

# LGA Leadership Board

## Agenda

Wednesday, 5 June 2019  
1.00 pm

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

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

## **Guidance notes for members and visitors**

### **18 Smith Square, London SW1P 3HZ**

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

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### **Further help**

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## **Board of Directors of the Local Government Association (The Leadership Board)**

5 June 2019

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There will be a meeting of the Board of Directors of the Local Government Association (The Leadership Board) at **1.00 pm on Wednesday, 5 June 2019** Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be served in advance of the meeting from 12.30pm.

### **Attendance Sheet:**

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

### **Apologies:**

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

<b>Conservative:</b>	Group Office: 020 7664 3223	email: <a href="mailto:lgaconservatives@local.gov.uk">lgaconservatives@local.gov.uk</a>
<b>Labour:</b>	Group Office: 020 7664 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 (Member Services Manager)  
0207 664 3005

### **Carers' Allowance**

As part of the LGA Members' Allowances Scheme a Carer's Allowance of £9.00 per hour or £10.55 if receiving London living wage is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

## Board of Directors of the Local Government Association (The Leadership Board) – Membership 2018/19

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 CBE (Senior Vice-Chair)	Newcastle upon Tyne City 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
Cllr Anntoinette Bramble (Deputy Chair)	Hackney London Borough Council
<b>Liberal Democrat (2)</b>	
Cllr Howard Sykes MBE (Vice-Chair)	Oldham Metropolitan Borough Council
Cllr Ruth Dombey OBE (Deputy Chair)	Sutton London Borough Council
<b>Independent (2)</b>	
Cllr Marianne Overton MBE (Vice-Chair)	Lincolnshire County Council
Cllr 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	6/12/18	23/1/19	6/3/19	3/4/19
<b>Conservative</b>							
Lord Porter of Spalding CBE	Yes	Yes	Yes	Yes	Yes	Yes	Yes
James Jamieson	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Robert Alden	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Paul Carter CBE	No	No	Yes	Yes	Yes	Yes	Yes
Izzi Seccombe OBE	Yes	Yes	Yes	Yes	Yes	Yes	Yes
David Simmonds CBE	Yes	Yes	Yes	Yes	Yes	Yes	by phone
<b>Labour</b>							
Nick Forbes CBE	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Peter Box CBE	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Michael Payne	Yes	No	Yes	Yes	Yes	Yes	Yes
Lib Peck	Yes	Yes	Yes	Yes	Yes	N/a	N/a
Anne Western CBE	Yes	No	Yes	Yes	Yes	Yes	Yes
<b>Liberal Democrat</b>							
Howard Sykes MBE	Yes	No	Yes	Yes	Yes	Yes	Yes
Ruth Dombey OBE	Yes	Yes	Yes	Yes	Yes	Yes	No
<b>Independent</b>							
Marianne Overton MBE	Yes	Yes	Yes	Yes	Yes	Yes	by phone
Clive Woodbridge	Yes	Yes	No	Yes	Yes	Yes	Yes
<b>Observer / In attendance</b>							
Kevin Bentley		Yes	Yes			Yes	

## Agenda

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### Board of Directors of the Local Government Association (The Leadership Board) Company Number 11177145

Wednesday 5 June 2019

1.00 pm

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

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<p><b>1. Chairman, Notice and Quorum</b></p> <p>To confirm the Chairman for the meeting, that the meeting is quorate, and that adequate notice of the meeting was given.</p>	
<p><b>2. Declarations of Interest</b></p> <p>Each Director present to confirm that they have no direct or indirect interest, or declare any interest, in the transactions and other arrangements to be considered at the meeting, or which the Company has entered into which they are required to declare by Section 177 or Section 182 of the Companies Act 2006 (CA 2006) as amended, or by the Articles of Association.</p>	
<p><b>3. Duties of Directors</b></p> <p>Each Director to note that under section 172 of the Companies Act 2006, they must act in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole and in doing so have regard (amongst other matters) to certain factors set out in that section; and that under Section 173 they must exercise independent judgement.</p> <p><b>Business of the Meeting</b></p> <p>The following reports set out the main business of the meeting, the purpose of which are for the Board to consider and, if deemed fit, approve, ratify or note:</p>	
<p><b>4. Local Elections and LGA Political Balance 2019/20</b></p>	<p>1 - 6</p>

<b>5.</b>	<b>Local Government Preparedness for Brexit</b>	<b>7 - 10</b>
<b>6.</b>	<b>LGA General Assembly: Motions for Annual Meeting</b>	<b>11 - 14</b>
<b>7.</b>	<b>LGA President and Vice-Presidents 2019-20</b>	<b>15 - 18</b>
<b>8.</b>	<b>2019 Annual Report of the Audit Committee</b>	<b>19 - 22</b>
<b>9.</b>	<b>Business Rates Retention and Fair Funding Review Update</b>	<b>23 - 32</b>
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<b>17.</b>	<b>Note of the previous Commercial Advisory Board held on 1 April 2019</b>	<b>111 - 114</b>
<b>18.</b>	<b>Audited Financial Statements for the Year 2018/19</b>	<b>115 - 124</b>

*Appendices A – E are included in a separate agenda pack.*

*Appendices F – G will be sent to follow on a supplemental agenda.*

a) Appendix A - LGA Consolidated Statutory Accounts 2019

b) Appendix B - IDeA Statutory Accounts 2019



- c) Appendix C - LGMB Statutory Accounts 2019
  - d) Appendix D - LGA (Properties) Statutory Accounts 2019
  - e) Appendix E - LGACS Statutory Accounts 2019
  - f) Appendix F - Audit Findings Report
  - g) Appendix G - Representation Letter
- 19. 2019 Spending Review - Update** 125 - 136
- 20. Communications Annual Report: Summary of Performance for 2018/19 and Report for October 2018 to March 2019** 137 - 180
- 21. LGA Annual Conference and Exhibition 2019** 181 - 186
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- 22. LGA Conference Publication**
- To follow on a supplemental agenda.*
- 23. Committee on Standards in Public Life - Local Government Ethical Standards** 207 - 214
- a) Appendix 1 - Illustrative Code of Conduct 215 - 216
  - b) Appendix 2 - List of CSPL Recommendations 217 - 223
- 24. Close of Meeting**

**Date of Next Meeting:** Wednesday, 17 July 2019, 1.00 pm, Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ



## **Local Elections and LGA Political Balance 2019/20**

### **Purpose**

For decision.

### **Summary**

Local government elections took place on Thursday 2 May 2019 in England and Wales.

Following the election results, the definitive figures for the LGA's proportionality for 2019/20 have been confirmed. This reports sets out the revised proportionality and its implications for the distribution of seats amongst the political groups on the LGA's governance structures.

### **Recommendation**

That the LGA Leadership Board endorses the proportionality figures for 2019/20 meeting year.

### **Action**

Political groups to agree the allocation of places across all LGA structures.

**Contact officer:** Claire Holloway  
**Position:** Head of Corporate Services  
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## Local Elections and LGA Political Balance 2019/20

### Background

1. The 2019 local government elections took place on Thursday 2 May 2019 in 259 English councils, as well as a combined authority mayoral contest in the North of Tyne Combined Authority and six directly elected local authority mayoral elections.

### LGA Proportionality

2. The final figures for 2019/20, based on data provided by Professors Rawlings and Thrasher (formerly of the LGC Elections Centre at the University of Plymouth) are set out below along with the 2018/19 figures. The figures include the effect of the 50 per cent weighting for Welsh authorities, and the respective weightings for two tier areas.

	Conservative %	Labour %	Lib Dem %	Ind %
<b>2019/20</b>	<b>38.8</b>	<b>38.0</b>	<b>12.5</b>	<b>10.7</b>
<b>2018/19</b>	<b>43.4</b>	<b>38.8</b>	<b>9.7</b>	<b>8.1</b>

3. Under the LGA Constitution, the largest group appoints the Chair of the Association. For 2019/20, the Conservative Group takes the LGA chairmanship by 0.8 per cent. The LGA Chairman also chairs the Leadership Board, the LGA Executive and the Councillors' Forum. The remaining Office Holders are appointed according to proportionality. Under the LGA Constitution, the Senior Vice-Chair of the LGA is the leader of the second largest group, which for 2019/20 is the Labour Group.

### LGA Governance Structures

4. Once the LGA's overall political balance has been calculated, the result is applied to each of our political structures to determine their make-up. Mathematical rounding is applied to allocate available seats to match each Political Group's proportionality. Figures are calculated to two decimal places and any group whose balance is above 0.5 is rounded up and below 0.5 rounded down. The only exception is where adopting this approach would have the effect of increasing the size of the board or committee. In that instance, the group with the smallest amount above 0.5 is rounded down.
5. The four-member Audit Commission, Commercial Advisory Board and Property Company Boards are not included in the LGA's political balance, but are represented by one member from each of the political groups.
6. The revised breakdowns are set out in **Appendix A**.

### LGA Leadership Board

7. This year the LGA Leadership Board comprises a core group of ten places, made up of the Chairman, four Vice-Chairs (the LGA's Group Leaders) and five Deputy Chairs. As in 2018/19, one additional place has been negotiated for each group giving a Board comprising five Conservatives, five Labour, two Liberal Democrats and two Independents.

## Chairs

8. The LGA's nine Boards, together with the Fire Services Management Committee, gives a total of ten Chairs.

## LGA Executive

9. Core membership of the LGA Executive comprises the LGA Leadership Board, the Chairs of the nine Boards and representatives of the nine English regions and Wales. From September 2019, the core membership of the Executive will be 32 (14 Leadership Board Members, nine Board Chairs, and 9 regional representatives).
10. Under the LGA Constitution, regional and Welsh appointments to the Executive are encouraged to be made from the largest group. The LGA Executive balance will be calculated when once the regional nominations are confirmed in August. If required, Groups may either appoint additional members as balancing members, or allocate additional voting rights to existing members to achieve the balance.
11. The Chairs of CCN, DCN, SIGOMA and Local Partnerships are invited to attend Executive meetings in a non-voting capacity and are not included in the political balance, as set out in the LGA's Governance Framework.

