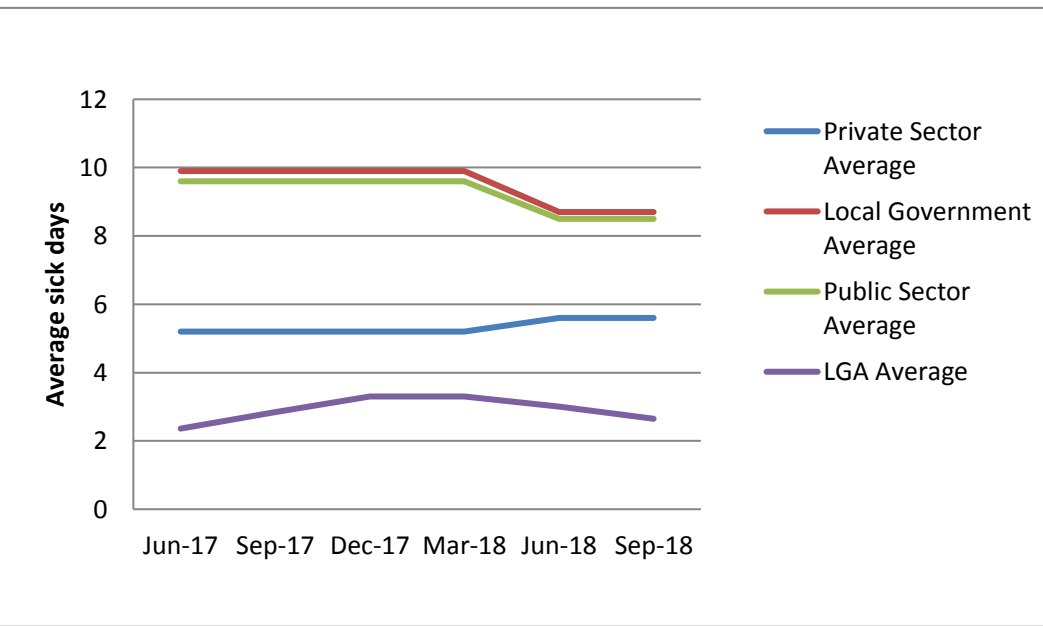
Debtors



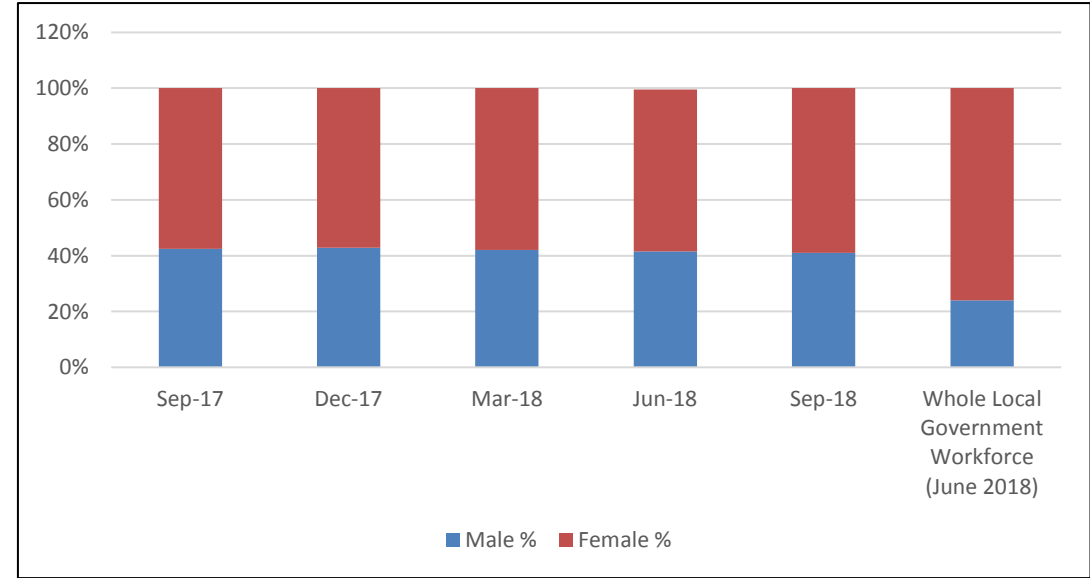
Workforce profile with percentage of BAME employees



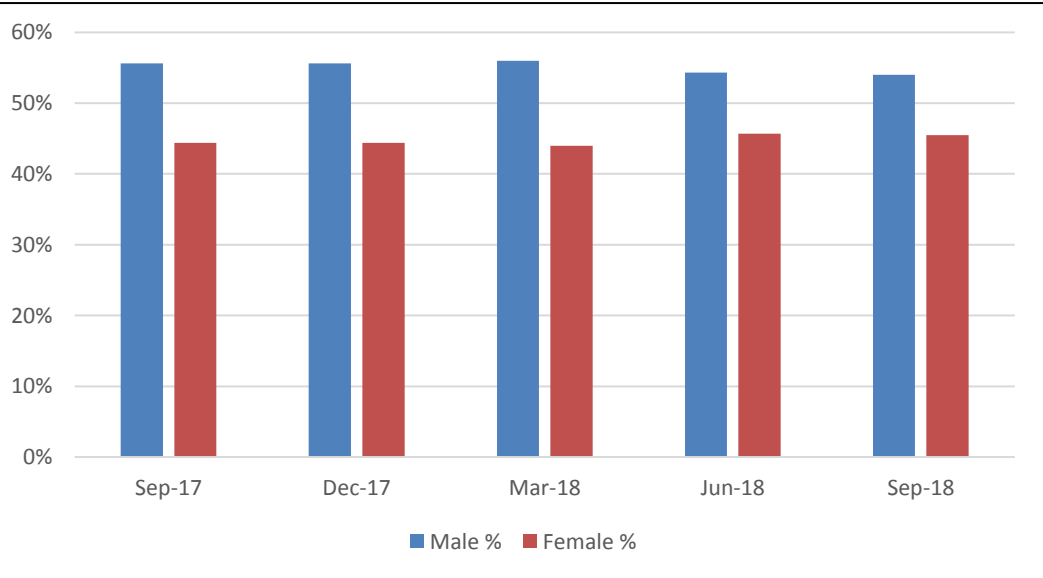
People Management/Sickness Information



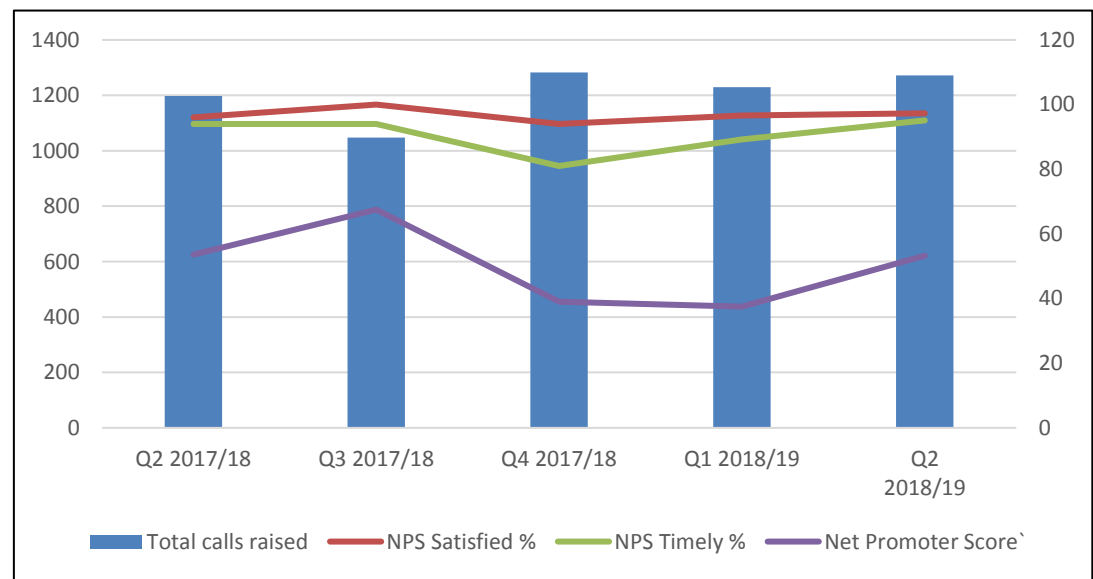
Organisational gender split











Corporate Leadership Team gender split



Brent IT service desk resolution times



## Refurbishment projects summary

Project	Overall Status	Milestones	Budget	Risks	Headline
Layden House refurbishment					<p>Gilbert Ash appointed under pre-contract services agreement (PCSA) November 2017. Pre-commencement planning conditions finally discharged August 2018 and full contracts signed September 2018. Completion date revised to November 2019 due to planning delays; licences applied for and progressing.</p> <p>Main risks:</p> <ol style="list-style-type: none"> <li>1. Planning delays and unknown issues could lead to increase in construction costs.</li> <li>2. Issues with neighbouring landowners currently being progressed; GA to prioritise filling Turks Head Yard void.</li> <li>3. Impact on rental market of Brexit uncertainties.</li> </ol>
18 Smith Square Refurbishment					<p>12 months' defect period now coming to an end with a number of outstanding issues. Case made for retention of outstanding monies for completion of works, reimbursement of sums paid during the year and lost income from the conference centre. First floor fully let and past rent-free periods. Managing agents marketing floors 2-3 but glut in availability of office accommodation in Westminster means it may take some time to secure tenants.</p> <p>Main risks</p> <ol style="list-style-type: none"> <li>1. Change in market and uncertainty caused by Brexit causes delays in securing tenants for remaining commercial floors.</li> </ol>

<b>RED</b>	Project will miss milestones or targets, or deliverables will be compromised. Replan or descope required
<b>AMBER</b>	There is a chance that project will miss targets, deadlines or deliverables will be compromised unless specific action taken
<b>GREEN</b>	Everything under control
<b>BLACK</b>	N/A

Refurbishment Projects Milestones

MILESTONES					
Project	Milestone	Completion	Revised date	Status	RAG
Layden House	Procurement of consultant team	Jul-15		Completed	●
	LGA approval of concept design	Jul-15		Completed	●
	Completion of stage 1 feasibility study	Oct-15		Completed	●
	Completion of stage 2 concept design	Nov-15	Nov-15	Completed	●
	Completion of stage 3 and 4 designs	Apr-16	Sep-16	Completed	●
	Issue planning applications options 1 & 2	11/12/2015		Completed	●
	Planning approval	18/04/2016	12/07/2016	Completed	●
	Issue 1st stage tender	Jan-16	Jan-17	Completed	●
	Review tender returns	Mar-16	Apr-17	Completed	●
	Issue ITT to shortlist	May-16	Jul-17	Completed	●
	Appoint stage 2 contractor	Aug-16	Sep-17	Completed	●
	LGA decant from Layden House		Oct-17	Completed	●
	Start on site - PCSA	Jun-16	Nov-17	Completed	●
	On site - full contract	Apr-18	Aug-18	Completed	●
	Project completion	Feb-17	Nov-19	Delayed by 5 months	●
	Overall				●
18 Smith Square	Procurement of consultant team	Jul-15		Completed	●
	LGA approval of concept design	Jul-15		Completed	●
	Completion of stage 1 feasibility study	Oct-15		Completed	●
	Completion of stage 2 concept design	24/12/2015		Completed	●
	Planning submission	17/06/2016		Completed	●
	Planning decision	11/08/2016		Completed	●
	Completion of stage 3 design	Apr-16	Oct-16	Completed	●
	Appoint stage 1 contractor	Oct-16		Completed	●
	Relocate to Layden House	31/10/2016		Completed	●
	Handover to contractor	14/11/2016		Completed	●
	Roof and plant - planning submission	16/11/2016		Completed	●
	Planning decision	26/01/2017	Jan-17	Completed	●
	Stage 2 procurement	Jan-17	Jan-17	Completed	●
	LGA (Props) & Leadership Board sign off	Mar-17	Jan-17	Completed	●
	Appoint main contractor	Mar-17	Jan-17	Completed	●
	Practical completion	Aug-17	Oct-17	Completed	●
	Decant to 18 Smith Square	31/08/2017	Oct-17	Completed	●
	Snagging complete by end defects period	Oct-18		Outstanding	●
	Tenants secured for all floors	Oct-18		1st floor only	●
	Overall				●

Key
Red = 4
Amber = 2
Green = 1



## 201809 LG Mutual Risk Register

Ref	Category	Description of Risk	Impact (1-5)	Likelihood (1-5)	RAG	Mitigation	Responsibility
L1	Legal and Regulatory	Challenge to the mutual project under competition law, public procurement law and/or state aid.	4	4	16	<ul style="list-style-type: none"> <li>The specification through which Bloom has secured a mutual manager ensures experience in complying with the law and regulation in this area is included.</li> <li>Bloom is an OJEU compliant neutral vendor who takes on board the risk of challenge in appointing a mutual manager.</li> <li>The LGA has received legal advice at every stage of the project and the mutual will continue to do so. This will be expected to be provided by the mutual manager.</li> <li>Procurement advice was sought from AGMA Procurement on the appointment of Bloom.</li> </ul>	<ul style="list-style-type: none"> <li>Founding Members</li> <li>LGM Limited</li> <li>LGA</li> <li>Bloom</li> </ul>
L2	Legal and Regulatory	LGM Limited may fail to obtain FCA authorisation or may fail to become an Appointed Representative of an FCA approved organisation.	4	2	8	<ul style="list-style-type: none"> <li>As part of the specification Bloom used to appoint a mutual manager, the mutual manager would have FCA Authorisation or be a Representative of an FCA approved organisation. LGMMSL currently has this approval through an Approved Representative status.</li> <li>Experience in obtaining FCA authorisation would also be expected.</li> </ul>	<ul style="list-style-type: none"> <li>Founding Members</li> <li>LGM Limited</li> <li>LGA</li> <li>Bloom</li> </ul>
F2	Financial	LGM finds itself insolvent for a variety of reasons.	5	2	10	<ul style="list-style-type: none"> <li>Financial structure specifically designs against such an occurrence.</li> <li>Liabilities are being clarified with all parties involved.</li> </ul>	<ul style="list-style-type: none"> <li>Founding Members</li> <li>LGM Limited</li> <li>LGA</li> <li>Bloom</li> <li>LGMMSL</li> </ul>
O1	Operational	Key individual(s) decide to no longer work with project and short-term cover cannot be provided.	2	2	4	<ul style="list-style-type: none"> <li>Ensure robust documentation is taking place and that adequate handovers can be given.</li> </ul>	<ul style="list-style-type: none"> <li>Founding Members</li> <li>LGM Limited</li> <li>LGA</li> <li>Bloom</li> </ul>
O2	Operational	LGMMSL does not complete milestones to agreed timescales or quality.	4	2	8	<ul style="list-style-type: none"> <li>A Subject Matter expert will help in advising the board of LGM limited with regards to signing off milestones.</li> <li>Bloom is expected to undertake contract management and to mitigate any quality or timescale issues.</li> <li>A detailed project plan is being agreed which will be closely monitored by LGM and that contingency arrangements are intended to be put in place to ensure no council is left without insurance.</li> </ul>	<ul style="list-style-type: none"> <li>Founding Members</li> <li>LGM Limited</li> <li>Bloom</li> </ul>
R1	Reputational	LGM Limited's reputation may be adversely affected in the event of the mutual not having sufficient funds to cover its members' claims. This could lead to insolvency.	3	2	6	<ul style="list-style-type: none"> <li>Due diligence will be required prior to the setting of limits for paying member authorities.</li> <li>wrap around insurance will be put in place to deal with exceptional volume or scale of claims in any one year.</li> <li>One of the joint venture partners has substantial experience of mutual management.</li> </ul>	<ul style="list-style-type: none"> <li>Founding Members</li> <li>LGM Limited</li> <li>LGA</li> <li>LGMMSL</li> </ul>
R2	Reputational (LGA)	Should there be any adverse publicity with regards to LGM Limited the LGA's reputation may come into question due to leading the project to establish the body. The same could be said for founding member authorities and LGM Limited.	2	2	4	<ul style="list-style-type: none"> <li>All communications will be co-ordinated to ensure accurate responses to media enquiries are given.</li> </ul>	<ul style="list-style-type: none"> <li>LGA</li> <li>LGM Limited</li> <li>Founding Members</li> </ul>
R3	Reputational (mutual and LGA)	Perceptions of limited procurement exercise could attract criticism and potential adverse publicity	3	3	9	<ul style="list-style-type: none"> <li>Competitive process is complete, 2 potential providers were shortlisted.</li> <li>LGM undertook detailed analysis of bids and evaluated in accordance with criteria set.</li> </ul>	<ul style="list-style-type: none"> <li>LGA</li> <li>LGM Limited</li> <li>Founding members</li> </ul>

R4	Reputational	LGMMSL is appointed Mutual Manager, but with an insufficient number of full members (subscribers) in the Mutual, making the business unviable causing a risk to the LGA in relation to sunk set up costs.	2	5	10	<ul style="list-style-type: none"> <li>• Officers working closely with the 17 councils that have expressed an interest in becoming founder members</li> <li>• Work with Treasurer's societies to ensure that all technical aspects of the project are covered with the potential members.</li> <li>• Marketing and communications plan is being developed and work is underway to attract councils to join the mutual. This is not limited to founding members.</li> </ul>	<ul style="list-style-type: none"> <li>• LGMMSL</li> <li>• LGM Limited</li> <li>• LGA</li> <li>• Founding members</li> </ul>
R5	Financial	Head Service Agreement between the LGM and LGMMSL will be structured over an insufficient period of time to allow for full cost recovery.	3	3	9	<ul style="list-style-type: none"> <li>• Work with RMM to ensure that the procurement bid is appropriately balanced to include the cost recovery element</li> <li>• Ensure the structure for cost recovery does not disadvantage the initial members of the mutual and the bid will remain competitive</li> <li>• Work to increase the number of members of the Mutual to maximise income for cost recovery</li> </ul>	<ul style="list-style-type: none"> <li>• LGMMSL</li> <li>• LGM Limited</li> <li>• LGA</li> <li>• Founding members</li> </ul>

KEY

Score	RAG	Management action
1 to 5	Green	Accept and monitor periodically
6 to 10	Yellow	Monitor regularly and take action if becomes more serious.
11 to 15	Amber	Management action to address. Regular reports to SMT and Leadership Board.
16 to 20	Red	Urgent action to address. Ensure political leadership briefed.

## LGA STRATEGIC RISK REGISTER – SUMMARY - October 2018

Ref	Category	Description of risk	Score (1-5)		RAG	Mitigation	Owner
			I	L			
SR1	Effectiveness	The LGA's dependence on central government grant undermines its ability to lobby and represent the sector effectively.	4	2	8	Clearly report and account separately on grant funded activity. Continue to develop commercial income streams to reduce dependence on MHCLG Grant for improvement activity in the medium term.	SP/VV
SR2	Effectiveness	The priority to maintain membership levels reduces the LGA's ability to drive sector led improvement.	4	2	8	Pro-active marketing of improvement and leadership programmes; political intelligence to enable early targeting of support.	DS DH HGO'S
SR3	Effectiveness	Overemphasis on the problems facing councils leads to failure to set ambitious priorities and seize the strategic opportunities for the sector.	5	2	10	Maintain focus on potential big wins and opportunities for local government	CX
SR4	Effectiveness	The LGA fails to deliver effectively the complex series of changes to its company structures, and the underpinning transition of staff, contracts, systems, finances and insurances.	5	3	15	Establishment of Transition group to monitor progress and ensure all necessary actions are completed for a smooth move over of the new company.	Cho
SR5	Reputation	The LGA, is seen as the main opposition to central government, potentially impacting adversely on relationships and effective lobbying.	5	3	15	Continue to build and maintain effective, good quality political relationships; sensitive media/membership messaging	HGOs DH
SR6	Reputation	Consistent messaging about the crisis in local government damages the LGA's reputation as an effective voice for the sector.	3	3	9	Ensure that all communications activity balances gains and good news stories with challenges	DH
SR7	Reputation	Greater political uncertainty and financial challenge makes it difficult to deliver consensus.	4	2	8	Monitor through HGOs Ongoing political engagement programmes	CHo HGOs
SR8	Reputation	The LGA is excluded from or included in Brexit negotiations leading to new burdens on councils and possible loss of funding	5	3	15	Continue to work with members to determine their requirements. Maintain ongoing relationship and dialogue with government departments.	IH
SR9	Reputation	A councils fails and the LGA is implicated	4	2	8	Monitor through PA's and Performance Support Panel (PSP) which meets 5 times a year. Regular updates to MHCLG, Chief executive and updates to perm sec.	DS
SR10	Reputation	The LGA could suffer financial and/or reputational loss as a result of Fraud, through ineffective financial and/or personnel controls	5	2	10	Ongoing oversight and regular testing of core controls by Finance and HR.	JG

SR11	Reputation	The creation of the LGA Mutual and its complex supporting company framework, working to similar timeframes as the wider restructure puts additional legal and timing challenges on the organisation with potential risk to the LGA's own insurance arrangements	5	3	15	Consider whether to retain current LGA insurance arrangement for a further year until mutual is fully established.	SP/SB
SR12	Reputation	UKMBA fails to launch a bond.	5	3	15	Additional resources and to communicate offer to the sector and seek investors.	SP
SR13	Membership	LGA's membership base is reduced as Councils can no longer justify subscription and through proposed restructures of Fire & Rescue Authorities and Welsh councils.	4	3	12	Monitor restructure proposals and consider options to retain FRAs; increase associate membership scheme, including to PCCs. Monitor through HGOs and PAs; Membership benefits packs. Work with council groupings to ensure they feel properly represented	CH PA's HGO's
SR14	Resource management	Further reductions in income and failure to deliver against commercial targets, set against the pension deficit, make the LGA/IDeA financially unsustainable.	5	2	10	Action to manage pension funds; use property assets and returns to minimise revenue contributions to fund deficits; work to sustain government funding streams prioritise income generating activity and property investments; cultural change programme to engender greater commercial understanding with visible senior and political champions.	SP CH JG
SR15	Resource management	The LGA's high dependence on its property portfolio makes it vulnerable to high construction costs and a downturn in the property market.	4	2	8	Close monitoring of costs and project risks for refurbishment projects; continued focus on other commercial opportunities.	SP CHo JG
SR16	Organisation	Loss of key staff reduces the LGA's ability to delivery on the expectations of its membership.	3	1	3	Succession planning and staff appraisal and development	CH
SR17	Organisation	ICT systems failure means that LGA is unable to deliver its priorities and services and flexible working model breaks down	5	2	10	The Brent service is monitored on a weekly, monthly and quarterly basis through company and contract boards and service review meetings. There is an out of hours number for P1 incidents . A new three year strategy is being developed to take account of changing requirements and technologies.	CHa
SR18	Organisation	The LGA is subject of a cybersecurity attack which could cause system failure leading to business disruption, loss of data and associated ICO fines.	5	2	10	Cybersecurity policy is up to date and managed, LGA continues to improve security and ensure assurances are adhered to.	CHa

SR19	Organisation	The establishment of the LGA Mutual and LGA as a founder impacts on our own insurance arrangements.	5	3	15	LGA will liaise with brokers to ensure that there are not gaps in the our insurance and are fully covered.	SB
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# KEY

Score	RAG	Management action
1 to 5	Green	Accept and monitor periodically
6 to 10	Yellow	Monitor regularly and take action if becomes more serious.
11 to 15	Amber	Management action to address. Regular reports to SMT and Leadership Board.
16 to 20	Red	Urgent action to address. Ensure political leadership briefed.



## **Transition and Closure of the Unincorporated LGA - Update**

### **Purpose**

For information

### **Summary**

- 1 Under the Constitution of the unincorporated LGA, dissolution of the Association requires the written consent of at least two-thirds of members from full member councils.
- 2 On 3 July 2018, the General Assembly resolved to initiate the transfer of the staff and business of the unincorporated LGA to the new company and to “put to all members for decision via an electronic or postal vote ... to delegate to the LGA Leadership Board the authority to determine the date upon which the current unincorporated Association is formally closed down, once they are satisfied that the transition is complete”.
- 3 A letter was sent to all member authorities in September 2018, seeking their agreement to the delegation. Approval has now been received from the required minimum two-thirds of councils in full LGA membership.
- 4 A Transition Team led by the Head of Corporate Services is overseeing the transfer of staff, contracts, assets and liabilities to the new LGA. This includes revising legal agreements, amending finance and HR systems, updating bank accounts, transferring pensions and TUPEing staff. A formal consultation is currently underway with affected staff and all changes are on track for completion by 1 April 2019, when the new company will become the membership body.
- 5 A further update will be brought to the Board in March, along with recommendations for the final stage of the changes – namely the conversion of the property companies to unlimited companies with share capital, the issue of shares to the new LGA, the creation of a tax group with the property companies and the creation of a tax group with the property companies and the IDEa.

### **Recommendations**

That the Leadership Board **note**:

1. The current position in relation to the transition to the new LGA
2. That delegated authority is now in place to allow Leadership Board to determine the date upon which the current unincorporated LGA is closed down.

### **Actions**

Officers to continue to progress arrangements for the transition and to bring a further update to the Board in March 2019.

<b>Contact officer:</b>	Claire Holloway
<b>Position:</b>	Head of Corporate Services
<b>Phone no:</b>	0207 664 3109
<b>Email:</b>	<a href="mailto:claire.holloway@local.gov.uk">claire.holloway@local.gov.uk</a>



## **Appointments to Outside Bodies for 2018/19**

### **Purpose of report**

For information.

### **Summary**

This report sets out the outside bodies to which the LGA has appointed members for the 2018/19 meeting cycle.

### **Recommendation**

That the LGA Leadership Board notes the list of outside bodies and representatives which the LGA has appointed to the 2018/19 meeting year.

### **Action**

Officers to progress any actions arising as appropriate.

<b>Contact officer:</b>	Alexander Saul
<b>Position:</b>	Assistant Member Services Manager
<b>Phone no:</b>	020 7664 3232
<b>E-mail:</b>	<a href="mailto:Alexander.Saul@local.gov.uk">Alexander.Saul@local.gov.uk</a>

## **Appointments to Outside Bodies for 2018/19**

### **Background**

1. The Local Government Association (LGA) benefits from a wide network of member representatives on outside bodies across a wide range of LGA member structures. These appointments are reviewed on an annual basis across the organisation to ensure that the aims and activities of those outside bodies remain pertinent to the LGA.

### **The Review Process**

2. In the summer, all boards undertook a review of the bodies to which they appoint members to take account of bodies that have been abolished, new organisations that have been created and the LGA's priorities as set out in the Business Plan.
3. Following this review, all Boards have agreed a refreshed list of outside bodies and the elected members which would represent the LGA on these bodies for the 2018/19 meeting cycle. In doing so, boards seek to ensure that all groups recognised by the association are fairly represented and that the political balance is broadly reflected. The political group offices also have oversight of the process.

### **Appointments**

4. The Leadership Board is asked to note the LGA's appointments for the 2018/19 meeting year, as required by the LGA's Outside Bodies Procedure. These are set out as follows:
  - 4.1 **Appendix A**: Appointments by LGA Boards.
  - 4.2 **Appendix B**: Appointments independent of the LGA Board process, but with political group, oversight. This includes central body appointments, negotiating bodies and European and international bodies.

### **Next Steps**

5. All members appointed to represent the LGA on an outside body will be fully informed of the arrangements for those outside bodies, including meeting frequency, meeting location, membership and terms of reference.

### **Implications for Wales**

6. Elected members from Welsh Councils are appointed to sit on the LGA's governance structure and therefore are also eligible to represent the LGA on outside bodies.

### **Financial Implications**

7. There are no financial implications arising directly from this report, which is before Members for information only. Reasonable travel and subsistence costs will be paid by the LGA for expenses incurred by a Member appointee whilst carrying out a representative role on an outside body on behalf of the LGA.