## Policy Boards

12. The seven policy boards have a proportionate membership of 18, including the Chair:
  - 12.1. Children & Young People
  - 12.2. Community Wellbeing
  - 12.3. Culture, Tourism & Sport
  - 12.4. Environment, Economy, Housing & Transport
  - 12.5. Improvement & Innovation
  - 12.6. Resources
  - 12.7. Safer & Stronger Communities
13. In 2019/20, the strict application of the political balance to the seven 18 Member policy boards would provide the following number of places to each Group:

	Places	Cons	Lab	Lib Dem	Ind
<b>Political Balance 2019/20</b>	<b>18</b>	<b>7</b> (6.98)	<b>7</b> (6.84)	<b>2</b> (2.25)	<b>2</b> (1.93)

## City Regions and People & Places Boards

14. The City Regions and People & Places Boards were established in February 2014. The make-up of these Boards reflects the political proportionality of the wider group of councils from which their membership is drawn and each has an additional Deputy Chair drawn from the same group as the Chair.

**Fire Services Management Committee and Fire Commission**

15. The Fire Services Management Committee membership of 14 is drawn from authorities with responsibility for fire & rescue.
16. All fire authorities in full or corporate membership of the Local Government Association appoint to the Fire Commission, with additional balancing members then appointed by the Political Group Office to reflect the LGA's overall political balance. This process is conducted separately in early autumn.

## Appendix A: Allocation of places on LGA governance structures

Structure	Year	Cons	Lab	Lib Dem	Ind	Total
<b>LGA Leadership Board</b> <i>* an additional place per group was negotiated</i>	<b>2019/20</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>14*</b>
	2018/19	6	5	2	2	15*
<b>Chairs of Boards and Fire Services Management Cttee</b>	<b>2019/20</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>10</b>
	2018/19	4	4	1	1	10
<b>LGA Executive (excluding regional or balancing places)</b>	<b>2019/20</b>	<b>9</b>	<b>9</b>	<b>3</b>	<b>3</b>	<b>24</b>
	2018/19	10	9	3	3	25
<b>Boards (7) (18 Members)</b>	<b>2019/20</b>	<b>7</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>18</b>
	2018/19	8	7	2	1	18
<b>City Regions Board (22 Members)</b>	<b>Political Balance</b>					
		<b>Cons</b>	<b>Lab</b>	<b>Lib Dem</b>	<b>Ind</b>	
	<b>2019/20</b>	20.3%	64.0%	9.4%	6.3%	
	2018/19	22.2%	64.9%	7.7%	5.2%	
	<b>Seats on the City Regions Board</b>					
	<b>2019/20</b>	<b>14</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>22</b>
	2018/19	14	5	2	1	22
<b>People &amp; Places Board (22 Members)</b>	<b>Political Balance</b>					
		<b>Cons</b>	<b>Lab</b>	<b>Lib Dem</b>	<b>Ind</b>	
	<b>2019/20</b>	56.1%	17.7%	14.6%	11.7%	
	2018/19	63.3%	17.1%	11.4%	8.3%	
	<b>Seats on the People &amp; Places Board</b>					
	<b>2019/20</b>	<b>12</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>22</b>
	2018/19	14	4	2	2	22
		<b>Lab</b>	<b>Cons</b>	<b>Lib Dem</b>	<b>Ind</b>	
<b>Fire Services Management Committee</b>	<b>2019/20</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>14</b>
	2018/19	6	6	1	1	14





## **Local Government Preparedness for Brexit**

### **Purpose of report**

For discussion.

### **Summary**

This report sets out the headlines of local government preparedness for Brexit. It reviews the work that was undertaken up to 12 April 2019 and anticipates the key issues following the extension of Article 50 to 31 October.

#### **Recommendations**

That the members of the LGA Leadership Board:

- a) Consider the work below and ensure that we have captured everything that needs to be developed; and
- b) Consider the work on preparedness and any further communications that the LGA might need to do.

#### **Action**

Officers to take forward any actions identified.

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

## **Local Government Preparedness for Brexit**

### **Background**

1. This report sets out the headlines of local government preparedness for Brexit. It reviews the work that was undertaken up to 12 April 2019 and anticipates the key issues following the extension of Article 50 to 31 October.
2. The report sets out:
  - 2.1. Our work to 12 April 2019;
  - 2.2. The immediate issues where we need to continue to work with Whitehall up until the UK exits the EU or to the end of any transition period;
  - 2.3. Our longer-term ambition.

### **Our work to 12 April 2019**

3. Up to mid-April 2019, the emphasis of our work was to support councils to prepare for a 'No Deal' scenario. One of the principal concerns of the sector was the plethora of advice and communications from Whitehall departments. The lack of focus and coordination hampered preparation in local places and required the LGA to work closely with the Ministry for Housing, Communities and Local Government (MHCLG) to help coordinate Whitehall advice to councils. MHCLG and councils formed a helpful and productive partnership. Through the work of the EU Exit Local Government Delivery Board and the returns of councils through the nine regional Chief Executive coordinators, greater coordination across Whitehall was achieved. It should be noted that MHCLG coordination of Government communications provided wider lessons for the working of Government and will be as important in the coming months.
4. Whilst coordination was improved, the LGA was clear that significant gaps in information and major risks for delivery remained. We had a particular concern about the work at ports with Department for Transport (DfT). The LGA played a key role, and continues to do so in ensuring such concerns were clearly registered with Government.
5. The recent [Housing, Communities and Local Government Select Committee's report](#) noted the improved work between MHCLG and councils. The Select Committee noted that councils were as prepared as they could be for Brexit, given the gaps in information and the uncertain outcomes of national debate.

### **Our current work**

6. Councils were required to prepare for and delivery European Parliamentary elections at very short notice. The LGA worked with councils to ensure that the Cabinet Office was

fully informed about the resources needed and the risks associated with organising elections at speed. We made the following statement to the press on 23 May:

*Councils are hugely experienced at running elections and have worked tirelessly around-the-clock to get everything in place for these EU elections at short notice. The fact that these elections appear to mainly be going smoothly is testament to their incredible hard-work and expertise."*

7. The wider work of preparing for Brexit continues with Whitehall. Whilst planning for 'No Deal' is no longer an immediate issue, intense planning for a 'No Deal' scenario may reoccur after the summer recess as we approach the new October deadline. As such, the LGA and councils have been pressing Whitehall to use the coming months to resolve some of the outstanding front-line issues which remained unresolved at the April deadline. These include:
  - 7.1. Capacity at ports of entry, especially work with the DfT;
  - 7.2. Preparedness and capacity of regulatory services, including the progress of the statutory instruments which affects the legal basis for a number of councils' regulatory services powers as they are currently based in EU law not UK statute;
  - 7.3. Councils' own capacity and resources to manage such a significant change programme in addition to existing local services and demands.
8. A major risk being raised by councils is the lack of progress on the UK Shared Prosperity Fund (UKSPF). We are still awaiting the formal consultation on the UK replacement for EU funding, with the later Spending Review to detail quantum. EU funding provided a seven year funding programme. A particular concern is that the Spending Review may be unable to commit to seven year funding period. Thus councils would lose the ability to make long term plans. There is now an urgency to develop the detail of the UKSPF.
9. We are also raising broader issues where we need to work with Government to address the opportunities and risks associated with the impact of Brexit at the local level. These include:
  - 9.1. Community cohesion: Councils continue to monitor community cohesion closely;
  - 9.2. EU Settlement scheme: Councils want to ensure the effectiveness of the scheme to support local residents and to secure key public workers.
  - 9.3. Local economies: Business readiness for the risk and opportunities of Brexit (especially SMEs) is a continued concern. We are discussing with MHCLG and the Department for Business, Energy and Industrial Strategy the range of local

economic levers that might be needed to ensure opportunities and risks are managed effectively.

### **Our longer term ambition**

10. The new Brexit timeline does give us the opportunity to refresh the debate on the longer-term work that we developed and articulated in last year's conference report. It was difficult to have these debates whilst Whitehall was prioritising 'No Deal' planning. We have the opportunity to revive this debate at LGA Conference:

- 10.1. Devolution: Brexit cannot result in a centralisation of power in Whitehall, Holyrood, Cardiff Bay nor Stormont. The LGA has suggested an English Devolution Bill and for councils to be offered powers as devolved to the Scottish Parliament. This was discussed at the HCLG Select Committee and the Secretary of State said that whilst he was not convinced about the need for primary legislation, he welcomed the opening of a debate.
- 10.2. Reform of EU laws: The LGA has advocated a review of EU laws. Some needed to be kept and strengthened (e.g. food hygiene) and some needed to be reviewed to allow local flexibilities (e.g. procurement and state aid).
- 10.3. Local authority rights to influence future laws: a successor to the Committee of Regions and a legacy arrangement in Brussels.
- 10.4. Trade: Councils can add value to new trade negotiations through their economic development work.

### **Wales**

11. We continue to develop our work on Brexit in partnership with the Welsh Local Government Association, Convention of Scottish Local Authorities and Northern Ireland Local Government Association, ensuring a united UK local government voice in the debate.



**Local Government Association**  
**Company Number 11177145**

**LGA Leadership Board**  
5 June 2019

## **LGA General Assembly: Motions for Annual Meeting**

### **Purpose of report**

For decision.

### **Summary**

The LGA's General Assembly meets once a year and acts as the 'parliament' for local government. This year, the meeting will be held on Tuesday 2 July 2019 at Bournemouth International Centre.

The LGA's Governance Framework provides for Motions to be moved at any meeting of the LGA General Assembly. The deadline for submitting Notices of Motions has now passed, and one Motion has been received from Bristol City Council: *UN Sustainable Development Goals*. (**Appendix A**).

It is in the remit of the LGA Leadership Board to determine whether Motion should:

- a) receive consideration by the General Assembly on 2 July; or
- b) be remitted to a relevant LGA Board (or Boards) for consideration instead.

Should it be agreed that the Motion be debated at the General Assembly the Leadership Board are asked to consider who should respond to the Motion on behalf of the LGA, and which Board(s) should take forward any associated work following the debate of the Motion.

### **Recommendations**

That the LGA Leadership Board:

1. Refers the Motion for debate at the General Assembly on 2 July 2019;
2. Agrees which LGA Board(s) should take forward any work following debate of the Motion – this could potentially be City Regions and People and Places Boards; and
3. Agrees which Member should formally respond to the Motion on behalf of the LGA.

### **Action**

Officers to add the Motion to the agenda for the General Assembly as appropriate, and any associated work to be added to the work programmes of LGA Policy Boards.