## Appendix A: LGA Board Outside Body Appointments 2018/19

### Children and Young People Board

Organisation	Background	Representatives
National Youth Agency	The Agency aims to advance youth work to promote young people's personal and social development, as well as their voice, influence and place in society.	<b>1 place</b> <ul style="list-style-type: none"> <li>Cllr Gillian Ford (Ind), London Borough of Havering</li> </ul>
Adoption Leadership Board	The ALB was jointly developed by Government, local authorities and the voluntary sector to provide national leadership to the adoption system, improve its performance and tackle the key challenges it currently faces.	<b>1 place</b> <ul style="list-style-type: none"> <li>Cllr Lucy Nethsingha (Lib Dem), Cambridgeshire County Council</li> </ul>
Children's Improvement Board	The CIB is a partnership between the LGA, the Association of Directors of Children's Services (ADCS), the Society of Local Authority Chief Executives (SOLACE) and the Association of Independent LSCB Chairs (AILC), bringing together senior political and officer leadership to consider issues related to performance and improvement in children's services.	<b>1 place</b> <ul style="list-style-type: none"> <li>Cllr Anntoinette Bramble (Lab), London Borough of Islington</li> </ul>
Howard League for Penal Reform Advisory Board on decriminalising children in residential care	The Howard League has launched a two-year programme of work to end the criminalisation of children living in residential care. The work will be supported by this Advisory Board, chaired by the Rt Hon Michael Gove MP. The project follows research, published by the Howard League in March 2016, which found that children living in children's homes were being criminalised at higher rates than other boys and girls, including those in other types of care. The programme of work will explore best practice within the police service and the residential care sector and builds on the charity's work to keep as many boys and girls as possible out of the criminal justice system.	<b>1 place</b> <ul style="list-style-type: none"> <li>Cllr Roy Perry (Con), Hampshire County Council</li> </ul>

## Culture, Tourism and Sport Board

Organisation	Background	Representatives
British Board of Film Classification – Consultative Council	The British Board of Film Classification classifies films on behalf of Local Authorities and videos / DVDs under the terms of the Video Recordings Act. Its "Consultative Council" is a requirement of the Board's designation under the Video Recordings Act.	<b>1 place</b> <ul style="list-style-type: none"> <li>Cllr Mike Bell (Lib), North Somerset Council</li> </ul>
Tourism Alliance	The TA seeks to establish and maintain a favourable operating environment for all businesses involved in the delivery of tourism, particularly in England. The LGA has a non-voting place on the Board.	<b>1 place</b> <ul style="list-style-type: none"> <li>Cllr Geraldine Carter (Con), Calderdale Council</li> </ul>
British Destinations	Operates as a trade association representing the wider interest of local authority sponsored tourism. Membership includes local government authorities of all types and sizes from across the UK, regional and local tourist boards and commercial organisations.	<b>1 place</b> <ul style="list-style-type: none"> <li>Cllr Geoff Knight (Ind), Lancaster City Council</li> </ul>
London Marathon Events Limited	The London Marathon Charitable Trust primarily provides capital funding for building or facilities projects that inspire increased participation in physical activity, sport and play. It prioritises projects that target individuals or groups that currently have low levels of activity and children and young people outside of school hours. Since its founding in 1981, The Trust has awarded in excess of £66.5 million to more than 1,200 projects in London and beyond.	<b>1 Place</b> <ul style="list-style-type: none"> <li>Cllr Terry O'Neill (Lab), Warrington Council</li> </ul>
Theatres Champion (UK Theatre)	UK Theatre is the UK's leading theatre and performing arts membership organisation. They promote excellence, professional development, and campaign to improve resilience and increase audiences across the sector. UK Theatre supports organisations and individuals in the performing arts at any stage of their career, through a range of training, events and other professional services. Whether it's through sharing knowledge, bringing you together with the right people or providing practical advice, UK Theatre provides support.	<b>1 Place</b> <ul style="list-style-type: none"> <li>Cllr Faye Abbott (Lab), Coventry City Council</li> </ul>

Libraries Taskforce	<p>Leadership for Libraries Taskforce was set up by the Department for Culture, Media and Sport (DCMS) and the Local Government Association (LGA) in 2015. The Taskforce's role is to provide leadership and help to reinvigorate the public library network in England.</p> <p>The Taskforce was set up to enable libraries in England to exploit their potential and be recognised as a vital resource for all.</p>	<p><b>1 Place</b></p> <ul style="list-style-type: none"> <li>• Cllr Matthew Lee (Con), South Kesteven District Council</li> </ul>
Peak District National Parks Authority	<p>The Peak District National Park (PDNP) authority conserves and enhances the natural beauty, wildlife and cultural heritage of the Peak District and promotes opportunities for the understanding and enjoyment of the area by the public.</p>	<p><b>1 Place</b></p> <ul style="list-style-type: none"> <li>• Cllr Barry Lewis (Con), Derbyshire County Council</li> </ul>

## Community Wellbeing Board

Organisation	Background	Representatives
Prime Minister's Dementia Challenge 2020 – Meaningful Care Oversight Group	<p>The Meaningful Care Oversight Group will identify and propose pragmatic, achievable, high impact changes to improve the care that people receive after having a diagnosis of dementia. It will achieve this by bringing together key partners from across the health and care system to oversee the work of three time limited Task and Finish Groups.</p>	<p><b>1 place</b></p> <ul style="list-style-type: none"> <li>• Cllr Graham Gibbens (Con), Kent County Council</li> </ul>
Think Local Act Personal Programme Board	<p>The Programme Board oversees the work of the <a href="#">Think Local Act Personal</a> (TLAP) Partnership. TLAP are a national partnership of more than 50 organisations committed to transforming health and care through personalisation, coproduction and community-based support. The LGA are members of the Think Local Act Personal partnership – known as TLAP.</p>	<p><b>1 place</b></p> <ul style="list-style-type: none"> <li>• Mayor Kate Allsop (Ind), Mansfield District Council</li> </ul>
Mental Health Crisis Care Concordat	<p>The group oversees the implementation of the Mental Health Crisis Concordat. It meets twice a year and chaired by Ministers at Home Office and Department of Health.</p>	<p><b>2 places</b></p> <ul style="list-style-type: none"> <li>• Cllr Doreen Huddart (Lib), Newcastle City Council</li> <li>• Cllr Robin Moss (Lab), Bath &amp; North East</li> </ul>

Organisation	Background	Representatives
		Somerset Council
<b>Autism Strategy Task and Finish Group</b>	<p>In 2017, it was agreed that the arrangements for overseeing implementation of the Strategy should be refreshed. The aims and the objectives of the Think Autism Strategy stand but the strategy's strategic objectives have been regrouped around four Task and Finish Groups:</p> <ul style="list-style-type: none"> <li>1.1. Measuring, understanding and reporting needs of autistic people</li> <li>1.2. Workforce development</li> <li>1.3. Health, care and wellbeing</li> <li>1.4. Specific support</li> <li>1.5. Participation in local community</li> </ul> <p>The Autism Strategy Board oversees overall progress against the strategy. The LGA have a place on the Participation Task and Finish Group. The Autism Strategy will be refreshed next year.</p>	<p><b>1 place</b></p> <ul style="list-style-type: none"> <li>• Cllr Jackie Meldrum (Lab) Lambeth London Borough Council</li> </ul>
<b>Data Security Assurance Board</b>	<p>The Data Security Assurance Board provides challenge to the Department of Health and Social Care's Data Security Leadership Board as to whether the strategic scope of the Cyber and Data and Cyber Security programme is sufficient to mitigate the data and cyber security risk faced by the health and care system.</p>	<p><b>1 place</b></p> <ul style="list-style-type: none"> <li>• Mayor Kate Allsop (Ind), Mansfield District Council</li> </ul>

## Environment, Economy, Housing and Transport Board

Organisation	Background	Representatives
<b>Canal &amp; River Trust</b>	<p>Canals and rivers managed by British Waterways in England and Wales, transferred to a charitable trust - now named Canal &amp; River Trust - in April</p>	<b>1 place</b>

<b>Council</b>	2012. Within the governance structure of the Trust, a Council has a remit to safeguard the long-term values and purposes of the Trust. The Council helps to shape policy, raise and debate issues, and provide guidance, perspective and a sounding board for Trustees. The full Council will meet two times a year.	<ul style="list-style-type: none"> <li>• Cllr Roger Lawrence (Lab), Wolverhampton City Council</li> </ul>
<b>HS2 Environmental Forum</b>	A forum for Government departments and statutory bodies to advise on environmental policy for the HS2 project. Meets quarterly.	<b>2 places</b> <ul style="list-style-type: none"> <li>• Cllr Martin Tett, Buckinghamshire County Council (Con)</li> <li>• Cllr James Lewis (Lab), Leeds City Council</li> </ul>

## Safer and Stronger Communities Board

Organisation	Background	Representatives
<b>National FGM Centre Advisory Group</b>	The Advisory Group meets quarterly to provide advice and support to the development of the National FGM Centre, a joint project between the LGA and Barnado's.	<b>2 places</b> <ul style="list-style-type: none"> <li>• Cllr Jo Beavis (Con), Braintree District Council</li> <li>• Cllr Anita Lower (Lib Dem), Newcastle Upon Tyne Council</li> </ul>
<b>National Oversight Group on Domestic Abuse</b>	The National Oversight Group is chaired by the Home Secretary and meets approximately quarterly to oversee progress against the recommendations from HMIC's reviews of the police response to domestic abuse.	<b>1 place</b> <ul style="list-style-type: none"> <li>• Cllr Simon Blackburn (Lab), Blackpool Council</li> </ul>
<b>Serious Violence Taskforce</b>	The Serious Violence Taskforce is chaired by the Home Secretary and meets approximately every other month to oversee progress against the government's Serious Violence Strategy.	<b>1 place</b> <ul style="list-style-type: none"> <li>• Cllr Simon Blackburn (Lab), Blackpool Council</li> </ul>
<b>HMIC's Police Efficiency Effectiveness and</b>	HMIC's Police Efficiency Effectiveness and Legitimacy Effectiveness Reference Group meets quarterly to provide advice and expertise from	<b>1 place</b> <ul style="list-style-type: none"> <li>• Cllr Janet Daby (Labour)</li> </ul> Substitutes:

<b>Legitimacy Effectiveness Reference Group</b>	outside HMIC to inform PEEL inspections of police forces.	<ul style="list-style-type: none"> <li>• Cllr Keith McLane</li> <li>• Cllr Clive Woodbridge</li> </ul>
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## **Fire Services Management Committee**

<b>Organisation</b>	<b>Background</b>	<b>Representatives</b>
<b>Strategic Resilience Board</b>	The Board aims to deliver a sector-led approach to sustaining New Dimension capabilities into the future through establishment of an assurance framework and body managed by CFOA through the FRS National Resilience Board.	<b>2 places</b> <ul style="list-style-type: none"> <li>• Cllr Ian Stephens (Ind), Isle of Wight Council</li> <li>• Cllr Les Byrom CBE (Lab) Merseyside Fire and Rescue Authority</li> </ul>
<b>On-call Steering Group (formerly CFOA, RDS and Operational Training Working Group)</b>	The Group meets to discuss work practices for retained duty systems and develop recommendations.	<b>2 place</b> <ul style="list-style-type: none"> <li>• Cllr Judith Hughes (Lab) West Yorkshire Fire and Rescue Authority</li> <li>• Cllr Mark Healey (Con) Devon and Somerset Fire and Rescue Authority</li> </ul>
<b>Fire Service College Engagement Forum</b>	The Fire Service College is responsible for providing leadership, management and advanced operational training courses for senior fire officers from the UK and foreign fire authorities. The Forum ensures stakeholder involvement in the activities of the College.	<b>2 places</b> <ul style="list-style-type: none"> <li>• Cllr John Edwards (Lab) West Midlands Fire and Rescue Authority</li> <li>• PFCC Roger Hirst (Con) Essex Police, Fire &amp; Crime Commissioner FRA</li> </ul>
<b>Joint Emergency Services Interoperability Programme Board (JESIP)</b>	This Board oversees the work of the Joint Emergency Services Interoperability Programme (JESIP). This was established to address the recommendations and findings from a number of major incident reports and help the emergency services improve how they work together.	<b>1 place</b> <ul style="list-style-type: none"> <li>• Cllr Nick Chard (Con), Kent Fire and Rescue Authority</li> </ul>



<b>Arson Prevention Forum</b>	The Arson Prevention Forum is a partnership of stakeholders with a shared objective of achieving a sustained reduction in the number of deliberate fires and related deaths, injuries and property damage.	<b>1 place</b> <ul style="list-style-type: none"> <li>• Cllr Kevin Dodds (Lab), Gateshead Council</li> </ul>
<b>National Occupational Committee</b>	This group, which includes meeting with skills for justice, discuss National Occupational Standards and developing qualifications for the Service.	<b>1 place</b> <ul style="list-style-type: none"> <li>• Cllr John Robinson (Lab) County Durham and Darlington Fire &amp; Rescue Authority</li> </ul>
<b>Emergency Service Collaboration Working Group</b>	Chaired by PCC Philip Secombe, a regular forum encouraging greater collaboration between the emergency services; and overseeing an overall programme of work in order to establish a network of users and commission research.	<b>2 places</b> <ul style="list-style-type: none"> <li>• Cllr Eric Carter (Con) Telford and Wrekin Council</li> <li>• Cllr John Robinson (Lab) County Durham and Darlington Fire &amp; Rescue Authority</li> </ul>
<b>HMICFRS FRS Inspections – External Reference Group</b>	HMICFRS established the External Reference Group to develop their proposals for an inspection regime for the fire and rescue service. Now that HMICFRS have been appointed as the inspectorate it will advise on the development of the inspection programme.	<b>3 places</b> <ul style="list-style-type: none"> <li>• Cllr Rebecca Knox (Con), Dorset and Wiltshire Fire and Rescue Service</li> <li>• Fiona Twycross (Lab) Greater London Authority</li> <li>• Cllr Keith Aspden (Lib Dem), North Yorkshire Fire and Rescue Service</li> </ul>
<b>Fire Standards Board</b>	The Board oversees the work to create a professional standards body for the fire and rescue service.	<b>1 place</b> <ul style="list-style-type: none"> <li>• Cllr Nick Chard (Con) Kent Fire and Rescue Authority</li> </ul>
<b>Central Programme Office Engagement Forum</b>	The NFCC's CPO was launched on 1 April and grew out of the National Operational Guidance Programme running over the last 6 years. The CPO will provide project and programme management to the NFCC to deliver national standards, doctrine and guidance. The Engagement Forum will enable stakeholders to shape the CPO's work. The LGA has been invited to provide a standing member for the forum.	<b>1 place</b> <ul style="list-style-type: none"> <li>• Cllr Ian Stephens (Ind) Isle of Wight Council</li> </ul>