**Contact officer:** Claire Holloway  
**Position:** Head of Corporate Services  
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**Email:** [claire.holloway@local.gov.uk](mailto:claire.holloway@local.gov.uk)

## **Appendix A**

### **Sustainable Development Goals**

**Proposer:** Mayor Marvin Rees, Bristol City Council, Mayor

**Role Seconders:** Cllr Judith Blake, Leader, Leeds City Council  
Mayor Joe Anderson, Liverpool City Council

**Proposes that:**

The Association values the importance of the UN's 17 Sustainable Development Goals (SDGs) that address the global challenges we face including poverty, inequality, climate, environmental degradation and prosperity. We welcome the work being done ahead of the upcoming Voluntary National Review (VNR) in July that will consider how the UK's programmes and policies are contributing to achieving these Global Goals. The Association also welcomes the importance placed by HM Government that all levels of government work together and that its partnership with local government is a key component to successful domestic implementation of the SDGs.

Local government has a vital role to play in terms of the planning, implementation and monitoring in local areas, work that will be key in delivering the UK's progress on meeting the ambitions of the Agenda 2030. If implemented properly, each of the SDGs has the potential to be transformative in moving our areas toward a more sustainable society with many of the Goals best supported by local co-ordination and delivery through local government and its partners. Our role can also help raise awareness of these challenges by engaging our areas through local partnerships and with our citizens.

Whilst the Association agrees with Government that such partnerships are a vital component and members have supported work on developing models that engage local stakeholders as effectively as possible, this engagement needs sustainable funding and support in order for councils to effectively share research and engagement with our networks, partners and citizens, particularly given our sector's continuing funding pressures.

The benefits of exploring SDG partnership co-ordinators would be to provide a focal point for activity in our areas and demonstrate the need for local perspectives to be embedded in the delivery of the SDGs, as well as improve the capacity for councils to deliver on the Goals. Supporting such positions would also provide a common language and common roles across different areas, would facilitate the sharing of best practice and further enable the delivery of global and local priorities at the same time.

This Association therefore:

- Calls upon Her Majesty's Government to explore supporting domestic implementation of the Sustainable Development Goals through funded partnership roles within each local authority area; and
- Encourages councils to continue their work on linking their local priorities with the overall ambitions of the SDGs"

Criteria to be met	Local authority checklist
1. The motion calls upon the Association to change its own Constitution or the way it relates to and provides services to its membership.	NA
2. The motion raises issues of national importance to local government: i) on which the Association does not have a policy and is not already taking action in accordance with that policy; and ii) asks the Association to pursue a course of action rather than just express a view on an issue.	<p>The motion is focused on the global Sustainable Development Goals that are nationally important and an area where local government has a strategic role to play in their implementation and through raising awareness with our local partners and citizens.</p> <p>It proposes the Association call on HM Government to recognise the challenge of local authorities supporting the domestic implementation of the SDGs without funded partnership roles in each authority area.</p>
3. The motion has already received the support of several local authorities e.g. have been agreed by a regional grouping are the most likely to be selected.	<p>The motion has support from:</p> <ul style="list-style-type: none"> <li>• Leeds City Council</li> <li>• Liverpool City Council</li> </ul>





## **LGA President and Vice-Presidents 2019-20**

### **Purpose of report**

For discussion and endorsement.

### **Summary**

This paper sets out those Members of the House of Commons and House of Lords the LGA political groups, working with the Public Affairs and Stakeholder Engagement team, will be inviting to be our honorary Vice-Presidents for the 2019-20 parliamentary session. The paper also recommends a nomination for the position of President. As per our Constitution, each Political Group Office has the flexibility to update their appointments during the year as required. Each Political Group Office will also decide on their nominations for Members of the European Parliament in due course if needed.

### **Recommendation**

LGA Leadership Board is invited to:

1. Endorse the nomination of Lord Kerslake as President of the LGA for a further year; and
2. Note the appointments of Vice-Presidents by the four Political Groups.

### **Action**

General Assembly will be invited to elect the President for a further year and to note the appointments of the Vice Presidents by the Political Groups.

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## **LGA President and Vice-Presidents 2019-20**

1. Every year the LGA elects a President and appoints Vice-Presidents to act as our advocates. Under the Constitution, the President is elected annually by General Assembly for a maximum of eight years in post. The President's role includes presiding over the election of the Chairman, Vice and Deputy Chairs of the Association at General Assembly.
2. Vice-Presidents are appointed throughout the year by the four LGA political groups and those appointments are reported annually to the LGA General Assembly.
3. This paper proposes the nomination of Lord Kerslake for a further year as LGA President and summarises the list of Vice-President appointments from each Political Group Office who have the flexibility to update their appointments during the year as required.

### **Support to the President and Vice-Presidents**

4. We work closely with our President and Vice-Presidents who promote the LGA by highlighting local government priorities in debates, working to secure amendments to legislation, tabling parliamentary questions and motions and by hosting events in Parliament. Their support is vital for protecting and enhancing the reputation of councils and for allowing us to pursue and achieve our objectives. The President and Vice-Presidents are selected because of their background in local government and their commitment to supporting LGA priorities.
5. In order to assist our President and Vice-Presidents, we offer briefing papers and verbal briefings, use of LGA facilities, subscription to LGA bulletins and publications, free attendance to our conferences, and speaking opportunities at LGA events.
6. Engagement with the President and Vice-Presidents focuses around our campaigns (actively seeking their support and involvement) and the legislation agreed to be a priority for LGA members by the Leadership Board at the start of each parliamentary session.
7. The LGA President and Vice-Presidents receive the following benefits from the LGA:
  - 7.1 Tailored briefings to support LGA policy positions and corporate campaigns;
  - 7.2 Support in drafting questions, amendments to legislation and parliamentary motions;
  - 7.3 Complimentary use of LGA facilities including meeting rooms;
  - 7.4 Free attendance for Vice-Presidents and their staff at LGA conferences and events;
  - 7.5 Opportunities to speak at LGA conferences and events;
  - 7.6 Opportunities to write for LGA publications;
  - 7.7 Complimentary subscription to *First* magazine;
  - 7.8 A weekly LGA Parliamentary e-bulletin (when Parliament is sitting);
  - 7.9 Opportunity to subscribe to the daily LGA news headlines e-bulletin;

- 7.10 Invitations to LGA events in Parliament, including our annual reception, and regular bespoke Vice-Presidents' events; and
- 7.11 Access to LG Inform.

**Conservative**

- 8.1 Charles Walker MP (Broxbourne)
- 8.2 Bob Blackman MP (Harrow East)
- 8.3 Andrew Lewer MP (Northampton South)
- 8.4 Simon Hoare MP (North Dorset)
- 8.5 Marcus Jones MP (Nuneaton)
- 8.6 Julia Lopez MP (Hornchurch and Upminster)
- 8.7 Maria Caulfield MP (Lewes)
- 8.8 Tim Loughton MP (East Worthing and Shoreham)
- 8.9 Jeremy LeFroy MP (Stafford)
- 8.10 Mark Pawsey MP (Rugby)
- 8.11 Andrew Selous (South West Bedfordshire)
- 8.12 Gillian Keegan MP (Chichester)
- 8.13 Neil O'Brien MP (Harborough)
- 8.14 Baroness Couttie
- 8.15 Lord Whitby
- 8.16 Lord True
- 8.17 Baroness Eaton
- 8.18 Baroness Scott of Bybrook

**Labour**

- 9.1 Clive Betts MP (Sheffield South East)
- 9.2 Catherine McKinnell MP (Newcastle upon Tyne North)
- 9.3 Steve Reed MP (Croydon North)
- 9.4 Wes Streeting MP (Ilford North)
- 9.5 Catherine West MP (Hornsey and Wood Green)
- 9.6 Jim McMahon MP (Oldham West and Royton)
- 9.7 Jo Platt MP (Leigh)
- 9.8 Preet Kaur Gill MP (Edgbaston, Birmingham)
- 9.9 Helen Hayes MP (Dulwich and West Norwood)
- 9.10 Diana Johnson MP (Kingston upon Hull North)
- 9.11 Anna Turley MP (Redcar)
- 9.12 Mike Amesbury MP (Weaver Vale)
- 9.13 Lord Beecham
- 9.14 Lord Kennedy of Southwark
- 9.15 Baroness Smith of Basildon
- 9.16 Lord Smith of Leigh
- 9.17 Lord Whitty
- 9.18 Lord Bassam of Brighton

### **Liberal Democrats**

- 10.1 Tim Farron MP (Westmorland and Lonsdale)
- 10.2 Norman Lamb MP (North Norfolk)
- 10.3 Layla Moran MP (Oxford West and Abingdon)
- 10.4 Wera Hobhouse MP (Bath)
- 10.5 Lord Tope
- 10.6 Baroness Bakewell of Hardington Mandeville
- 10.7 Baroness Janke
- 10.8 Baroness Maddock
- 10.9 Baroness Scott of Needham Market
- 10.10 Lord Shipley
- 10.11 Baroness Pinnock
- 10.12 Baroness Thornhill
- 10.13 Lord Storey
- 10.14 Lord Scriven.

### **Independents**

- 11.1 Lord Best (crossbench)
- 11.2 Lord Adebawale (crossbench)
- 11.3 Earl of Lytton (crossbench)
- 11.4 Baroness Howarth of Breckland (crossbench)
- 11.5 Baroness Greengross (crossbench)
- 11.6 Baroness Grey-Thompson (crossbench)
- 11.7 Lord Bichard (crossbench)
- 11.8 Baroness Greenfield (crossbench)
- 11.9 Baroness Jones of Moulsecoomb (Green)
- 11.10 Bishop of St Albans (crossbench)
- 11.11 Lord Wigley (Plaid Cymru)
- 11.12 Earl of Listowel (crossbench)
- 11.13 Baroness Young of Hornsey (crossbench)
- 11.14 Liz Saville-Roberts MP (Plaid Cymru, Dwyfor Meirionnydd)
- 11.15 Ben Lake MP (Plaid Cymru, Ceredigion)
- 11.16 Caroline Lucas MP (Green, Brighton Pavilion)

### **Code of Conduct**

- 12 The LGA President and Vice-Presidents are required to operate in accordance with the Code of Conduct for Members of the House of Commons, House of Lords and the European Parliament. This is made clear in the invitations to new Vice-Presidents and will be referenced in letters to those Vice-Presidents whose role is being renewed for a further year.

### **Financial Implications**

- 13 There are no financial implications to this paper.

## **2019 Annual Report of the Audit Committee**

### **Purpose of report**

For decision.

### **Summary**

The Audit Committee met on the 3 June 2019. The annual report in **Appendix A** provides an overview of areas reviewed and work undertaken by the Audit Committee in 2018/19 in accordance with the Committee's terms of reference. Any changes agreed by the Audit Committee will be reported verbally to this meeting.