<b>Central Programme Office Engagement Forum: Community Risk Sub- forum</b>	This programme aims to produce a clear definition of risk that would allow communities to hold their fire and rescue service to account, and an on-line toolkit to develop more consistent community risk management plans.	<b>1 place</b> <ul style="list-style-type: none"> <li>• Cllr Nikki Hennessy (Lab) Lancashire County Council</li> </ul>
<b>Central Programme Office Engagement Forum: Digital</b>	This will look at readying the service for the digital future optimizing the developments from smart buildings, driverless vehicles and robotics for example.	<b>1 place</b> <ul style="list-style-type: none"> <li>• Cllr Jason Ablewhite (Con) Huntingdonshire District Council</li> </ul>
<b>Central Programme Office Engagement Forum: People</b>	The first project for the CPO's people programme is on leadership, which is developing a national leadership framework. The CPO is seeking someone with HR and workforce relates experience.	<b>1 place</b> <ul style="list-style-type: none"> <li>• Cllr Roger Price (LD) Hampshire County Council</li> </ul>

## Appendix B: 2018/19 Outside Appointments Coordinated Centrally

### A: WORKFORCE EMPLOYER BODIES

#### **NATIONAL EMPLOYERS ORGANISATION FOR SCHOOL TEACHERS (NEOST)**

8 LGA member seats

	<b><u>Number of places 2018-19</u></b>	<b><u>2018-19 Councillor</u></b>	<b><u>Authority</u></b>
CONSERVATIVE	3	Cllr Roger Philips (core)	Herefordshire Council
		Cllr Rory Love	Folkestone & Hythe DC
		Cllr Susie Charles	Lancashire CC
	<i>Substitute</i>	Cllr Ryan Brent	Portsmouth City Council
LABOUR	3	Cllr Anntoinette Bramble	LB Hackney
		Cllr David Mellen	Nottingham
		Cllr Sian Timoney	Luton BC
	<i>Substitute</i>	Vacancy	Vacancy
LIBERAL DEMOCRAT	1	Cllr Adam Paynter	Cornwall
	<i>Substitute</i>	Cllr Simon Shaw	Sefton
INDEPENDENT	1	Cllr Wayne Davies	Redcar and Cleveland
	<i>Substitute</i>	Cllr Colin Mann	Caerphilly CBC

#### **JNC FOR TEACHERS IN RESIDENTIAL ESTABLISHMENTS**

4 LGA member seats

	<b><u>Number of places 2018-19</u></b>	<b><u>2018-19 Councillor</u></b>	<b><u>Authority</u></b>
CONSERVATIVE	2	Cllr Roy Perry	Portsmouth
		Cllr Roger Phillips	Herefordshire Council
	<i>Substitute</i>		
LABOUR	2	Cllr Anntoinette Bramble	Hackney
		Cllr David Mellen	Nottingham
	<i>Substitute</i>	Cllr Sian Timoney	Luton BC

**SOULBURY COMMITTEE**

5 LGA member seats

	<b><u>Number of places 2018-19</u></b>	<b><u>2018-19 Councillor</u></b>	<b><u>Authority</u></b>
CONSERVATIVE	2	Cllr Roy Perry	Portsmouth
		Cllr Roger Philips	Herefordshire DC
LABOUR	2	Cllr Anntoinette Bramble	LB Hackney
		Cllr David Mellen	Nottingham
	<i>Substitute</i>	Cllr Sian Timoney	Luton and Bedfordshire
LIB DEM		Cllr Simon Shaw	Sefton
	<i>Substitute</i>	Cllr Adam Paynter	Cornwall

**JNC FOR YOUTH AND COMMUNITY WORKERS**

5 LGA member seats

	<b><u>Number of places 2018-19</u></b>	<b><u>2018-19 Councillor</u></b>	<b><u>Authority</u></b>
CONSERVATIVE	2	Cllr Roy Perry	Hampshire CC
		Cllr Natasha Airey	RB of Windsor and Maidenhead
	<i>Substitute</i>	Cllr Roger Phillips	Herefordshire Council
LABOUR	2	Cllr Anntoinette Bramble	LB Hackney
		Cllr David Mellen	Nottingham
	<i>Substitute</i>	Cllr Sian Timoney	Luton and Bedfordshire
LIB DEM	1	Cllr Simon Shaw	Sefton
	<i>Substitute</i>	Cllr Adam Paynter	Cornwall

**NJC FOR LOCAL AUTHORITY FIRE AND RESCUE SERVICES**

**NJC FOR BRIGADE MANAGERS OF LOCAL AUTHORITIES' FIRE & RESCUE SERVICES**

10 LGA member seats

	<b><u>Number of places 2018-19</u></b>	<b><u>2018-19 Councillor</u></b>	<b><u>Authority</u></b>
CONSERVATIVE	4	Cllr Roger Phillips	Herefordshire Council
		Cllr Nick Chard	Kent CC
		Cllr Rebecca Knox	Dorset CC
		Cllr Mark Healey MBE	Somerset CC

LABOUR	<i>Substitute</i>	Cllr Roger Reed	Buckinghamshire CC
	4	Dr Fiona Twycross AM	GLA/London Fire
		Cllr Judith Hughes	West Yorkshire
		Cllr John Edwards	West Midlands
		Cllr Sian Timoney	Luton and Bedfordshire
LIBERAL DEMOCRAT	<i>Substitute</i>	Cllr Brian Grocock	Nottinghamshire
	1	Cllr Keith Aspe	York
	<i>Substitute</i>	Cllr Roger Price	Hampshire
INDEPENDENT	1	Cllr Ian Stephens	Isle of Wight
	<i>Substitute</i>	Cllr Donald Davies	North Somerset, Avon Fire Authority

**JNC FOR CORONERS**

6 LGA member seats

	<b><u>Number of places 2018-19</u></b>	<b><u>2018-19 Councillor</u></b>	<b><u>Authority</u></b>
CONSERVATIVE	2	Cllr Roger Phillips	Herefordshire Council
		Cllr Gareth Barnard	Bracknell Forest Council
	<i>Substitute</i>	Cllr John Riley	LB of Hillingdon
LABOUR	2	Cllr Simon Blackburn	Blackpool
		Cllr Sharon Taylor	Stevenage
	<i>Substitute</i>	Cllr Sian Timoney	Luton and Bedfordshire
LIB DEM	1	Cllr Adam Paynter	Cornwall
	<i>Substitute</i>	Cllr Simon Shaw	Sefton

**LOCAL GOVERNMENT SERVICES EMPLOYERS NJC, also inc:  
CHIEF EXECUTIVES NJC, CHIEF OFFICERS NJC WORKSHOPS FOR THE BLIND**

9 LGA member seats

	<b><u>Number of 2018-19</u></b>	<b><u>2018-19 Councillor</u></b>	<b><u>Authority</u></b>
CONSERVATIVE	4	Cllr Roger Phillips	Herefordshire Council
		Cllr John Riley	LB of Hillingdon
		Cllr Lynne Duffy	Wychavon District Council
		Cllr Paul Bettison OBE	Bracknell Forest Council
	<i>Substitute</i>	Cllr Hilary Carrick	Cumbria County Council
		Cllr Oonagh Moulton	Merton Council
LABOUR	3	Cllr Simon Blackburn	Blackpool

		Cllr Sian Timoney	Luton and Bedfordshire
		Cllr Sharon Taylor	Stevenage
	<i>Substitute</i>	Cllr Richard Watts	LB Islington
LIBERAL DEMOCRAT	1	Cllr Simon Shaw	Sefton
	<i>Substitute</i>	Cllr Adam Paynter	Cornwall
INDEPENDENT	1	Cllr Goronwy Edwards	Conwy

### **LOCAL GOVERNMENT PENSIONS COMMITTEE**

9 LGA member seats

	<b><u>Number of places 2018-19</u></b>	<b><u>2018-19 Councillor</u></b>	<b><u>Authority</u></b>
CONSERVATIVE	4	Cllr John Fuller	South Norfolk District Council
		Cllr Denise Le Gal	Waverley BC
		Cllr Donna Jones	Portsmouth City Council
		Cllr David Renard	Swindon Borough Council
	<i>Substitute</i>	Cllr Lynne Duffy	Wychavon District Council
LABOUR	3	Cllr Simon Blackburn	Blackpool
		Cllr Sharon Taylor	Stevenage
		Cllr Alan Waters	Norwich
	<i>Substitute</i>	Cllr Sian Timoney	Luton and Bedfordshire
LIBERAL DEMOCRAT	1	Cllr Adam Paynter	Cornwall
	<i>Substitute</i>	Cllr Simon Shaw	Sefton
INDEPENDENT	1	Cllr Goronwy Edwards	Conwy

### **CEEP UK EXECUTIVE**

3 LGA member places

	<b><u>Number of places 2018-19</u></b>	<b><u>2018-19 Councillor</u></b>	<b><u>Authority</u></b>
CONSERVATIVE	2	Cllr David Simmonds CBE	LB of Hillingdon
		Cllr Roger Phillips	Herefordshire Council
	<i>Substitute</i>	Cllr Kevin Bentley	Essex CC
LABOUR	1	Cllr Sian Timoney	Luton and Bedfordshire
	<i>Substitute</i>	Cllr Kevin Small	Swindon

### **CEEP UK GENERAL ASSEMBLY**

10 LGA member places			
	<b><u>Number of places 2018-19</u></b>	<b><u>2018-19 Councillor</u></b>	<b><u>Authority</u></b>
CONSERVATIVE	4	Cllr David Simmonds CBE	LB of Hillingdon
		Cllr Roger Phillips	Herefordshire Council
		Cllr Kevin Bentley	Essex CC
		Cllr Linda Robinson	Wychavon District Council
	<i>Substitute</i>	Cllr David Harvey	Westminster City Council
LABOUR	4	Cllr Sue Murphy	Manchester
		Cllr Alan Dean	Liverpool
		Cllr Sian Timoney	Luton and Bedfordshire
		Cllr Tom Beattie	Corby
LIBERAL DEMOCRAT	1	Cllr Simon Shaw	Sefton
	<i>Substitute</i>	Cllr Adam Paynter	Cornwall
INDEPENDENT	1	Cllr Goronwy Edwards	Conwy

<b><u>CEMR – EMPLOYERS’ PLATFORM</u></b>			
3 LGA member places – NO SUBSTITUTES			
	<b><u>Number of places 2018-19</u></b>	<b><u>2018-19 Councillor</u></b>	<b><u>Authority</u></b>
CONSERVATIVE	2	Cllr David Simmonds CBE	LB of Hillingdon
		Cllr Kevin Bentley	Essex CC
LABOUR	1	Cllr Sian Timoney	Luton and Bedfordshire

**B: EUROPEAN APPOINTMENTS**

Organisation	Representatives
<p>Committee of the Regions (CoR)</p> <p>(2015-20)</p>	<p><b>15 full member places:</b></p> <ul style="list-style-type: none"> <li>• Kevin Bentley Essex Con *</li> <li>• Joe Cooney Pendle Con</li> <li>• Dee Sharpe East Riding Con</li> <li>• David Simmonds LB Hillingdon Con</li> <li>• Harvey Siggs Mendip Con</li> <li>• Judith Wallace N. Tyneside Con</li> <li>• Stephen Alambritis LB Merton Lab</li> <li>• Sir Albert Bore Birmingham Lab</li> <li>• Judith Hughes Kirklees Lab</li> <li>• VACANCY ---- Lab x</li> <li>• VACANCY ---- Lab x</li> <li>• Simon Blackburn Blackpool Lab *</li> <li>• Andrew Cooper Kirklees Indep</li> <li>• Doreen Huddart Newcastle Lib *</li> <li>• Maggie Lishman Burnley Lib</li> </ul> <p><b>15 alternate places:</b></p> <ul style="list-style-type: none"> <li>• Paul Findlow Cheshire East Con</li> <li>• Joanne Laban LB Enfield Con *</li> <li>• Teresa Heritage Hertfordshire Con *</li> <li>• Linda Robinson Wychavon DC Con</li> <li>• David Shakespeare Wycombe DC Con</li> <li>• Martin Veal Bath&amp;NE Somt Con</li> <li>• Sanchia Alasia LB Barking Lab</li> <li>• Simon Blackburn Blackpool Lab</li> <li>• Zahid Chauhan Oldham Lab</li> <li>• VACANCY ---- Lab x</li> <li>• Sarah Russell Derby Lab</li> <li>• Claudia Webbe LB Islington Lab *</li> <li>• Gillian Ford LB Havering Indep</li> <li>• Geoff Knight Lancaster Indep</li> <li>• Sally Morgan Teignbridge Lib</li> </ul> <p>(*) denotes appointments pending ratification by EU</p> <p>X denotes nomination by LGA outstanding</p>
<p>Council of European Municipalities and Regions (CEMR)</p>	<p><b>(a) Policy Committee</b></p> <p><b>4 full member places:</b></p>