### **Recommendation**

That the Leadership Board endorses and commends to the General Assembly the 2019 Annual Report of the Audit Committee.

### **Action**

The annual report to be presented at the General Assembly on 2 July 2019.

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## **2019 Annual Report of the Audit Committee**

### **Introduction**

1. The responsibilities of the LGA's Audit Committee are to:
  - 1.1. review the financial statements prepared for the LGA and its associated companies
  - 1.2. monitor the processes for managing risks, internal controls and corporate governance arrangements
  - 1.3. oversee the appointments of the external and internal auditors and commission and review their work
  - 1.4. consider issues of probity and conduct
  - 1.5. seek expert advice where necessary to provide independent internal or external assurance on key issues
2. The main focus of the Committee's work in 2018/19 has been to review the audited accounts of the LGA and its associated companies, to agree and review the findings and recommendations of the internal audit programme for the year and approve the appointment of the external auditor service provider following an OJEU procurement process.

### **Financial statements and external audit**

3. PKF Littlejohn are the LGA's appointed external auditors for the LGA, IDeA, LGA (Properties) Ltd, LGMB and LGA Commercial Services Ltd.
4. In June 2019 the LGA's consolidated accounts for 2018/19 and the audited accounts for the four associated companies were reviewed prior to being adopted by the Leadership Board and the relevant company boards.
5. The LGA's consolidated financial statements disclose the position of the LGA as a standalone entity and include the LGA's income and expenditure accounts and balance sheet.
6. The consolidated accounts show the LGA and its related bodies made an operating deficit of £8.3m, after interest and tax.
7. Overall income increased by 1.8 per cent from £58.5m to £59.5m despite a £1m reduction in core government grant. Subscription income remained steady, with no increases in subscriptions for a further year. Income from other sources, including other grants, investments and joint ventures, increased.

8. Geoplace LLP, a joint venture between the LGA and Ordnance Survey, made a dividend payment of £2.1m in 2018/19 (compared to £1.6m in 2017/18).
9. The investment properties have been revalued at the year end. Layden House has increased in value by £2.2m despite being under construction, due to the strength of the Farringdon market. 18 Smith Square has reduced in value by £5.4m reflecting lower headline rental values across the wider Westminster area.
10. The overall pension fund deficit reported in the accounts has increased by £18.3m from £115.5m to £133.8m. The overall Statement of Comprehensive Income for the year shows separately the gains and losses that relate to changes in the actuarial assumptions used to calculate pension scheme assets and liabilities (2018/19 £16.177m loss, 2017/18 £11.639m gain). The ongoing payroll contributions made to reduce historic deficits are included within administrative expenses
11. It is standard practice for issues identified in the course of the external audit to be raised by the auditors with management and for these to be reported to the board as "Performance Improvement Observations" in what is commonly known as the "Management Letter". The Audit Committee received this report from the auditors at its meeting on 3 June 2019 and will monitor progress with the recommendations arising from the 2018/19 external audit.

#### **Internal audit**

12. TIAA are the LGA's internal auditors following a procurement exercise in 2018.
13. The Audit Committee is responsible for agreeing the annual internal audit strategy and programme at the start of each financial year, taking account of the key risks identified in the LGA's Strategic Risk Register.
14. The internal audit strategy and audit programme for 2018/19 was agreed via email in June 2018. The audit programme was split into two blocks and included a follow up of actions taken by the LGA in response to the recommendations of previous audits. TIAA have completed the programme and full reports were presented to the Audit Committee in November 2018 and June 2019. TIAA's Annual report was presented to the Audit Committee on 3 June 2019.
15. In their annual opinion for the year 2018/19, TIAA's Head of Internal Audit states "TIAA is satisfied that, for the areas reviewed during the year, Local Government Association has reasonable and effective risk management, control and governance processes in place".
16. The 2018/19 audit opinions are summarised in the following table:

Internal audit assignment	Internal audit opinion
---------------------------	------------------------

<b>Internal audit assignment</b>	<b>Internal audit opinion</b>
Key Financial Controls	Reasonable Assurance
ICT Contract Management and Performance	Reasonable Assurance
Information Governance & Cyber Security update	Reasonable Assurance
Contract Management	Reasonable Assurance
Refurbishment Project and Lessons learnt	Substantial Assurance
Transition: assurance review	Substantial Assurance

17. Overall the audit results have been positive. The Audit Committee has overseen the implementation of any recommendations via the follow up review conducted by TIAA on an annual basis.

#### **Risk Management and internal control**

18. The Strategic Risk Register is reviewed quarterly by the Strategic Management Team (SMT) and Corporate Leadership Team (CLT) to ensure LGA's strategic and operational risks are identified and the associated scoring reflects the LGA's current situation. The Audit Committee has reviewed the Strategic Risk Register during the course of the year, in particular focusing on ensuring that key risks facing the organisation are being effectively managed.
19. The Audit Committee receives an annual report on any instance of fraud occurring and can confirm that there were no proven instances of fraud or corruption in 2018/19.
20. The Audit Committee can also confirm that there have been no incidents of probity and conduct issues to be investigated and reported in 2018/19.



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

### **Purpose of report**

For information.

### **Summary**

This report provides a summary of progress on the Fair Funding Review and Business Rates Retention work programmes.

#### **Recommendations**

That members note the report.

#### **Action**

Officers will proceed with delivery of the LGA work programme on Further 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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## **Business Rates Retention and Fair Funding Review Update**

### **Background**

1. This report provides a summary of progress on the Fair Funding Review and Business Rates Retention work programmes. In particular, this paper covers the following:
  - 1.1. Discussions at the April 2019 LGA/MHCLG officer-led Steering Group;
  - 1.2. Progress on the alternative administration model of business rates retention;
  - 1.3. A summary of consultation responses received by the Government to the December consultations on business rates retention and the Fair Funding Review; and
  - 1.4. LGA submission to the HMT inquiry on business rates.
2. Members of Leadership Board and Executive have previously agreed deliverables of an expanded LGA work programme on business rates retention and the Fair Funding Review. Progress is set out in **Appendix A**.

### **The LGA/MHCLG Officer-led Steering Group**

3. The officer-led LGA/MHCLG Business Rates Retention Steering Group, consisting of senior local authority officers, met again on 9 April. This group also covers matters related to the Government's review of relative needs and resources (sometimes called the 'Fair Funding Review'). In the meeting, the group discussed:
  - 3.1. The summary of consultation responses on the Fair Funding Review and Business Rates Retention (covered below).
  - 3.2. The Area Cost Adjustment (to be discussed by the LGA Business Rates Retention and Fair Funding Review Task and Finish Group).
  - 3.3. The alternative ways of administering the Business Rates Retention system and MHCLG's intention to discuss with the wider sector (covered below and to be discussed by the LGA Business Rates Retention and Fair Funding Review Task and Finish Group).
  - 3.4. The forthcoming Spending Review and the range of scenarios interacting with the reform of the system (covered elsewhere on the agenda).
  - 3.5. The impact of different levels of notional council tax and how the level might be determined.
4. The Group noted that more detail, analysis and exemplifications are necessary for all the areas of the reforms. Steering Group members requested the papers go to the Needs and Redistribution Technical Working Group and System Design Working Group to look further into the detail with a view to the issues coming back to the Steering Group at a future meeting.

5. The technical working groups mentioned above shall be reconvened following a break due to the consultation process and the local government finance settlement.

**Alternative administration model for business rates retention and modelling tool**

6. MHCLG has been developing thinking on the alternative administration of business rates retention including exploring an alternative approach using data taken directly from the Valuation Office Agency. They have also been considering how to take mandatory and discretionary reliefs into account.
7. The officer working groups and the Business Rates Retention and Fair Funding Review Task and Finish Group will continue to discuss this. Officers will continue to keep the Leadership Board / Executive updated.
8. LGA officers have commissioned LGFutures, who produced the previous modelling tool on business rates retention, to produce a further model showing how the alternative administration model might work, comparing the results of this new method to the current system. This is being discussed with the Business Rates Retention and Fair Funding Review Task and Finish Group on 6 June following which it is planned to present it to the Chairman and Group Leaders for sign off and publication on the LGA website.

**December 2018 consultations: Summary of responses received by MHCLG**

9. The Government received over 300 responses to the Fair Funding Review consultation and 282 responses to the business rates retention consultation, both published in December 2018.
10. MHCLG have produced a summary of comments received and these are available on the LGA website ([business rates retention](#), [fair funding review](#)). MHCLG will publish formal summaries, including a full account of all comments received, later in the year.
11. **Appendix B** sets out a small selection of the main comments made by key representative groups as assessed by the Government. Many of the responses appear to match the views expressed by the LGA.

**HMT Inquiry into business rates and their impact on business**

12. On 2 February 2019 the Treasury Select Committee launched an inquiry into business rates to scrutinise how Government policy has impacted business. The Committee is examining how business rates policy has changed, including Business Rates Retention, alternatives to property-based taxes such as the proposed digital services tax, and how changes to business rates could impact businesses.
13. A summary of the submission was provided at your last meeting and the submission [has now been published by the Select Committee](#). The LGA has been invited to give evidence on 5 June. Officers will provide a verbal update on this at the meeting.

### **Next steps**

14. Members are asked to note this report.
15. 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**

16. Local government funding is a devolved matter and business rates retention and the Fair Funding Review policies are limited to English local authorities.

### **Financial Implications**

17. This is part of the LGA's core programme of work and as such has been budgeted for in core work programme budgets.

**Appendix A. 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>	Update the data in the current distribution model (where updated data is available) to see the impact of this on individual allocations separate to any methodology changes. In effect this would provide an updated baseline to inform a discussion on how long the formulae remain 'future proof' without any review of weightings.  To help the LGA and member authorities form policy on the data used in the formulae and the frequency of distribution resets, or other ways to 'future proof' the mechanism.	<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>	A model to identify the impact of adjustments for council tax and council tax support on individual authorities. To inform LGA policy and to help individual member councils evaluate Government proposals.	<a href="#">Complete</a>
<b>Damping /transition mechanisms</b>	An analysis of historic damping / transition mechanisms and a model to inform discussions on the guiding principles of transition. To inform LGA and member authorities' policy.	<a href="#">Complete</a>
<b>Business Rates Retention model</b>	A model to enable LGA and local authorities to assess the impact of system design choices in areas including: <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; and</li> <li>• The split of business rates income in two-tier areas.</li> </ul>	<a href="#">Complete</a>
<b>Alternative Administration Model of Business Rates Retention</b>	A model to enable LGA and local authorities to assess the impact of the alternative administration of Business Rates Retention.	Due for sign off in June 2019.

## **Appendix B: highlights of December 2018 consultation responses received by MHCLG**

### **Business Rates Retention Reform Consultation**

1. There were 282 responses to the December 2018 consultation on business rates retention. MHCLG provided a summary of responses at the April meeting of the officer level Steering Group and this is summarised below. MHCLG will publish a formal summary later in the year.

#### Resets

2. Most responses, broadly in line with the LGA response, supported phased resets to help with financial planning, get rid of 'cliff edges' and allow for a smoother transition. A small number of authorities' favoured partial resets.
3. Some supported a shorter reset period to support sustainability, whilst others argued for a longer period to provide a strong growth incentive. It was noted that six years would align with revaluation cycles.
4. The majority of responses called for more modelling and worked examples to illustrate the impact of each option on different authority types, before any final decision is made.

#### Safety Net

5. There was broad consensus on the continuation of the safety net as a percentage below the Baseline Funding Level. The majority also supported an increase in the level of the safety net, although some expressed concern about funding an increased safety net through a top slice of the system.

#### Levy

6. The Government gave examples of the levy being set at 100 per cent, 150 per cent, 200 per cent and 250 per cent. Some argued for a higher levy threshold whilst others would like it to be lowered. The LGA response did not express a view on a particular threshold level.

#### Tier splits

7. There was strong support from the sector for the ability to negotiate and set tier splits locally. Most would like to see a default national tier split to be set by the Government where agreement is not reached. This was in line with the LGA response. Some responses suggested a ratio of 50:50 to recognise the shared partnership for delivering economic growth in a two-tier area and others that no council should be worse off as a result of changes to tier splits.

#### Pooling

8. Most respondents agreed that there are benefits to pooling and they would like it to be incentivised but no strong themes emerged on what the most appropriate incentives might be.

#### Central and Local Lists

9. Most agreed with the criteria outlined in the consultation which the LGA response supported. The majority wanted a commitment from the Government that local authorities will be compensated for movements between lists. At the Steering Group meeting officials reported that they had not received many suggestions for specific hereditaments to be moved between lists.

#### Appeal and other valuation changes

10. The Government has not found a way of mitigating the impact of provisions on authority's day to day ability to spend and that the alternative approach is the only way to address appeals volatility. Many respondents, whilst noting this, would like local authorities to have the flexibility to identify significant valuation change not due to developmental change that was not backdated to the first day of the list.

#### Reforming the administration of the system

11. The majority of responses indicated broad support in principle for the alternative system. Many called for a further consultation with detailed modelling before any final decisions are to be made. Some wanted a phased reset in 2020/21 and a one-year delay in its implementation in order to 'ensure a smooth transition to this new way of working'.

#### Setting up the reformed system

12. This question covered how the system would be set up if the alternative system is not adopted. There were mixed views, with most supporting using authorities' own estimate of provisions. Many were concerned about basing the reset on a single years' data and suggested that at a full reset the baseline should be based on at least the last two years.

#### Other comments

13. Some respondents took the opportunity of the consultation to raise concerns about the full reset in 2020/21, suggesting that it should be delayed, including to align with the next revaluation, or undertaken on a partial basis by way of sharing growth more evenly across the system.

### **Review of relative needs and resources (Fair Funding Review)**

#### Measuring relative needs

14. The majority of responses from representative groups indicated broad support for the direction of the review's approach, with greater simplicity, but not at the expense of accuracy.
15. There was a broad consensus from all key representative groups, excluding one, that deprivation should be included as a cost driver in the Foundation Formula, weighted by evidence.

16. There was support for separate Adult Social Care and Children and Young People's Services formulas and calls for further detail on the proposals be made available as soon as possible. The use of analysis at sub-council level for these formulas was welcomed by some groups as more robust.
17. There was consensus on the need for a specific formula if Public Health is incorporated into the 75 per cent Business Rates Retention scheme. However, there were mixed views on the use of the 2015 Advisory Committee on Resource Allocation (ACRA) new Public Health formula. There was a call for more analysis to be done on the formula to confirm it is fit for purpose.
18. There were very mixed views on the approach to Concessionary Travel and Home to School Transport, and whether they were best suited to a service specific approach, or inclusion within the Foundation Formula.
19. The weighting of the Area Cost Adjustment was highlighted as an important issue by most representative groups, and they asked for clarity on this as soon as possible. Some highlighted the need to avoid double counting of sparsity where service specific approaches contain this factor already, such as in the Public Health formula, or an updated fire formula.

#### Relative resources

20. All replying representative groups agreed that the Government should continue to take account of non-discretionary council tax discounts and exemptions and the income forgone due to the pensioner-age element of local council tax support (LCTS) in the measure of tax base.
21. There was a strong consensus that working age LCTS should be accounted for in the resources adjustment. The highest consensus was around a formula-based approach which captures demand for LCTS schemes for working-age households.
22. There was strong consensus around the use of a notional council tax; no representative body advocated the use of an actual measure of council tax level. But there were mixed views on where to set the notional council tax level.
23. There was consensus that actual council tax collection rates should not be used, as this would penalise authorities which are effective at collecting council tax.
24. Several groups did not express a preference on the tier split of notional council tax. Of those who did, the majority agreed with the use of average shares as this would not penalise authorities for factors outside their control.
25. Most representative groups agreed with the approach using a single measure of council tax resource which would be fixed over the period between resets.
26. Most representative groups agreed that sales, fees and charges should not be taken into account. However, there were mixed views on whether surplus parking income should be taken into account.



### Transitional Arrangements

27. There was broad agreement on the transition principles in the consultation document. Some felt transition may need to be flexible so different classes of authority can be treated differently. Several groups insisted transitional arrangements should unwind over time, and it was highlighted that damping remains in the current system from the 2013-14 allocations and before.
28. Two groups called for no authority to be financially worse off as a result of the review. Some also called for additional funding for transition, whilst others called for low-council tax councils to be given flexible referendum principles to allow themselves to fund the difference between their current and new funding positions.
29. There were differing views on the baseline for transition, with some suggesting including business rates growth and New Homes Bonus and other grants in the baseline and two groups suggesting different treatment for 'negative RSG'.

### Other common themes

30. Many representative groups highlighted the lack of certainty from 2020-21 onwards and asked for exemplifications to be provided as soon as possible.
31. A key theme of responses from representative groups was the need to secure a sufficient level of local government funding through the 2019 Spending Review to support the future sustainability of local government. Several groups advocated an increase in funding to ensure 'no losers' as a result of the proposed reforms.
32. The need for 'sense-checking' of the methodology was reiterated, with suggestions that developments are informed by the use of independent technical statistical expertise that can provide robust challenge as work progresses.





**Local Government Association**  
**Company Number 11177145**

**LGA Leadership Board**  
**5 June 2019**

## **Government's Green Paper on Prevention**

### **Purpose of report**

For discussion.

### **Summary**

This report provides an update on the expected publication of a Green Paper on prevention.

#### **Recommendation**

That the LGA Leadership Board discuss and note the update in the report regarding the expected publication on the Government's Green Paper on Prevention.

#### **Actions**

Officers to incorporate Members' comments into their approach to influencing and responding to the Green Paper.

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**Local Government Association**  
**Company Number 11177145**

**LGA Leadership Board**  
**5 June 2019**

## **Government's Green Paper on Prevention**

### **Background**

1. The publication of the Secretary of State's vision document, *Prevention is better than cure*, in 2018 signalled a very welcome and timely interest in increasing the priority given by government to the prevention of avoidable ill health. The expected publication of a Green Paper on prevention in 2019 provides a major opportunity to put into effect tangible policy actions to achieve the ambitions set out in the vision.
2. The vision document set out a new approach to;
  - 2.1. keeping people healthy, happy and treating their health problems quickly;
  - 2.2. empowering people to manage their own physical and mental health needs closer to home with the support of professionals in the community; and
  - 2.3. delivering care in the right place, in settings that suit them and their needs.
3. The document set out how we can use the power of local communities to support people with health issues and prevent worsening health.
4. As set out in the Government's Aging Society Grand Challenge launched earlier this year, it's the Government's aim for this country's population to enjoy, on average, five more years of healthy, independent living by 2035, while closing the gap between the richest and the poorest.
5. The LGA has said that means:
  - 5.1. Prioritising investment in primary and community healthcare;
  - 5.2. Making sure every child has the best start in life;
  - 5.3. Supporting local councils to take the lead in improving health locally through innovation, communication and community outreach;
  - 5.4. Coordinating transport, housing, education, the workplace and the environment – to improve our nation's health; and
  - 5.5. Involving employers, businesses, charities, the voluntary sector and local groups in creating safe, connected and healthy neighbourhoods and workplaces.

### **Issues**

6. The strongest determinants of our health are the social, economic, commercial and environmental conditions in which people live. Unless the wider determinants of health are addressed in the Green Paper, major improvements in prevention will be limited.



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7. Therefore, while interventions to prevent specific diseases will rightly feature in the Green Paper, the LGA has repeatedly called for a focus on how the whole of government can be harnessed to improve the conditions that have the biggest impact on keeping people healthy.
8. To inform the government's prevention Green Paper, and building on previous discussions and consultations we would want to see the Green Paper address the following:
  - 8.1. Why a whole-government prevention strategy is critical;
  - 8.2. The role of government in creating the conditions that lead to good health;
  - 8.3. The need to prioritise long-term investments in health across government; and
  - 8.4. How to embed a prevention approach across government.
9. We propose to argue that the Government's Green Paper on Prevention must take the opportunity to put real funding back into preventative services for children and adults, recognising that the most effective support to give children the best start in life, keep people of all ages well and enable communities and those who live in them to be safe and to thrive can only be delivered through and with local government. A great deal of evidence suggests that over time the costs of failing to provide that support outweigh by far the costs of keeping appropriate support in place – and the growing debate about knife crime being linked to cuts in youth services illustrates one aspect of that argument.
10. Analysis of local government spending shows that on top of large reductions in spending on areas vital for creating healthy places, there has been a dramatic shift away from preventative spend to spending on crisis management services, partly reflecting the legal duties facing statutory services. This is demonstrated most starkly for children's services. There has been a similar shift away from investment in preventative public health services and towards health care within the health system.
11. Moreover, current spending plans for future years appear set to tip the balance further away from prevention and investment in good health. For example, plans for NHS spend to make up an ever-greater share of government expenditure puts pressures on areas, such as education, that are vital for long-term health. At a local level, growing spend on social care is likely to have a similar impact on local health-creating services.