<p>(2013-16)</p>	<ul style="list-style-type: none"> <li>• Cllr David Simmonds (Con, London Borough of Hillingdon)</li> <li>• Cllr Vince Maple (Lab, Medway)</li> <li>• Cllr Marianne Overton (Ind, Lincolnshire)</li> <li>• Cllr Flo Clucas (Lib Dem, Cheltenham)</li> </ul> <p><b>4 alternate places:</b></p> <ul style="list-style-type: none"> <li>• Cllr Musawar Arshad (Con, Pendle Borough Council)</li> <li>• Cllr Elaine Atkinson (Con, Poole)</li> <li>• Cllr Simon Blackburn (Lab, Blackpool)</li> <li>• Cllr Judith Blake (Lab, Leeds)</li> </ul> <p><b>(b) Vice-President</b> (<i>ex officio member of Executive Bureau</i>)</p> <ul style="list-style-type: none"> <li>• Cllr David Simmonds (Con, LB Hillingdon)</li> </ul> <p><b>(c) Finance Committee</b></p> <ul style="list-style-type: none"> <li>• Cllr Vince Maple (Lab, Medway)</li> </ul>
<p>Congress of the Council of Europe</p> <p>(2016-20)</p>	<p><b>13 full member places:</b></p> <ul style="list-style-type: none"> <li>• Cllr Joanne Laban (Con, LB Enfield)</li> <li>• Cllr Andrew Dawson (Con, Cheshire West and Chester)</li> <li>• Cllr Richard Dodd (Con, Northumberland Council)</li> <li>• Cllr Andrew Leadbetter (Con, Exeter Council)</li> <li>• Cllr Robert Saunders (Con, East Hampshire Council)</li> <li>• Cllr David Simmonds (Con, London Borough of Hillingdon)</li> <li>• Cllr Simon Blackburn (Lab, Blackpool Council)</li> <li>• Cllr Eunice Campbell-Clark (Lab, Nottingham Council)</li> <li>• Cllr Peter John (Lab, London Borough of Southwark)</li> <li>• Cllr Bryony Rudkin (Lab, Ipswich Council)</li> <li>• Cllr John Warmisham (Lab, Salford Council)</li> <li>• Cllr Martin Fodor (Green, Bristol Council)</li> <li>• Cllr Peter Thornton (Lib Dem, South Lakeland Council)</li> </ul> <p><b>13 alternate places:</b></p> <ul style="list-style-type: none"> <li>• Cllr Kevin Bentley (Con, Essex Council)</li> <li>• Cllr Susie Charles (Con, Lancashire Council)</li> <li>• Cllr Lynne Hack (Con, Reigate and Banstead Council)</li> <li>• Cllr Dee Sharpe (Con, East Riding of Yorkshire)</li> <li>• Cllr Mark Winnington (Con, Staffordshire Council)</li> <li>• Cllr Ebrahim Adia (Lab, Bolton Council)</li> <li>• Cllr Tom Beattie (Lab, Corby Council)</li> <li>• Cllr Barbara Cannon (Lab, Allerdale Council)</li> <li>• Cllr Syeda Khatun (Lab, Sandwell Council)</li> <li>• Cllr Shabir Pandor (Lab, Kirklees Council)</li> <li>• Cllr Varinder Singh Bola (Lab, London Borough of Redbridge)</li> </ul>

	<ul style="list-style-type: none"> <li>• Cllr Linda Gillham (Ind, Runneymede Council)</li> <li>• VACANCY (Lib Dem)</li> </ul>
European Structural and Investment Funds Growth Programme Board (2014-20)	<b>3 places:</b> <ul style="list-style-type: none"> <li>• Cllr Philip Atkins (Con, Staffordshire County Council)</li> <li>• Cllr Sir Albert Bore (Lab, Birmingham City Council)</li> <li>• Cllr Ian Stewart (Lib Dem, Cumbria County Council 7 South Lakeland District Council)</li> </ul>

### C: INTERNATIONAL APPOINTMENTS

Organisation	Representatives
United Cities and Local Governments (UCLG)	<b>1 place</b> <ul style="list-style-type: none"> <li>• Lord Porter of Spalding (Con, South Holland District Council)</li> </ul>
Commonwealth Local Government Forum (CLGF)	<b>1 place:</b> <ul style="list-style-type: none"> <li>• Cllr Nick Small (Lab, Liverpool City Council)</li> </ul>

### D: OTHER APPOINTMENTS

Organisation	Representatives
Centre for Public Scrutiny	<b>4 places:</b> <ul style="list-style-type: none"> <li>• Cllr John Riley (Con, LB of Hillingdon Council)</li> <li>• Cllr Tony McDermott MBE (Lab, Halton Borough Council)</li> <li>• Cllr Sebastian Bowen (Ind, Herefordshire Council)</li> <li>• Cllr Anthony Rowlands (Lib Dem, St Albans City and District Council)</li> </ul>
Local Authorities' Mutual Investment Trust (LAMIT)	<b>6 places:</b> <ul style="list-style-type: none"> <li>• Cllr Elizabeth Eyre (Con, Worcestershire County Council)</li> <li>• Cllr Paul Findlow (Con, Cheshire East Council)</li> <li>• Cllr Tom Beattie (Lab, Corby Borough Council)</li> <li>• Cllr Sian Timoney (Lab, Luton Borough Council)</li> <li>• Cllr Adrian Naylor (Ind, Bradford Metropolitan Borough Council)</li> <li>• Cllr Richard Kemp CBE (Lib Dem, Liverpool City Council)</li> </ul>
Local Partnerships	<b>4 places</b> <ul style="list-style-type: none"> <li>• Cllr Kevin Bentley (Con, Colchester Borough Council)</li> <li>• Cllr Graham Chapman (Lab, Nottingham City Council)</li> </ul>

	<ul style="list-style-type: none"> <li>• Cllr David Sprason (UKIP, Leicestershire County Council)</li> <li>• Cllr Gerald Vernon-Jackson (Lib Dem, Portsmouth City Council)</li> </ul>
The Selector Panel	<p><b>4 places</b></p> <ul style="list-style-type: none"> <li>• Cllr Stephen Parker (Con, Hart District Council)</li> <li>• Cllr Sue Whitaker (Lab, Norfolk)</li> <li>• Cllr Ray Morgon (Residents Group, LB of Havering)</li> <li>• Cllr Paul Tilsley CBE (Lib Dem, Birmingham City Council)</li> </ul>





**LGA Leadership Board**

6 December 2018

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

### **Purpose**

For discussion and direction.

### **Summary**

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

- Funding for local government;
- Adult social care and health;
- Children, education and schools;
- Housing;
- Inclusive growth, jobs and devolution;
- Britain's exit from the EU; 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 December 2018.

### **Action**

As directed by members.

**Contact officer:** Mark Lloyd  
**Position:** Chief Executive  
**Phone no:** 020 7664 3213  
**Email:** [mark.lloyd@local.gov.uk](mailto:mark.lloyd@local.gov.uk)

## Chief Executive's Report – December 2018

### Achievements against our external priorities

#### Priority 1 – Funding for local government

- 1.1 **2018 Budget:** provided £240 million for adult social care in both 2018/19 and 2019/20, £410 million for adult and children's social care in 2018/19, £55 million in 2018/19 for Disabled Facilities Grant, £420 million for road repair and maintenance and an extra £500 million for Housing Infrastructure Fund. While these announcements of extra funding are welcome, we continue to make the case that this falls well short of the amount needed for local services, with an estimated £7.8 billion funding gap by 2025. We briefed parliamentarians on our response to the 2018 Budget and our briefing was quoted in debates in both the House of Commons and House of Lords.
- 1.2 The 2018 Budget is covered by a separate item on the agenda of Leadership Board.
- 1.3 **Public Accounts Committee's inquiry:** we provided written evidence to the Public Accounts Committee's inquiry into local government spending. This is supplementary to the Committee's earlier inquiry into the financial sustainability of local authorities, which we also gave evidence to.
- 1.4 **IFRS 9 – "Movements on Fair value":** MHCLG has published the results of its consultation on implementing a temporary statutory override to part of International Financial Reporting Standard (IFRS) 9. We had called for this override as without it local authorities would have to make cash adjustments in their accounts for paper fluctuations in values of pooled investments. Councils reported this would be a financial problem. Our response to the original consultation argued that the proposed temporary override of three years was too short and therefore we are pleased to report that the Government has listened to us and will implement the statutory override for at least five years and will then review further.
- 1.5 **Property investments:** following the implementation in April of the new prudential framework for capital finance and MHCLG's updated statutory guidance for local authority investments, CIPFA has published a statement on borrowing in advance of need and investments in commercial properties. In this statement CIPFA signalled their intent to issue further guidance to clarify whether certain investment approaches identified are consistent with the requirements of fiscal sustainability, prudence and affordability. We will continue to discuss this with both CIPFA and MHCLG.
- 1.6 **Hudson review of oversight of business rates system:** In October MHCLG published the report of the independent review of the governance and processes which underpin the oversight of the business rates system carried out by Andrew Hudson. We were consulted as part of the review. The review was established following an error in calculating the S31 grant for pilot authorities earlier this year. The review included recommendations that the final local government finance settlement should be published no later than 31 January and that the provisional settlement should be published by about 5 December. MHCLG has announced that the provisional settlement for 2019/20 will be published on 6 December 2018.
- 1.7 Our work on the Fair Funding Review and Business Rates Retention are covered by separate items on the Agenda.

#### Priority 2 – Adult social care and health

##### The lives we want to lead

- 2.1 On 31 July we published our green paper on the future of adult social care and wellbeing, *The lives we want to lead*. On 14 November, at the annual National Children and Adult Services Conference, we launched our response to our green paper consultation and associated work (such as public polling

and focus groups). This set out the main findings from the responses along with our sense of the implications of those findings. We then set out 14 recommendations to Government across two broad objectives: sustaining the here and now and countering some of the immediate consequences of underfunding that are apparent across the system; and laying the groundwork for delivering a social care and support system that we know could be better in the long-term.

- 2.2 On the first day of launch, the website had more than 1,500 page views and the document had been downloaded 165 times. Community Wellbeing Board Chair, Cllr Ian Hudspeth, was interviewed on BBC 5 Live, with our report also covered in the Independent, i paper and the Sun. As part of the launch, LGA Chairman, Lord Porter, sent copies of the report to the Secretary of State of Health and Social Care, The Rt Hon Matt Hancock MP, opposition spokespeople and LGA Vice Presidents.
- 2.3 A detailed update of all of our work on the green paper is covered by another item on the Agenda.
- 2.4 **Prevention vision:** following publication of the Health and Social Care Secretary's vision for prevention and the NHS, the LGA have warned that government needs to ensure that councils' prevention work is adequately funded by reversing the £600 million in reductions to councils' public health grants and plug the £3.5 billion funding gap facing adult social care by 2025. Prevention is an essential part of the LGA's green paper on adult social care and we look forward to working with government to help shape its own green paper on prevention and securing long term funding in the Spending Review to help use all of councils' powers and functions to improve the public's health.
- 2.5 **Transforming health and care services:** On 14 November we launched 'Shifting the centre of gravity: making place-based, person-centred health and care a reality' at the National Children and Adults Services Conference. It has been developed by the LGA, the Association of Directors of Adult Social Services, the Association of Directors of Public Health, NHS Clinical Commissioners, NHS Confederation and NHS Providers to demonstrate that we are fully committed to working together to transform health, care and wellbeing services to improve people's health and care outcomes. As well as refreshing our joint vision, originally set out in 2016, it also outlines the actions that will help local systems do their own work on integrated health and care.
- 2.6 **Relationship Sex Education, Relationship Education and Health Education:** we submitted a response to the Department for Education's consultation on the draft regulations and guidance for Relationship Sex Education, Relationship Education and Health Education. Our submission highlighted the need for schools to work with public health teams to ensure pupils know what the local offer is and how they can access their local sexual health and mental health services. It also called for mental health, wellbeing and resilience and domestic abuse issues to be better addressed in the final curriculum content.
- 2.7 **Mental Capacity (Amendment) Bill:** we continue to work with Peers scrutinising the Mental Capacity (Amendment) Bill in the House of Lords. Our briefing set out why the Bill is important and we welcomed amendments which seek to revise the role of care home staff in completing assessments. We continue to make the point that this legislation is a vital opportunity for long-awaited reform and it needs to be passed as the current situation is not sustainable both for councils and for our communities.
- 2.8 **Mental health:** we briefed MPs ahead of the debate on the five-year forward view for mental health. We highlighted the need to prevent mental health issues arising, intervening early if problems start surfacing, and helping people manage their lives going forward.
- 2.9 **Suicide prevention:** we published a scrutiny guide for councillors with Centre for Public Scrutiny and the Association of Directors of Public Health.
- 2.10 **Veterans Strategy:** we responded to the launch of the Government's Strategy for our Veterans. It was positive to see that the strategy recognised the role of local authorities and other sectors in delivering services that support and empower veterans. A consultation has also been launched to support implementation of the strategy and runs until 21 February 2019. The Strategy was also debated in

both Houses on 15 November and our [briefing](#) to Parliamentarians highlighted the good work that councils are doing on the Covenant.

- 2.11 **A Connected Society:** the Prime Minister launched 'A Connected Society. A strategy for tackling loneliness' on 15 October. Since publication the LGA have had discussions with DCMS about how best we can engage local councils in the work. We are currently discussing holding a joint DCMS and LGA event in 2019 to discuss how the sector can best support the strategy objectives and showcase best practice. We are also looking to commission some guidance on best practice between principal authorities and parish and town councils. This will be produced in partnership with NALC and will be funded by the MHCLG grant that is provided to the LGA to support work between principal, parish and town councils.
- 2.12 **Autism Self-Assessment Framework (SAF) 2018:** this is currently out for completion by councils. The SAF assists and prompts local areas in reviewing how they are doing in relation to the Autism Strategy and helps them to map out their local priorities. As in previous years the information submitted will be collated and analysed by Public Health England. Responses to the exercise are asked for by Monday 10 December 2018.
- 2.13 **Allied Healthcare:** on 5 November, CQC issued a Stage 6 notification on Allied Healthcare indicating a likely disruption to home care service provision due to financial issues. We responded immediately to assist councils enact their contingency plans by identifying [essential resources and offering local support](#). Allied has since indicated its intention to seek buyers for the business on a branch-by-branch basis. Councils are considering their options although timescales look prohibitively tight. This sits alongside the ongoing and extending discussions with Four Seasons about its financial restructure. We are continuing to monitor the situation and are working very closely with Department of Health and Social Care and the Association of Directors of Adult Social Services to provide support where needed.
- 2.14 **Social Care Digital Innovation Programme:** this programme tasked councils to create digital pilots that will advance frontline practice, improving systems and enabling integration across adult social care. Caroline Dinenage MP, Minister of State for Care, announced the nine councils that have been awarded implementation funding to use digital innovation to create social care of the future at the NCAS Conference on 15 November.
- 2.15 **Social determinants of health:** we have been approached by [The Health Foundation](#) (an independent charity) to enter a three-year £3.45m collaboration to support councils and their local partners to improve the social determinants of health. The programme will support delivery of innovative approaches to opportunities presented by public health moving to local government.