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Local government delivers

12. The transfer of public health responsibilities to local government from the NHS under the Health and Social Care Act 2012 was one of the largest shifts in responsibilities from national to local government in decades.
13. The evidence shows that local government has been successful in delivering services under difficult circumstances and has prioritised increasingly scarce resources effectively, as well as innovated. Councils have also increased the level of transparency about how public health monies are spent, and the sector has been challenged, rightly by those that access our services.

A whole-government prevention strategy is critical

14. Maintaining and improving people's health throughout their lives is not a niche interest but central to the role of government. Poor health has a wide-ranging impact on individuals' wellbeing, the fabric of communities and society, the economy (especially productivity and workforce supply), and the affordability of public services. A prevention strategy that genuinely improves the health of the nation will, therefore, have far-reaching social and economic benefits. More than that, it will ensure that the government meets one of its core responsibilities: enabling all its citizens to enhance their opportunities for development.

The role of local and central government in creating the conditions that lead to good health

15. Social, economic, commercial and environmental conditions are the strongest determinants of people's health. Therefore, a real shift towards prevention cannot be delivered purely or even primarily by the health and care system or through focusing on individual responsibility. It requires organised efforts across all sectors, with government taking a lead.
16. An effective prevention strategy must work across the whole public sector. Departments across central government have necessary and important roles to play in creating the right national conditions for good health and preventing avoidable ill health. Many of the most important levers for creating healthy living conditions, however, sit at local level, so the role of place-based approaches led by local government need to be at the heart of the government strategy on prevention.

Embed a prevention approach across government

17. A genuine shift in government priorities towards prevention not only requires specific policy actions and investment in the right areas, but also strategies that embed a prevention approach across government and beyond. The role of place-based approaches to prevention led by local government should be at the heart of the prevention strategy. To create the conditions for locally-led approaches, it is vital to involve communities in decision-making and action.



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**Implications for Wales**

18. None.

**Financial Implications**

19. None.

**Next steps**

20. Officers to incorporate Members comments into their approach.





## **Exit Payments Cap**

### **Purpose**

For information.

### **Summary**

This report summarises the proposals to cap public sector exit payments as they relate to local government, which are now subject to consultation.

### **Recommendation**

That the LGA Leadership Board note the update and approve the approach to responding.

### **Action**

As directed by members.

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## **Exit Payments Cap**

### **Background**

1. The government first announced plans to cap exit payments in the public sector in 2015. The cap was legislated for in the Enterprise Act 2016, which amends the Small Business, Enterprise and Employment Act 2015, but required secondary legislation to be introduced.
2. On 10 April 2019 HM Treasury (HMT) launched a consultation on draft regulations, guidance and Directions to implement the cap. The consultation will run for 12 weeks and closes on 3 July 2019. The LGA will be responding formally to the consultation ahead of the 3 July deadline.
3. The cap will apply to all public sector employers (except the armed forces, GCHQ, security and intelligence services) and is to be implemented in two stages. Local government employers and fire and rescue services will be covered in the first stage. As currently drafted, outsourced employees will not be covered.

### **The cap**

4. The exit payment cap is set at £95,000 and the regulations do not include provision for this amount to be index-linked. Redundancy payments (including statutory redundancy payments) severance payments, pension strain costs – which arise when a Local Government Pension Scheme (LGPS) pension is paid unreduced before a member's normal pension age – and other payments made as a consequence of termination of employment are included in the cap.
5. Payments related to death in service or ill health retirement, pay in lieu of holiday and payments made in compliance with an order made by a court or tribunal are not exit payments for the purposes of these regulations which apply only to severance exits, not normal retirements.
6. The statutory redundancy element of an exit payment **cannot be reduced**. If the cap is exceeded, other elements that make up the exit payment must be reduced to achieve an exit payment of £95,000.
7. The cap applies to exit payments that arise within a 28 day period and the regulations cover the process to follow if an individual has multiple exits from public sector employment within 28 days.

### **Applying the cap in the Local Government**

8. The impact of the regulations on a local government employee who is a member of the LGPS if the cap is exceeded and the exit payment includes pension strain cost is unclear in the consultation documents. We understand that the policy intent is for the member's pension benefits to be reduced to the extent that the exit payment cap is not breached, with the member having the option of paying extra to buy-out some or all of the reduction.

9. Amendments to LGPS regulations would be required to facilitate this change, plus guidance from the Government Actuary on calculating the pension reduction and operating the buy-out process. The method of calculating pension strain cost is currently formulated locally. It may be necessary to introduce a standard calculation of strain cost may be introduced to ensure the exit cap is applied consistently across all LGPS administering authorities though this would in turn have differing implications on funds and therefore future employer costs.

### **Relaxing the cap**

10. There are circumstances when the cap must be (mandatory cases) or may be (discretionary cases) relaxed by the 'Decision Maker', and these are described in HMT Directions.

**Mandatory cases:** relating to TUPE regulations or exits that would otherwise be considered by an Employment Tribunal under whistleblowing or discrimination legislation.

**Discretionary cases:** to avoid undue hardship, to effect workforce reforms or exits agreed before the regulations take effect.

11. The 'Decision Maker' is a Minister of the Crown, but this power is delegated to Welsh Ministers, full council of a local authority, a fire and rescue authority or the London Assembly. Depending on the reason for the relaxation of the cap, HMT approval may also be required. In addition, the Guidance states that the sponsoring department would have to approve the business case supporting the relaxation of the exit cap as well as HMT. The requirement for this additional approval is not reflected in the wording of the Regulations or the HM Directions.

### **Employee, employer and Decision Maker responsibilities**

12. A person who receives an exit payment must inform any other public body that employs them about that payment. Employers and Decision Makers are required to record and publish information about capped exit payments and any decisions made to relax the cap.

### **Further information**

13. Further details about the regulations, the consultation and how to respond can be found in the [consultation documents](#) and in the [consultation briefing](#).

### **Implications for Wales**

14. Although most employers in scope of the exit payment cap perform devolved functions, public sector compensation **is not** a power that has been devolved to the Welsh Assembly. The exit payment Regulations therefore do apply in Wales to local authorities, academies etc. with the exception of 'relevant Welsh exit payments' which are payments made to holders of these offices:

- 14.1 member of the National Assembly for Wales;
- 14.2 the First Minister for Wales;

- 14.3 Welsh Minister appointed under section 48 of the Government of Wales Act 2006;
- 14.4 Counsel General to the Welsh Government;
- 14.5 Deputy Welsh Minister;
- 14.6 member of a county council or a county borough council in Wales;
- 14.7 member of a National Park Authority in Wales; and
- 14.8 member of a Fire and Rescue Authority in Wales.

### **Financial implications**

- 15. Additional support will be required for local authorities planning exits and negotiating settlements as the cap takes effect.

### **Next steps**

- 16. The LGA has circulated the consultation and briefing to regional employers organisations directly and to authorities through the workforce bulletin. We are gathering views and reflections to inform our consultation response and informal discussions with MHCLG over issues flowing from the consultation.
- 17. LGA Resources Board received this report and a high level outline of the approach to responding to the consultation and approved the direction of travel.
- 18. We propose to respond to the consultation ahead of the 3 July deadline, in two parts. Firstly, outlining the policy issues including inconsistencies in the consultation documents, the waiver process and relaxation parameters; the second part will focus on the technical and operational issues relating to the LGPS. This will be instead of the question and answer format set out in the formal consultation document.
- 19. Key points in the first part of the response will include:
  - 19.1 Lack of clarity in, and conflict between, the draft Regulations, guidance and HM Treasury Directions;
  - 19.2 Mandatory exemptions criteria;
  - 19.3 Waiver processes for discretionary powers;
  - 19.4 Scope of organisations covered by the Regulations;
  - 19.5 Lack of indexation of the cap extending coverage over time;
  - 19.6 Range of individuals covered by the cap;
  - 19.7 Implementation timing and coordination with other legislative changes;
  - 19.8 Legal risks and industrial relations concerns (including the potential for equalities challenges); and
  - 19.9 Unintended costs to employers resulting from the cap.
- 20. The second part of the consultation will focus on the technical issues with implementing the Regulations and Treasury Directions as drafted in the consultation. Primarily these relate to the Local Government Pension Scheme regulations and administration.
- 21. Members are invited to note this report and approve the proposed plan for the response to the consultation. We will circulate the response in draft form to group offices ahead of submission.

## **Performance Reporting 2018/19: Six Month Monitoring Report October 2018 – March 2019**

### **Purpose of report**

For decision.

### **Summary**

The six-month performance monitoring report presents a summary of the LGA's performance against its business plan and its internal priorities over the period 1 October 2018 to 31 March 2019

### **Recommendation**

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

### **Action**

Officers to initiate any required action.

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## **Performance Reporting 2018/19: Six Month Monitoring Report October 2018 – March 2019**

### **Background**

1. Following approval of the Business Plan in September 2018, all objectives have been reviewed and updated in line with the updated plan. The LGA's Strategic Management Team undertakes a quarterly monitoring of the business plan priorities, corporate health indicators, major projects and risk.
2. The Strategic Risk Register is circulated to the Corporate Leadership Team on a quarterly basis to update current risks and propose additional risks.
3. Since January 2019, information on Freedom of Information (FOI) requests have been included in the performance report.
4. This report covers the six months from October 2018 to March 2019 and falls into 5 sections:
  - 4.1. The six policy focus areas identified in the business plan – *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.*
  - 4.2. Improvement support via the performance indicators developed for reporting to MHCLG.
  - 4.3. Our own efficiency and effectiveness – via our corporate health indicators.
  - 4.4. Major projects dashboard.
  - 4.5. Strategic Risk Register.

### **Commentary**

5. All policy and finance objectives are on track to be delivered. Key achievements include:
  - 5.1. Began establishing our Spending Review lobbying platform and engaging with Government
  - 5.2. Held an event for 80 councils focusing modern slavery
  - 5.3. Produced a comprehensive briefing for member councils summarising the key proposals in the NHS Long Term Plan
  - 5.4. Continued to highlight and promote our social care, health and wellbeing green paper *The Lives We Want to Lead*.
  - 5.5. Published *Bright Futures: One Year On* setting out the LGA's achievements over the past year and outlining where more work is needed to achieve our objectives

- 5.6. Hosted a Housing, Planning and Infrastructure conference with a keynote speech from Kit Malthouse MP.
- 5.7. Collaborated with the Cities and Local Growth Unit to deliver a comprehensive Local Industrial Strategy (LIS) support offer to councils and their local partners
- 5.8. Delivered leadership essentials courses on Prevent Counter Extremism and Cohesion and Sport and Culture.
- 5.9. Established a Brexit Task Force to help support councils
6. Media coverage of all six LGA focus areas increased by ten per cent overall, with the largest increases in coverage of *inclusive growth, jobs and devolution; funding for local government; and children's, education and schools*.
7. In relation to the indicators agreed with MHCLG for 2018/19, 50 currently stand at green, with two not fully delivered. Key highlights include:
  - 7.1. 842 councillors attended our leadership courses
  - 7.2. 145 peer challenges delivered, including 71 corporate/finance peer challenge
  - 7.3. tailored peer support through member or officer peers provided to 61 councils
  - 7.4. support to 60 councils as part of the new housing experts programme
  - 7.5. productivity experts deployed 42 councils, helping them save a projected £42.6m
  - 7.6. support to 26 councils to improve engagement and communication with their communities
  - 7.7. financial advice to 42 councils, including through our Finance Advisers
  - 7.8. 123 graduates recruited as part of cohort 20 of the National Graduate Development Programme (NGDP)
8. The two targets not fully achieved were:
  - 8.1. The number of councils who have not had a corporate peer challenge since 2012. We achieved 63 against a target of 56.
  - 8.2. Workforce strategy published by September 2018. This was delayed pending new data and the NHS workforce strategy but has now been published on the LGA website.
9. In March 2019 outstanding debt between 3-12 months temporarily increased to 38 per cent pending receipt of £2m of grant funding income. This was received in April.
10. A breakdown of staff numbers is now included in the 'our efficiency and effectiveness' section of this report. This will in future be further broken down to give a clearer picture of LGA staffing and growth.
11. The Strategic Risk Register is included in the appendices. In addition the LGA's three major projects - the refurbishments of 18 Smith Square and Layden House and establishment of LG Mutual – are monitored and separately reported to the Board. 18

Smith Square will continue to be monitored until all final defects have been resolved and tenants have been secured for the second and third floors.

12. In the period from October 2018 to March 2019, no major data breaches were reported to the Information Commissioners Office (ICO). In December 2019 the National Cyber Security Centre (NCSC) notified the LGA of a cyber security incident. An investigation by an independent third party found no evidence of data breach and no requirement to report to ICO.
13. The LGA received 11 Freedom of Information Act (FOIA) requests in the period January to March 2019, all of which were responded to in accordance with FOIA requirements. Following its transition to an unlimited company, the LGA now falls within the definition of a public authority and has a legal obligation to fully comply with FOIA. The IT and Business Management team will continue to monitor and report on FOI requests received.



		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?
Funding for local government					
F1	Local authorities receive adequate funding and the consequences of central government reforms are understood and adequately funded.	Nicola Morton All Boards	We started building our Spending Review lobbying platform and engaging with Government. For example, we have started a series of jointly organised MHCLG/LGA topical Spending Review roundtables, attended by directors of Whitehall departments and local authority representatives. We have also responded to the HCLG Select Committee inquiry into the Spending Review and local government finance reform, and wrote to the Chancellor ahead of his Spring Statement to suggest an ambitious joint work programme to help establish the evidence base for Spending Review decisions. We also launched our Spending Review campaign and are delivering on our aim of at least one SR item per week. our internal SR Steering Group is meeting monthly to help drive our SR work forward. We held a successful conference on the LGF settlement including two speakers from the cabinet.	Amber	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	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. We held a number of successful regional events in Q4 on the FFR consultation. We responded to the consultation in Q4. The LGA's response was based on consensus achieved within local government on difficult and controversial questions.	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	A MHCLG consultation business rates retention was launched in December 2018 and we responded in Q4. We held a number of successful regional events in Q4 on this and the FFR consultation. 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 commissioned LG Futures to produce an alternative model of Business Rates Retention.	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 an arrangement in order to minimise the provisions which councils have to set aside to cover potential future and backdated costs of business rates appeals.
F4 Page 47	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 our response to the Technical Consultation on the 19/20 local government finance settlement in Q4, we argued for council tax referendum powers to be abolished and raised this in our ministerial meeting on the settlement. In Q4, we responded to the Treasury Select Committee inquiry on business rates, calling for further flexibility at a local level and appropriate powers to tackle avoidance.	Amber	Setting of the business rates multiplier remains a national power and council tax continues to be subject to council tax referendum limits. The 2019/20 local government finance settlement delivered some extra flexibility to police authorities and the GLA, but this did not benefit our full membership.
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 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.	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 been lobbying on a number of areas relating to financing and borrowing. In the previous quarter the Government announced the lifting of the HRA borrowing cap. It also announced a minimum 5 year statutory override to the provisions of International Financial Reporting Standard (IFRS) 9. Both of these followed lobbying by the LGA. We continue to engage with the Government on the revised prudential borrowing regime and on discussions over borrowing and investments and guidance issued by both the Government and Cipfa, and we will work with MHCLG on its forthcoming post implementation review of the guidance issued in 2018.	Green	The Government announcements followed strong lobbying by us. The lifting of the HRA borrowing cap was a major LGA campaign and will impact on councils' ability to borrow to fund social housing. The override to IFRS 9 will mean that councils do not have to put aside (hold back) real funding in case of changes in paper values, impacting on funding available for services. Through attendance at sectoral meetings (e.g. meetings of CFOs) we are able to advise on the latest guidance from MHCLG on investments and borrowing.
	Comms:		110 episodes of media coverage, of which 90 per cent was positive		
Adult social care and health					
ASC1	Support councils to reduce domestic abuse, female genital mutilation, modern slavery and antisocial behaviour.	Safer and Stronger Communities Board	We held an event for 80 councils focusing on disrupting modern slavery, and are representing councils' views in ongoing HO work to reform the NRM and develop guidance for councils on modern slavery. Work to develop new case studies and guidance has slipped back due to the need to prioritise this and Brexit work, but should be complete in Q1 2019-20. We continue to support the National FGM Centre in Partnership with the children's charity Barnardo's and run an Advisory Group with sector experts which meets quarterly.	Green	We have been called to give evidence to the Joint Committee on the Draft Domestic Abuse Bill, following our work with the Home Affairs Committee and the Government's recent consultation. This will be an opportunity to highlight our key messages on early intervention and prevention and highlight the financial pressures on councils to support important domestic abuse services. Cllr Anita Lower also highlighted these points at the National Oversight Group on Domestic Abuse, chaired by the Minister Victoria Atkins MP.

ASC2	Support Fire & Rescue Authorities and councils to lead delivery of fire service reform, working with partners including police and crime commissioners and health.	Safer and Stronger Communities Board	we have established a mechanism for jointly working with the NFCC and Home office to devise a spending review submission. We have set up a mechanism of NFCC reporting to FSMC. We continue to participate in the process of consultation with HMICFRS around the development of the inspection process for fire. we used the fire conference to disseminate key messages. we continue to lobby the Home office directly on other fire reform matters, including the publication of data, building safety reform and the recruitment of a more diverse workforce.	Amber	the effect should be to ensure that sector views are represented in the SR submission; to ensure that NFCC work is subject to effective member oversight and members views are represented to the Home Office. Specifically we have achieved success in getting the home office to publish water incident statistics, which the sector has been asking for several years. we have hosted a recruitment tool on the LGA website because the Home Office has been unable to get its own website for fire up and running.
ASC3	Influence national policy and support councils' leadership role in relation to vulnerable people, including adult mental health, suicide prevention, learning disabilities, loneliness, dementia and supported housing.	Mark Norris Community Wellbeing Board	We are working with ADPH to finalise the national report that will feedback on the results from the suicide prevention self-assessment survey completed by 98% of councils with public health responsibilities. We have received positive feedback from DHSC in response to our SLI bid and await confirmation of funding amount. We have submitted proposals to DHSC about how to strengthen the housing element of the adult social care green paper. We are engaged with DHSC on refreshing the National Autism Strategy and making the case for the annual autism self-assessment to be more in line with a sector-led approach to improvement.	Amber	We expect to be able to deliver new SLI suicide prevention support for councils. We aim to ensure the national Autism Self-Assessment is in line with SLI, is a useful practical tool for councils and is not overly onerous. The mental health strand of the NHS Long-term plan should recognise the role of local government and the importance of investing in prevention.
ASC4	Support councils to provide effective local oversight and implementation of the Armed Forces Covenant.	Mark Norris Community Wellbeing Board	We have commissioned Shared Intelligence to write 10 case studies about how councils and partnerships of councils are using MoD Covenant Funding to make a difference to local delivery of the Armed Forces Community. The publication is being finalised for launch in May.	Green	Councils, especially those who have not benefitted from MoD Covenant Funding, will have access to good practice on local delivery of the Armed Forces Covenant. Tools that can be shared and adapted are available via the Knowledge Hub. The publication adds to the evidence base in our lobbying for continued MoD funding.
ASC5	Influence the national policy agenda and support councils' leadership role – primarily through supporting the development of health and wellbeing boards - in promoting place-based and person-centred approaches to improved health and wellbeing, improved services and the most effective use of resources.	Mark Norris Community Wellbeing Board	The LGA produced a comprehensive briefing for member councils summarising the key proposals in the NHS Long Term Plan. The briefing emphasised the role and contribution of councils in improving health and wellbeing, improving services and ensuring the most effective use of resources. It also underlined the importance of health and wellbeing boards in ensuring local democratic accountability of local health leaders. We have commissioned a publication to demonstrate the impact of health and wellbeing boards on providing place-based leadership to drive forward the development of place-based and person-centred approaches to improving health and wellbeing. We will be publishing this in May. We have also organised a roundtable discussion between senior council and CCG officers and representatives of NHS England/Improvement to discuss the consultation on legal changes to enable greater collaboration within the NHS.	Green	The briefing on the Long Term Plan has enabled the LGA to clearly articulate our views on the Long Term Plan and the role of councils in working with NHS to drive improvements in health and wellbeing
ASC6	Influence national policy to secure additional funding for adult social care and support in the short and medium term through the 2019 Spending Review, building on our own green paper as a foundation.	Mark Norris Community Wellbeing Board	We have continued to highlight and promote our social care, health and wellbeing green paper 'The lives we want to lead' at various meetings and events, as well as through reactive and proactive media work. These opportunities have allowed us to talk about both short- and long-term funding and have included, for example, parliamentary debates, a dedicated parliamentary event for MPs and Peers, APPGs (including correspondence with the newly formed adult social care APPG and a meeting with the APPG Clerk) and a meeting with the Secretary of State for Health and Social Care. We have also worked with NHS Confederation on the content and messaging of the new 'Health for Care' campaign, which they are coordinating. This is a coalition of 15 health organisations who have come together to make the case for a sustainable, long-term settlement for adult social care and support. In the continued absence of the Government's green paper we plan to produce a publication as a 'One year on' from our own green paper. This will be a collection of short articles capturing the perspectives of people with experience of the care and support system.	Amber	This on-going work has helped maintain the relevance and visibility of our green paper, which covers a range of issues including the importance of care and support and wellbeing, the consequences of underfunding, how to make the system better and the options for implementing those changes, the role of public health and the relationship between care and health. We know this work has landed well but it clearly remains to be seen what the Government will choose to do/say in its own green paper and Spending Review.
ASC7	Influence national policy through the Government's green paper to secure a sustainable, long-term settlement for adult social care and help turn the Care Act vision into reality , building on our own green paper as a foundation.	Mark Norris Community Wellbeing Board	For the time being, our work in this area is aligned entirely with our work on our green paper, as outlined above. The update above therefore applies equally here.	Amber	For the time being, our work in this area is aligned entirely with our work on our green paper, as outlined above. The update above therefore applies equally here.
	Comms:		45 episodes of coverage of which 82 per cent was positive		