### Priority 3 – Children, education and schools

- 3.1 **Children's social care funding:** the 2018 Budget provided £84 million over five years to expand children's social care programmes in 20 areas, and £410 million of additional funding for social care in 2019/20 on adult and children's services. We continue to make the case that while these announcements of extra funding for children's services are welcome, this falls well short of the amount needed, with an estimated £3 billion funding gap by 2025 just to keep services running at current levels.
- 3.2 **Bright Futures:** it is now a year since we launched Bright Futures, our vision for the future of children's social care. We have published an [update report](#), highlighting what we have achieved over the past year but also, importantly, looking at where there is still more work to do. As part of our Bright Futures campaign, we have published two new resource packs to support the delivery of services for children and families. The latest packs focus on [early education and childcare](#) and [permanence](#).
- 3.3 **Outcomes Framework:** at the NCAS Conference in November, we launched a new framework of youth outcomes to support delivery of effective youth services in the context of reduced funding and



fragmented provision. The Centre for Youth Impact and the National Youth Agency will be working with providers and commissioners across the country over the next three months to refine this before its final publication, with supporting guidance, in April 2019.

- 3.4 **Childhood obesity:** we have launched a trailblazer programme to tackle childhood obesity by supporting the development and implementation of innovative solutions. Over 120 councils have expressed an interest so far. Up to 12 local authorities will be supported to develop practical plans, and in spring 2019, five authorities will be selected. Trailblazer councils carry out a three-year programme, receiving £100,000 worth of funding and expert support.
- 3.5 **Children's Mental Health:** NHS Digital released the first data on the mental health of children since 2005. It found a slight increase in the number of five to 15 year olds with a mental disorder. A quarter of girls aged 17 to 19 have a mental health disorder, with over half of those with mental health disorders reporting to have self-harmed or attempted to take their own life. The Children's Commissioner also published a briefing on children's mental health, showing that in most areas in the country children and adolescent mental health services are improving. However, it also found that the rate of progress is slow and a gap remains between what is provided, and what children need. Our response to these findings calls for an overhaul of children's mental health services, and for the NHS to work with councils to develop a system that is there for children when they ask for help. We continue to promote the recommendations in our Bright Futures campaign, including our call for councils to be given the funding they need to offer independent mental health counselling so children have access to support as and when they need it.
- 3.6 **SEND and school funding:** Cllr Anntoinette Bramble, Chair of our Children and Young People Board, gave evidence to the Education Select Committee on school and college funding on the 27 November, alongside representatives from London Councils and the County Councils Network. Our evidence highlighted concerns that the National Funding Formula and changes to High Needs Funding will exacerbate shortfalls in funding to support children and young people with SEND. To coincide with the NCAS Conference, we published research on effective local SEND systems, undertaken on our behalf by the Isos Partnership. We also briefed MPs ahead of debates on school funding. We recommended the Government should take advantage of councils' position in the community in order to give them a clear and strategic role in school improvement.
- 3.7 **Kinship carers:** Cllr Anntoinette Bramble (Chair) met with the parliamentary taskforce on kinship carers on 21 November to outline the ways in which local authorities support kinship carers, and the challenges they face in doing this.
- 3.8 **Nurseries:** Cllr Gillian Ford (Deputy Chair) gave evidence to the APPG on Nursery Schools, Nursery and Reception Classes on 21 November to highlight the results of our survey on early years provision, and to reiterate our calls for a sustainable funding solution for maintained nursery schools.
- 3.9 **Teachers in Residential Establishments:** The National Employers have reached an agreement with the Teachers' Side on an increase of 2% (3.5% for instructors) on all allowances on 1 September 2018 for teachers in residential establishments.
- 3.10 **School Teachers Pay Award 2018:** local authorities are expected to be in a position to distribute the DfE grant to schools to fund the above 1% increases for teachers in maintained schools in this Autumn term, as published in the pay grant allocations.

#### **Priority 4 – Housing**

- 4.1 **Letwin Review:** Sir Oliver Letwin published his final report making recommendations on how to close the gap between housing completions and the amount of land allocated or permissioned on large sites. The LGA supports the overall drive to ensure that a broader range of types and tenures of housing is delivered on large sites and enabling councils to have further levers through the planning system to help deliver this. We are engaging with Government officials and councils on how this can best be

achieved. The Government is due to respond to the review in full in February 2019.

- 4.2 **Housing borrowing cap:** we have been keen to ensure that stock owning councils can fully use new housing borrowing powers as soon as possible, and the Government has now officially removed the limits on Housing Revenue Account borrowing. Confirming the change, MHCLG published [a determination](#) which revokes previous determinations that specified local authority limits on indebtedness. We will keep you up to date with any developments and continue our work in the background to ensure there are no strings attached.
- 4.3 **Affordable housing:** we [commented](#) on a new report from the CLA, the body that represents rural land, property and business owners, that found that villages in England were missing out on new affordable homes. We highlighted that councils are committed to tackling the housing crisis and delivering the right homes in the right places alongside the vital services and infrastructure. We also briefed Peers ahead of a debate on building more affordable homes, stressing the important role councils can play in achieving the Government's overall target to build 300,000 homes.
- 4.4 **Private rented sector:** we briefed Peers ahead of a debate on the Housing, Communities, and Local Government Committee's report on the private rented sector. We support the report's recommendations, which called for greater powers for councils to tackle rogue landlords. We also continued to brief Peers on the Tenant Fees Bill as it progressed through the House of Lords. We called for greater funding for proactive enforcement of the ban on letting agents' fees.
- 4.5 **Homes (Fitness for Human Habitation) Bill:** we briefed our support for this Bill, which introduces a strengthened legal right for tenants to challenge landlords when facing unfit and unsafe housing. We also noted that the level of funding which councils have to allocate to enforcing housing standards is inadequate and it is vital that the Government provides additional funding for environmental health services alongside this Bill.
- 4.6 **Housing Business Ready Springboard:** alongside the Housing and Finance Institute, we launched the Housing Business Ready Springboard programme. This is designed to support councils to shape the delivery of homes for their area, giving them the opportunity to present and get tips from experts in their field, including investors, professional services, housebuilders and others.

## **Priority 5 – Inclusive growth, jobs and devolution**

- 5.1 **Combined Authorities:** we have continued to provide tailored capacity support to a number of established and aspiring combined authorities. During the reporting period, officers have organised meetings of all the CA senior officer networks, including the CA Chief Executives Network and the inception meeting of the CA HR Network.
- 5.2 **Local growth:** we have continued to engage Whitehall on key areas of local growth policy, including the LEP Review, Local Industrial Strategies, the UK Shared Prosperity Fund and the devolution framework.
- 5.3 **Post-Brexit England Commission:** since the publication of its [interim report](#) at LGA Annual Conference, the Post-Brexit England Commission is continuing to host roadshows across non-metropolitan England to shape the direction of its final report and in turn help influence the public debate on the future of public service provision outside our major cities. Events have already been held in the East Midlands, West Midlands, South West and North West, with future events planned in the South East, North East, Yorkshire and Humber and East of England. More information is available on the LGA events website.
- 5.4 **Fixed Odds Betting Terminals (FOBTs):** the Government has announced that it will bring forward

the date by which the maximum stakes for Fixed Odds Betting Terminals (FOBTs) will be cut, from £100 to £2, from October to April 2019. This announcement is extremely welcome and comes after a cross-party campaign by MPs, the LGA and councils to bring the date forward. We have campaigned both in Parliament and the media for this reduction, making the case that any delay would limit councils' efforts to reduce problem gambling.

- 5.5 **Modern Slavery:** in November, we held an event for more than 70 delegates to discuss how community safety and regulatory services can disrupt modern slavery. The session heard from the National Crime Agency, Office of the Independent Anti-Slavery Commissioner and Gangmasters and Labour Abuse Authority. Cornwall Council and the London Boroughs of Waltham Forest and Croydon also presented their respective experiences of: disrupting modern slavery through regulatory tools; disrupting criminality through a selective housing licensing scheme, and developing a council action plan to tackle modern slavery. The LGA has recently commissioned a series of council case studies on modern slavery, which will be available in early 2019.
- 5.6 **Domestic Abuse:** the Home Affairs Committee has published its report into domestic abuse. We gave evidence to the inquiry to highlight councils' role in tackling abuse and providing support to victims. Responding to the report, we reaffirmed how seriously councils are taking this issue, and the work many are doing to invest in more early intervention and prevention schemes.
- 5.7 **Civil resilience:** we have recently published two documents providing guidance on civil resilience and emergency planning. We have updated our 2016 councillor guide to incorporate the learning from the high profile emergencies that councils and their partners have responded to since then; additionally, we have produced a new joint document with SOLACE looking at councils' experience of preparing for, responding to and recovering from two specific emergencies.
- 5.8 **Serious Violent Crime:** at the Conservative Party Conference, the Home Secretary Sajid Javid MP announced the Government would be launching a consultation on the new legal duty to underpin a public health approach to tackling serious violence. He also announced the Government would be investing in a new £200 million youth endowment fund aimed at 10 to 14 year olds who are most at risk of youth violence. There will also be an independent review of drug misuse. These announcements were discussed at the Serious Violence Taskforce meeting and officers are taking forward discussions with the Home Office. The LGA also submitted written evidence to the Home Affairs Committee as part of their inquiry on serious violence.
- 5.9 **Knife Sales:** with the latest official figures showing a 40 per cent rise in knife crime in England and Wales in the past two years, we called for plans in the Government's Serious Violence Strategy to fund councils to prosecute retailers for breaches of knife sale laws to be brought forward as soon as possible.
- 5.10 **Enhancing Community Safety Conference:** in October, Vice-Chair of the Safer and Stronger Communities Board, Cllr Morris Bright spoke at the Inside Government Conference on enhancing the relationship between the police and local authorities. He spoke about the importance of strong partnerships and multi-agency working to tackle crime. On serious violent crime, he said that early intervention and prevention would be key to tackling the root causes of serious violence.
- 5.11 **FGM:** recently released child protection statistics show the number of assessments which featured FGM has more than doubled to 1,960 compared to the 2016/17 figures. Abuse linked to faith and belief also increased by 12 per cent. Cllr Anita Lower wrote to officers of the All-Party Parliamentary Group for Female Genital Mutilation (FGM) and Safeguarding in Faith Settings regarding the work of the National FGM Centre and met with Chair of the Safeguarding in Faith Settings All-Party Parliamentary Group, Sarah Champion MP.

## **Priority 6 – Britain’s exit from the EU**

- 6.1 **Post-Brexit trade:** we continue to engage with Parliament to make the case for local government’s role in post-Brexit decision-making, including trade. Officers have sought to build an updated evidence base of council trade and investment activity by undertaking a sector-wide survey to better understand the role that local government might play in building trade and investment links with the world as the UK prepares to leave the EU. We have further raised the profile of council trade, inward investment and international engagement activities, through engagement with the Department for International Trade (DIT) and wider elements of the LGA’s international work. Officers are working with DIT to support councils to deliver trade and investment activity, and a procurement process is underway to appoint a provider to develop a toolkit for councils seeking to attract foreign capital investment in their area.
- 6.2 Cllr Kevin Bentley, Chairman of our Brexit Taskforce, appeared before the Commons International Trade Committee. Cllr Bentley told MPs that the Government must continue to consult with the LGA, WLGA, NILGA and COSLA once we leave the EU, and that local government’s role in the UK’s future trade negotiations should be formalised. He also highlighted the important role councils can play in attracting inward trade and investment to regional economies.
- 6.3 A detailed update of all of our work in preparation for Brexit is covered by another item on the Agenda.

## **Priority 7 – Supporting Councils**

- 7.1 **Vice-President briefings:** we hosted our Independent, Conservative and Liberal Democrat Vice-President briefings. These brought our Vice-Presidents together to discuss key government announcements and our priorities for local government.
- 7.2 **Cyber Security:** by now councils will have received the conclusions from their Cyber Security Stocktake. All councils are now eligible to use their assessment to unlock further support or funding. You can find out more about how to do this on our website. This is being funded by the Cabinet Office as part of the National Cyber Security Strategy.
- 7.3 **Resident satisfaction polling:** we have published the latest round of resident satisfaction polling. While trust in councils remains high, overall satisfaction and satisfaction with key services are showing some of the lowest levels since we started polling in 2012. Many councils will use this to compare to their own resident satisfaction.
- 7.4 **Fire events:** in early November the LGA launched booking for five regional Masterclasses early in the New Year for members of Fire and Rescue Authorities. These events are part of the Diversity priority of the LGA Fire Services Management Committee. Additionally, on 28-29 November the LGA held the latest Leadership Essentials. The programme, aimed at members of Fire and Rescue Authorities, was well attended and covered all the major topics including Effective Scrutiny, Inclusion and Diversity, Fire Reform, Fire Safety, Public Relations and a session the new inspections regime.
- 7.5 **Arts Council England funding:** we are working in partnership with Arts Council England to offer councils the opportunity to undertake a peer challenge of their cultural or library services. Supported by the Arts Council, these challenges are an opportunity for councils to benefit from experts in the field who will help address the issues faced in libraries or cultural services. Similar to previous years, these peer challenges can be tailored to council’s individual needs and come highly recommended from those who have participated in them previously.
- 7.6 **Digital government:** Councillor Peter Fleming, Chairman of our Improvement and Innovation Board, provided evidence to the House of Commons Science and Technology Committee, as part of its inquiry into digital government. In our evidence, we have highlighted the need for greater collaboration between central and local government on digital platform-building.



**LGA Leadership Board**

6 December 2018

**7.7 UK Municipal Bonds Agency (UKMBA):** the UK Municipal Bonds Agency is gearing up for its first bond issue in the next few months. This is a council-owned borrowing route which will be offering rates below PWLB. 56 councils and the LGA are shareholders of the agency. By now, seven councils have told us of their intention to borrow through the UKMBA in the current financial year, and the total amount of borrowing has grown from the initial £55m to £140m. However, the market is telling us that the best possible rate for councils can be achieved if this amount is increased to £200-250m.

**7.8 Insurance Mutual:** we have been working with councils to develop a cost effective alternative to conventional insurance. As part of this work the Local Government Mutual has been established with the LGA and 9 councils registered as founding members. More are to follow in the coming weeks. The Mutual has appointed Local Government Mutual Management Services Ltd (LGMMSL) to provide management services to the Mutual. LGMMSL is a joint venture between LGA Commercial Services Ltd and Regis Mutual Management Ltd. Plans are in place to allow the Mutual to open for business next year. We are also working to implement a range of activities to raise awareness of the Mutual among the LGA member councils to enable them to consider this option alongside other insurance offers. A number of LGA member authorities are going through the process of obtaining a priced offer of cover from the mutual, without commitment, to consider whether it is a cost effective option for them. The offer of undertaking this process is open to all LGA members.

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

### **LGA Membership**

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 member authorities have now completed their 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. Approval has now been received from the required minimum of two-thirds of councils in full LGA membership.

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

<b>Chief Executive</b>	
18-19 October	SOLACE Conference
30 October	Chief Executive, Newcastle City Council
7 November	Combined Authorities Chief Executives
8 November	Member Peer Conference, Nottingham
8-9 November	European LGAs meeting, CoSLA, Edinburgh
14 November	District Council Chief Executives
26 November	Chief Executive, Bournemouth, Christchurch and Poole Council
29 November	Chief Executive's Sounding Board
<i>Forward Plan</i>	
30 November	Joint SMCE/ACCE Conference
10 December	Chief Executive, North Yorkshire County Council
13 December	District Council Chief Executives
<b>Deputy Chief Executive</b>	
23 October	South Gloucestershire Council
9 November	NW Chief Executives Network
14-16 November	NCAS Conference, Manchester
21 November	WIG-HM Treasury and LGA event
<b>Head of Improvement</b>	
15 November	Chief Executive, Lancashire County Council

### **Media**

<b>Funding for local government</b>
Chairman Lord Porter was interviewed on BBC News channel and BBC Radio 5 Live to give the LGA's response to the Budget (Independent, City AM)
LGA Labour Group Leader Cllr Nick Forbes, along with Deputy Leaders Cllr Lib Peck and Cllr Michael Payne, co-wrote an opinion piece calling on the Government to use the Budget to reverse funding cuts to councils planned for next year (Huffington Post)
The BBC's Andrew Marr Show referenced the LGA's analysis that local government has seen a

reduction of £14.8 billion in central government funding since 2010, in its pre-Budget interviews
LGA Deputy Chairman Cllr David Simmonds on BBC Radio 5 Live Investigates about business rates avoidance
60p out of every £1 of central government funding will have been lost over the past decade by 2020 (FT Online)
The LGA's lines that local government operates national collective bargaining and that national employers recently agreed a two-year pay deal to raise the minimum hourly rate next April (Guardian)
Response to Allied Healthcare's decision to transfer or sell its contracts after concerns were raised over its financial viability (BBC Online)
Funds increasingly being diverted to meet an unprecedented surge in demand for children's and adult social care, after council spending on libraries fell for a fifth successive year (i paper)
<b>Adult social care and health</b>
Community Wellbeing Board Chairman Cllr Ian Hudspeth was interviewed on BBC Radio 5 Live about the LGA's press release to launch the findings of its adult social care green paper (Independent, i paper, Sun)
Deputy Chairman Cllr David Simmonds interviewed live on BBC Radio 4's You and Yours programme about councils' contingency plans in relation to the potential collapse of care provider Allied Healthcare. (i paper online)
Community Wellbeing Chairman Cllr Ian Hudspeth on Sky News Radio news bulletins in response to an All-Party Parliamentary Group report on food and drink marketing, which included calls for councils to be given powers to ban junk food advertising to help combat child obesity. (ITV Online, Mail Online)
Polling by the LGA that found only 15 per cent of people were making plans to pay for their future care costs (Independent, Express, Mail Online)
The LGA's estimates that adult social care faces a £3.5 billion funding gap by 2025 (BBC Radio 5 Live's Wake Up to Money and Breakfast programmes, Observer Online)
LGA's response to a Public Accounts Committee report on integrating health and social care. (Mail Online, ITV Online, Huffington Post)
Calls for a reversal of public health budget cuts which could affect councils' ability to meet further increases in demand, after sexual health clinics saw a 13 per cent increase in visitors between 2013 and 2017 (Mirror, Metro)
Alzheimer's Society's warning that eight out of ten people are oblivious to the financial burden of dementia (Express)
<b>Children, education and schools</b>
Response to Children's Commissioner report on over 50,000 children living in environment where a "toxic trio" of abuse, mental health issues or addiction placed them at risk and LGA's warning about the significant financial pressure which children's services are now under (BBC Online, Sky News Online, LBC Online, Independent Online, Mail Online, Sun Online Sky News' Lunchtime Live)
Children and Young People Board Chair Cllr Anntoinette Bramble on Sky News Radio, Talk Radio and BBC Radio 5 Live about latest figures showing social workers are starting new cases for more than 1,000 children each day (Telegraph, Mirror, Independent Online)
Front page story about how crisis in funding for children with special educational needs is putting councils deeper into the red and forcing parents into lengthy legal battles to secure support (Observer)
Children and Young People Board Chair Cllr Anntoinette Bramble interviewed on LBC about the pressures facing councils providing support for children with special educational needs.
Cllr Anntoinette Bramble interviewed on Sky News Radio about warning that services which support children with special educational needs and disabilities face a potential funding gap of more than half a billion this year (Guardian Independent Online)
Children's services face a £3 billion funding shortfall (Guardian, i paper, BBC Online, ITV Online,



Independent Online, Mail Online, Huffington Post)
Call for some of the National Citizen Service funding to be devolved to councils for local youth services (Guardian)
Country faces a secondary school places emergency (Mail)
Response to figures showing the number of children in local authority care is at a 10-year high and call for significantly more money for councils to cope with rising demand for support (Times)
<b>Housing</b>
LGA Vice Chair Cllr Marianne Overton was interviewed live on Talk Radio's Julia Hartley Brewer show, about councils' efforts to build more homes
Improvement and Innovation Board Chairman, Cllr Peter Fleming was interviewed by BBC Radio 5 Live and Sky News Radio about how a new generation of council housing could raise £320 billion over the next 50 years for the country's economy (Times)
Resources Board Chair Cllr Richard Watts was interviewed on BBC Panorama about evidence which shows a significant rise in rent arrears in households on Universal Credit and the risk that poses to council housebuilding. (Independent, Express Online, Sun Online, Huffington Post)
Response to Country Land and Business Association report which suggests more than 2,000 villages have been overlooked for affordable homes (Guardian)
<b>Inclusive growth, jobs and devolution</b>
The LGA's response to an RAC survey which found that more than a third of motorists believe councils outside London should be able to enforce 'yellow box' junctions (Times, Mail Online LBC)
Response to package of measures announced by the Department for Transport to improve cyclist safety, including giving councils powers to tackle dangerous parking in mandatory cycle lanes (Mail Online)
<b>Britain's exit from the EU</b>
Councils are being warned to be prepared for three months of disruption in the event of a no-deal Brexit, according to a leaked briefing given to a Local Resilience Forum (Mirror Online)
Response to a Cavendish Coalition report raising concerns about the impact of Brexit on the health and social care workforce and warning that adult social care represents one of the sectors most vulnerable to changes in migration rules (Independent Online)
<b>Supporting councils</b>
Improvement and Innovation Board Chairman Cllr Peter Fleming was interviewed live on Sky News and BBC Radio 5 Live warning people not to buy cheap, illegal fireworks from suspect outlets in the run-up to Bonfire Night
Environment, Economy, Housing and Transport Board Chairman Cllr Martin Tett's previous comments about councils being able to issue increased fines to those who drop litter (Express Online)
The LGA's scheme, which lets licensing departments check taxi drivers for convictions they may have accrued elsewhere in an attempt to tackle the issue of convicted drivers, has been praised by the National Private Hire and Taxi Association (BBC Online)
LGA analysis which suggested only one third of the UK's plastic food container waste is recyclable and some councils have seen their recycling costs increased by £500,000 (Mail, ITV Online, BBC Radio 2 news bulletins)
The LGA's lines that councils should be asked to take asylum seekers based on their capacity, rather than on the cost of accommodation in their area (Guardian Online)
Response to Gambling Commission survey which found that 89 per cent of pubs failed to prevent children accessing 18+ gaming machines (Telegraph, Mail, Independent, i paper, Guardian Online)
<b>A single voice for local government</b>



**LGA Leadership Board**

6 December 2018

The LGA's concerns about the lack of engagement with local government and local partners about the next phase of implementation of Universal Credit (Guardian)
Call for councils to be given more planning powers to tackle the issue of the clustering of fast food premises and combat obesity (i paper)
61 councils have so far signed up to the LGA and Citizens Advice Bureau protocol on council tax collection, with some pledging to stop the use of bailiffs (FT Online)
Response to government decision to bring forward the cut in the maximum stake on fixed-odds betting terminals, to April 2019 (Sun Online)
Almost one million crimes of fly-tipping were reported by councils across England during 2017/18, the first fall in five years (BBC Online)
Safer and Stronger Communities Board Chair Cllr Simon Blackburn was interviewed on Sky News Radio and Improvement and Innovation Board Chairman Cllr Peter Fleming featured on Sky News warning motorists to be wary of buying used cars with fake mileage, after a rise in 'clocking' was reported (Telegraph, Independent, i paper, ITV Online, Mail Online, Express Online, Mirror Online, Talk Radio.)



## **LGA Leadership Board**

6 December 2018

### **LGA Forward Plan**

#### **Purpose of report**

For discussion and direction.

#### **Summary**

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

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

#### **Recommendation**

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

#### **Action**

Officers to brief members and officers in line with steer.

#### **Contact officer:**

Paul Goodchild

#### **Position:**

Member Services Manager

#### **Phone no:**

020 7664 3005

#### **E-mail:**

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## LGA Forward Plan

## LGA Leadership Board LGA Executive Councillors' Forum

### January

<b>LGA LEADERSHIP BOARD 23.01.19</b>	
<b>Item</b>	<b>Summary / Purpose</b>
<b>LGA Business</b>	
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.
Government Adult Social Care Green Paper	To consider the LGA's response to the Government's Adult Social Care Green Paper.
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.
<b>Part 2: Confidential</b>	
Audit Committee minutes	To note the minutes of the previous Audit Committee
Layden House Update	To update on the Layden House refurbishment project.

<b>COUNCILLORS' FORUM 24.01.19</b>	
<b>Item</b>	<b>Summary / Purpose</b>
Guest Speaker TBC	TBC
Chairman's Report	To present the Chairman's monthly report.
Chairs of Boards Reports	To present the Chairs of Boards' monthly reports.
Digest of the last meeting	To note the digest of the last meeting.

<b>LGA EXECUTIVE 24.01.19</b>	
<b>Summary / Purpose</b>	
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.
Government Adult Social Care Green Paper	To consider the LGA's response to the Government's Adult Social Care Green Paper.
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.



Notes of LGA Leadership Boards	To highlight key issues from the LGA Leadership Board meetings.
Note of the last LGA Executive	To agree the note of the last meeting.

## March

<b>LGA LEADERSHIP BOARD 6.3.19</b>	
<b>Item</b>	<b>Summary / Purpose</b>
<b>LGA Business</b>	
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.
<b>Part 2: Confidential</b>	
Commercial Advisory Board minutes	To note the minutes of the previous Commercial Advisory Board
Layden House Update	To update on the Layden House refurbishment projects

<b>COUNCILLORS' FORUM 7.3.19</b>	
<b>Item</b>	<b>Summary / Purpose</b>
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.

<b>LGA EXECUTIVE 7.3.19</b>	
<b>Summary / Purpose</b>	
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.



## April

<b>LGA LEADERSHIP BOARD 3.4.19</b>	
<b>Item</b>	<b>Summary / Purpose</b>
<b>LGA Business</b>	
LGA General Assembly	To consider and endorse the proposed format and agenda for the General Assembly.
LGA Proportionality Timetable	To agree the process and timetable for confirming changes to LGA proportionality.
Pay Policy Statement	To review the LGA's Pay Policy Statement
Annual Perceptions Survey	To note the results of the Perceptions Survey and agree headline principles for a revised action plan.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
Brexit	To update and take a steer on the LGA's Work Programme on Brexit
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
<b>Part 2: Confidential</b>	
Layden House Update	To update on the Layden House refurbishment projects

**There is no Councillors' Forum or LGA Executive in April.**





## Note of last LGA Leadership Board meeting

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<b>Title:</b>	LGA Leadership Board
<b>Date:</b>	Wednesday 17 October 2018
<b>Venue:</b>	Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

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### Attendance

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

Item	Decisions and actions
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<b>1</b>	<b>Apologies and Declarations of Interest</b>
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Apologies for absence were received from Cllr Clive Woodbridge (Ind).

No declarations of interest were made.

<b>2</b>	<b>Local Partnerships Annual Report</b>
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Sir David Wootton, Chair of Local Partnerships, and Sean Hanson, Chief Executive of Local Partnerships, introduced the Local Partnerships Impact Report for 2017/18. This was the first time the report had been presented in this format and Members welcomed its clarity. In particular the range of work which Local Partnerships had undertaken with LGA grant funding was highlighted.

In the discussion which followed Members raised the following points:

- There was an indication that the number of local authorities which Local Partnerships worked with was increasing. The number of large and medium projects had remained the same, but the number of smaller projects had increased significantly. In particular there was a lot of work ongoing with county councils on restructuring and ways of working.
- It was highlighted that the Local Partnerships Board was a predominately all-male group, and that more work could be done on diversity of the organisation. Some Board members were appointees from partner organisations including the LGA, so all should be aware of the challenge. Sean Hanson added that Local Partnerships followed the principle set by SOLACE that they would not speak at engagements with an all-male list of speakers.
- In response to a question, Mark Lloyd explained that the LGA's grant to Local Partnerships was effectively commissioning them to deliver elements of our central government grant commitments.

### Decision

The LGA Leadership Board **noted** the report from Local Partnerships and thanked them for their continued work.

### **3 Centre for Public Scrutiny Annual Report**

Lord Kerslake, Chair of the Centre for Public Scrutiny (CfPS), and Jacqui McKinlay, Chief Executive of CfPS introduced the CfPS Annual Report for 2017/18. Lord Kerslake highlighted that the CfPS work had been further aligned to LGA improvement work over the previous year, including high profile work with Royal Borough of Kensington and Chelsea and Northamptonshire County Council. Financial pressures had continued for councils and therefore scrutiny was more important than ever in helping councils deliver. CfPS would focus on financial scrutiny, health integration, housing and commercialisation as priorities over the next year.

Jacqui McKinlay explained that the report set out in detail where LGA money was spent, and where CfPS aligned on the improvement offer. This included support through a help desk when councils wanted to contact CfPS directly. It was important for CfPS to fill gaps where councils may not have enough resource, as well as sharing best practice across the sector.

In the discussion which followed Members raised the following points:

- Scrutiny in combined authorities was raised as a potential area for more work, as scrutiny was not as clear cut as in an individual authority. CfPS had undertaken some work with combined authorities over the previous year, and was working with the LGA on a Combined Authority Governance Network to address the issue.
- The role of scrutiny in the London Assembly was also raised as an issue for consideration.
- CfPS was advising the Department for Business, Energy and the Industrial Strategy following the LEP governance review, and were also working with the LEP network and individual LEPs. The organisation was undertaking work on the scrutiny of LEPs by councils and would keep the issue under review.

#### **Decision**

The LGA Leadership Board **noted** the report and thanked CfPS for their report.

### **4 Brexit**

Cllr Kevin Bentley, Chairman of the LGA's Brexit Task Force, introduced the report which provided an update on the work which the LGA was undertaking to address the opportunities and risks of Brexit for councils.

Cllr Bentley highlighted that structural funding through to 2020 had been secured, and that now there would be a consultation on the UK Prosperity Fund which was worth £5.4 billion to local government. He had written to the Secretary of State to ask who would be consulted and to highlight that the funding should be matched by the UK Government when the UK exited the EU.

Members noted that Cllr Bentley had also written to the Secretary of State regarding issues around candidacy for election and voting rights in the Local Elections in May 2019, on which clarity was sought urgently. Issues around food hygiene and food labelling had recently been discussed, and if officers were required to be retrained as a result clarity was also required as councils would have to undertake work quickly.

In the discussion which followed Members raised the following points:

- A Brexit risk assessment framework for councils was discussed. Members agreed that the framework would be different if there was a deal or if there was no deal, and therefore it was too early to introduce a framework at this stage, but it would be useful for councils.
- There was an expectation that local resilience forums would have a role in the event of civil contingencies following the leave date of 29 March 2019. As the Government has not shared plans these forums were currently unsure what they were planning for. It was hoped that further clarity on their role would be provided in due course.
- Regarding future influence on the Committee of the Regions, it was highlighted that the UK had paid contributions to the Committee until 2020, and they were open to the possibility of a Joint Committee to consider particular areas of legislation following the exit of the UK from the EU. Officers would work with the Committee, the UK delegation, and the LGAs political group offices on the opportunity and what could be achieved as a result.
- Work should be undertaken on the local impact of Brexit on unaccompanied asylum seeking children, on children entering the school system, and on workforce stresses, particularly related to roles which historically have been easy to fill.
- Cllr Bentley would be discussing Brexit work with the People and Places and City Regions Boards, and would report back to the Leadership Board on those discussions in due course.

#### **Decision**

The LGA Leadership Board **noted** the update and commented on the focus for future Brexit work.

## **5 Housing Revenue Account Caps**

The Chairman introduced the report and highlighted that the Prime Minister's announcement at the Conservative Party Conference that the HRA borrowing cap would be removed was a significant victory for the LGA. This had been an LGA priority and focus of sustained lobbying since it was introduced in 2012. The LGA would continue to work with the Treasury and MHCLG on the removal of the cap, and it was anticipated that more details would be presented as part of the Chancellor's Budget.

In the discussion which followed Members raised the following points:

- It was important to be clear about the wording used. LGA policy was to argue to scrap the borrowing cap, not just lift it, which could be interpreted as lifting to a higher level.
- The LGA would liaise with MHCLG on any conditions on how money should be spent. It was hoped that individual authorities would have the freedom to borrow and build without conditions.
- Councils with Housing Revenue Accounts should be encouraged to build as quickly as possible, and work had begun on a proposal to fund a team of experts to work with councils to start building projects.
- There remained a need to address issues around Right to Buy, and the LGA would continue to work on this.

#### **Decision**

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

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

Sally Burlington, Head of Policy, introduced the report which provided an update on the LGA's adult social care and wellbeing green paper, 'The lives we want to lead'. She highlighted that the consultation on the green paper had been a really successful engagement process, with approximately 500 responses. The LGA's Research team were currently processing these. Two pieces of research - focus groups and an online public poll - had been undertaken and confirmed that people generally had a poor understanding of social care, who ran it, and what they were expected to pay. There was currently no clear solution, but the results would be analysed and there would be an opportunity to think about what the LGA should present to the Government.

The focus groups and polling would be published over the next few weeks, and the full report would be published at the NCAS conference in November, ahead of the Government's own green paper on adult social care. It was suggested that the Chairman and Group Leaders approve the final report, following appropriate consultation with their own groups. The Chancellor's Budget may say something about future NHS funding, and the NHS plan was coming out soon, and the LGA had fed into both processes.

In the discussion which followed Members raised the following points:

- There had been many conversations on the green paper at the party conferences. It was important that the report should stand up to scrutiny on a technical level, including detail on property.
- The response rate to the consultation was remarkable, and now the LGA had to formulate a realistic solution which could achieve cross-party agreement.
- There was still not enough awareness of the issues raised in the green paper within the NHS, and the LGA should continue to work with them on a long term solution.
- There could be a range of views, options and solutions presented in the report, as it would be difficult to agree on just one.

**Decision**

The LGA Leadership Board **noted** the update and progress that had been made with the LGA green paper.

**7 Fair Funding Review and Business Rates Retention Update**

The Chairman, Lord Porter, left the meeting at this stage and Cllr Nick Forbes, Senior Vice-Chair, took the Chair for the remainder of the meeting.

Nicola Morton, Head of Local Government Finance, introduced the report which provided Members with an update on progress on the Fair Funding Review and Business Rates Retention Reform since the previous meeting in September.

Regarding the Fair Funding Review, Members noted that the officer level technical working group had continued to meet, and there was agreement about the use of population projections in future formulae. This position had been agreed by the Leadership Board and the LGA Executive earlier in the year.

Regarding Business Rates Retention, the Chairman and Group Leaders had signed off the BRR model earlier in the day. This would now be amended, quality checked, and

shared with Member authorities.

In the discussion which followed Members raised the following points:

- In response to a question on the BRR model, it was confirmed that this would allow users to amend a variety of variables and results for each Member authority could be checked based on statistical reports.
- Whether councils' other income, for example from Parking or commercial investment would be taken into account in the fair funding formula. This has been considered as part of fair funding work but it is unlikely that MHCLG will propose taking this into account in the new funding formula.

#### **Decision**

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

### **8 Report of the Independent Remuneration Panel**

Claire Holloway, Head of Corporate Governance, introduced the final report of the Independent Remuneration Panel (IRP). Lord Best, who had chaired the Panel since 2009, had been invited to reconvene the IRP in 2018. The Panel had concluded that the LGA's Scheme of Members' Allowances and Expenses was reasonable and appropriate, but had made some recommendations which were set out in the report.

Regarding the proposed day rate payment for Members on workforce employer bodies, it was highlighted that in previous years these meetings had been more frequent. If the frequency of meetings increased again in future it may be necessary to look at these allowances again. It was also highlighted that Members received no remuneration for membership of Europe employer bodies, and this would be clarified in the amended scheme.

Members agreed that as the 2018/19 meeting cycle had begun the agreed changes should be implemented from the start of the next cycle in September 2019.

#### **Decision**

The LGA Leadership Board:

1. **Thanked** the Independent Review Panel for their work and **accepted** the conclusions set out in the report; and
2. **Agreed** 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.
  - 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.

#### **Action**

Officers to ensure that it be made clear how the scheme be applied to Europe employer bodies (**Claire Holloway**).

## **9 Communications Update**

David Holdstock, Director of Communications, introduced the report which presented a progress report on the LGA's communications activity and corporate campaigns for the first six months of the year.

In particular he highlighted successful work in support of the LGA's Adult Social Care Green Paper and the Bright Futures campaign, for which the LGA hosted its first Parliamentary exhibition. At the Annual Conference in July FutureComms had been launched, which provided a comprehensive guide to modern local government communications best practice for Leaders and Chief Executives.

In addition Members noted that the LGA had supported councils on a variety of high profile issues, including assisting Royal Borough of Windsor and Maidenhead with Royal Wedding preparations. Evidence was also highlighted that the LGA's new website was being used more and more effectively by users.

### **Decision**

The LGA Leadership Board **noted** the communications activity for the period April 2018 to September 2018.

## **10 Application from Northamptonshire PCC to join the LGA Associate Scheme**

The Senior Vice-Chair introduced the application of the Northamptonshire Police and Crime Commissioner to join the LGA's associate scheme.

### **Decision**

The LGA Leadership Board **accepted** the Northamptonshire Police and Crime Commissioner's application to join the LGA's Associate scheme.

### **Action**

Officers to respond to the Northamptonshire PCC and progress the application in line with the decision (**Claire Holloway**).

## **11 LGA Membership Subscriptions 2019-20**

The Senior Vice-Chair introduced the report, which set out potential approaches to setting LGA subscriptions for 2019/20 and included changes as a result of forthcoming council reorganisation in Dorset, Somerset and Suffolk. He explained that it was the recommendation of Group Leaders that Option 1, no change to current arrangements, be agreed which would maintain income with only a small reduction in real terms.

It was suggested that in future reports it would be useful to consider how a reduction in subscriptions would impact the LGA, and also consider options to increase loyalty benefits for member councils.

### **Decision**

The LGA Leadership Board **agreed** that Option 1 (no change) be agreed as the basis of calculating subscriptions for 2019/20.

**Action**

Officers to notify all councils of their 2019/20 subscription and begin work on membership packs (**Claire Holloway**).

**12 Chief Executive's Report - October 2018**

Mark Lloyd, Chief Executive, introduced the report which set out the LGA's main achievements against the Business Plan since the previous meeting in September 2018. He began by thanking Members for their work at the recent party conference, and in particular made reference to the announcements made at the Conservative Party Conference which related to local government. These included announcements on removing the Housing Revenue Account cap, a near total ban on the use of flammable materials on high rise buildings, a series of reforms to the Apprenticeship Levy, a £200 million youth endowment fund to young people at risk of youth violence, and £240 million in additional funding for adult social care for winter pressures.

Members also noted that the LGA was currently preparing for the Chancellor's Autumn Budget which would take place on 29 October 2018. It was likely that the Budget announcements would take place later in the day than usual, and so the LGA's briefing would also be later as a result.

The Chief Executive also updated Members on work to establish the new LGA Company, LGA Unlimited. Officers had written to all Member authorities to seek their agreement to dissolve the unincorporated LGA at a date to be determined by the Leadership Board. A two-thirds majority was required, and so far 156 Member authorities had signalled their agreement out of a required 233.

In the discussion which followed, Members raised the following points:

- Regarding the Chairman's forthcoming meeting with the Secretary of State for Education, Damian Hinds MP, it was requested that the issue be raised of looked-after children caseloads not closing due to insufficient court time.
- Members discussed the LEP review, on which the City Regions Board and People and Places Board had undertaken work. The Chairs of the two Boards had written to the Secretary of State on the issue of the balance between local government and business representatives. Officers were encouraged to continue working on the issue so that LEPs could achieve as much as possible, exploring good examples of where LEPs were working as well as areas where they had been less successful. It was suggested that this matter would benefit from a higher profile in trade press and other media

**Decision**

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

**13 LGA Forward Plan**

The Senior Vice-Chair 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.

**14 Note of the last meeting**

**Decision**

The LGA Leadership Board **agreed** the minutes of the previous meeting held on 12 September 2018.

**15 LGA 2019/20 Budget Framework**

Jonathan Gratte, Strategic Finance Manager, introduced the report which presented the LGA 2019/20 Budget Framework. Members noted that the Financial Strategy for 2019/20, which had been previously agreed by the Leadership Board, would provide the core starting point and baseline comparator for the 2019/20 budget.

**Decision**

The LGA Leadership Board **agreed** the proposed 2019/20 Budget Framework for the LG Group Companies, using the Medium term Financial Strategy from the March 2018 Budget paper as the basis.

**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-Chairmen	Cllr James Jamieson	Central Bedfordshire Council
	Cllr Howard Sykes MBE	Oldham Metropolitan Borough Council
	Cllr Marianne Overton MBE	Lincolnshire County Council
Deputy-Chairmen	Cllr Izzi Seccombe OBE	Warwickshire County Council
	Cllr Paul Carter CBE	Kent County Council
	Cllr David Simmonds CBE	Hillingdon London Borough Council
	Cllr Robert Alden	Birmingham City Council
	Cllr Lib Peck	Lambeth London Borough Council
	Cllr Michael Payne	Gedling Borough Council
	Cllr Anne Western CBE	Derbyshire County Council
	Cllr Peter Box CBE	Wakefield Metropolitan District Council
	Cllr Ruth Dombey OBE	Sutton London Borough Council
In attendance	Cllr Kevin Bentley	Essex County Council
Apologies	Cllr Clive Woodbridge	Epsom and Ewell Borough Council



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# LGA location map

## Local Government Association

18 Smith Square  
London SW1P 3HZ

Tel: 020 7664 3131

Fax: 020 7664 3030

Email: [info@local.gov.uk](mailto:info@local.gov.uk)

Website: [www.local.gov.uk](http://www.local.gov.uk)

## Public transport

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

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

## Bus routes – Horseferry Road

**507** Waterloo - Victoria

**C10** Canada Water - Pimlico - Victoria

**88** Camden Town - Whitehall - Westminster - Pimlico - Clapham Common

## Bus routes – Millbank

**87** Wandsworth - Aldwych

**3** Crystal Palace - Brixton - Oxford Circus

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

## Cycling facilities

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

## Central London Congestion Charging Zone

18 Smith Square is located within the congestion charging zone.

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

## Car parks

Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park  
Horseferry Road/Arneway Street. Visit the website at [www.westminster.gov.uk/parking](http://www.westminster.gov.uk/parking)