Children, education and schools					
CES1	Councils are supported in promoting high educational standards for all children and young people, whatever type of school that they attend, and have the appropriate resources, powers and flexibilities to support this role	Ian Keating Children and Young People Board	We have commissioned, and will soon be publishing, research that compares the costs of the 'middle tier' in education; councils and Regional Schools Commissioners, which will highlight the significant additional funding available in the academy sector. As a result of extensive lobbying, the government have published a consultation on proposals to create a register for home educated children. We continue to lobby on funding for the early education sector, including work on the ongoing sustainability of maintained nursery schools.	Green	While the announcement of a possible register of home educated children is welcome, we will continue to make the case that any additional duties on councils must be matched by appropriate levels of funding. Following our lobbying, the Government announced £24 million in additional funding for maintained nursery schools to ensure the full 2019/20 academic year is funded.
CES2	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 and Young People Board	We continue to lobby on the need for increased council funding and flexibility for meeting the increased demand for SEND support, building on the findings of the LGA-commissioned Isos 'tipping point' report published in December. The CYP Board will be discussing next steps in this work when it meets in June 19.	Green	The Government announced an extra £350 million will be made available to councils to spend on high needs and increasing special school capacity and continue to make the case to Treasury for further funding as part of the forthcoming spending review.
CES3	As a result of the children’s social care Bright Futures 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 and Young People Board	We published research on the key enablers of an effective early help offer and this was launched at a well-attended conference at Smith Square. Work has continued on developing models to explain variations in spending on children's services and we have agreed to work with DfE and MHCLG on building a case for adequate funding of children's services in the Spending Review.	Green	The Bright Futures campaign has continued to be very high profile and effective at highlighting the funding pressures on children's services and the vital work that councils do in this area.
CES4	Highlight that child and adolescent mental health services need further reform and investment and a greater focus on preventative and early intervention services such as school based services.	Ian Keating Children and Young People Board	We are commissioning a research and good practice guidance on council-led work on children and young people's mental health and emotional wellbeing. The tender is out and we will have bids shortly. We have also been meeting with NHS England in shaping their next steps in the delivery of their Long Term Plan. We have additionally been extending our networking. Papers have also been taken to CYP and CWB to set up a cross-board steering group to steer the work going forwards.	Green	Sharing of good practice and also articulation of their crucial role in supporting children and young people.
CES5	Make the case for investment in parenting support and early intervention services for children and young people’s health and support councils to take a preventative and place-based approach to children and young people’s health	Ian Keating Children and Young People Board	We published <i>Supporting Young Parents: a briefing for elected members</i> , highlighting the importance of intervening early and the improved outcomes for children. We published a briefing on the National Child Measurement Programme to support councils in implementing effective healthy eating and lifestyle programmes with schools. We published a briefing on <i>Tackling Serious Youth Violence</i> which highlighted how councils are already taking a multiagency, public health approach to youth violence by investing in early support and family resilience.  Following our engagement in the NHS Long Term plan, the plan announced a new Children's Transformation Programme Board, the LGA will be a core member of the board.  Board members continue to meet with the Ministerial Group on First 1000 Days, making the case for increased investment in early years services, for health visitors to be properly provided for in the NHS workforce plan.	Amber	Councils are supported to implement good practice and prioritise early intervention and prevention. DHSC is aware of the importance of councils in delivering many of the ambitions relating to children in the Long Term plan and the LGA has a place on the Board.
	Comms:		83 episodes of media coverage of which 100 per cent was positive		

Housing					
H1	Deliver more homes: ensuring that councils have the full range of powers and funding freedoms to deliver homes that meet needs and are affordable to communities (responding to the Government’s social housing green paper, continuing to lobby on Right to Buy and rent setting, and working on the implementation of the lifting of financial restrictions.	Eamon Lally EEHT	Housing, Planning and Infrastructure Conference - The LGA’s Annual Housing, Planning and Infrastructure Conference took place on 13 March 2019 staring with a keynote address from Kit Malthouse MP, Minister for Housing. The winners of the Future Place programme were also announced at the event. Future Place is a joint programme from the LGA, RTPI, CIH, RIBA and now Homes England to unlock local potential for place-shaping  Planning fees – we are currently undertaking a joint LGA/MHCLG survey with local authorities on the impact of the planning fee increase and resourcing issues more generally. It is anticipated that this will generate a robust evidence base to support our ask for properly resourced planning departments.  Letwin review of build out rates – The government has provided an update following the publication of the Letwin review, confirming that it will shortly publish additional planning guidance on housing diversification and will explore the case for further reform of the land value capture system. Oliver Letwin has confirmed his attendance at the May Board meeting  Housing Revenue Account cap – The results of the LGA survey of stock-owning councils have been published. Headlines were featured in a press release, including a headline figure that 94% of respondents will use the new powers to accelerate or increase their building programmes.	Green	Our work on housing planning and homelessness continues to be influential in shaping government policy and in creating opportunities for councils to serve their communities more effectively.



H2	Campaign for high rise residential buildings to be safe, by supporting the implementation of the review of building regulations recommendations, and assisting councils to remediate unsafe buildings.	Mark Norris Safer and Stronger Communities Board	We are members of the Joint Regulators Group, which is advising the Government on designing and trialling aspects of the new building safety regulatory framework. We have also successfully campaigned for councils to join the Early Adopters group, which will allow them to directly influence this framework. We have consistently engaged with MHCLG, councils, and other social housing building owners, to ensure that issues with fire doors are addressed, and have been a key stakeholder in the formulation of the fire door industry's remediation plan. Furthermore, we have now set up the Joint Inspection Team - the multi-disciplinary team which will support councils to take legal action against the owners of buildings with ACM-type cladding.	Amber	Councils (directly and through the LGA) are able to influence key aspects of the new regulatory framework, to ensure it will make buildings safe without being unworkable. Councils have also been able to influence Government's decisions on matters relating to the remediation of unsafe buildings.
	Comms:		28 episodes of media coverage, of which 100 per cent was positive		
Inclusive growth, jobs and devolution					
IG1	Ensure Inclusive Growth through the implementation of local industrial strategies and, in addition, by giving attention to the crisis in our Town Centres.	Eamon Lally EEHT	The LGA has worked with the Cities and Local Growth Unit to deliver a comprehensive Local Industrial Strategy (LIS) support offer to councils and their local partners. This has included the delivery of LIS masterclass events, one of which focused on opportunities to deliver inclusive growth through a LIS. Over 80 local organisations have participated in this offer during the reporting period and the LGA is now developing a web hub to share the learning from the support offer more widely.	Amber	Councils are better informed about Local Industrial Strategies and the role that local government can play in their development and delivery.
IG2	Councils facilitate economic growth and strong local communities through the development of risk-based business-friendly public protection services	Mark Norris Safer and Stronger Communities Board	We continue to work with councils and the DfT in relation to strengthening taxi licensing, having launched the NR3 and participated in the Department's work around reforming taxi licensing. We have been engaging with the police and DBS to help improve information sharing between councils and the police in relation to taxi licensing. We have developed a handbook for councillors on the Licensing Act which will be published in Q1 2019-20.	Green	In February government committed to introducing new taxi licensing legislation when time allows. They are also consulting on new statutory guidance for licensing authorities which alongside legislation will support councils work to strengthen approaches to taxi licensing.
IG3	Support councils to build cohesion and integration, tackle extremism and prevent people being drawn into terrorism.	Mark Norris Safer and Stronger Communities Board	We held two Prevent leadership essentials courses in October and November, with the latter a dedicated programme for East London councils, supported by the Home Office. We developed a successful new leadership essentials programme on cohesion and integration which was launched in December. In January we ran a further leadership essentials course for elected members on countering extremism. In March, we ran a bespoke course for councils in the North East on both Prevent and counter-extremism, which focussed on tackling the far-right. We held a workshop on building cohesive communities at the LGA conference in Birmingham in July, attracting over 50 attendees. We published comprehensive updated guidance for councils on Building cohesive communities in March. We are continuing to support the Special Interest Group on Countering Extremism (SIGCE), including supporting a series of seminars; the LGA hosted a seminar in November which focussed on leadership in countering extremism, attended by around 50 delegates. We are also continuing to support the SIGCE's working group for tackling far-right extremism, which we hope will help support peer-to-peer learning across councils and develop dedicated resources. We are continuing to facilitate the online SIGCE Knowledge Hub to help share resources and disseminate the outcomes from the SIGCE's work, which now has nearly 160 members covering nearly 80 councils, and the Prevent Knowledge Hub, which currently has over 130 members. We are working with the Commission for Countering Extremism and submitted evidence in response to its public call in January. We have supported the sector representative on the MAC pilot working group and hosted a meeting of Chief Executives and senior officers from the pilot authorities. We are continuing with work to ensure councils' views on the roll out of MAC are heard. We have lobbied for better support and a more joined-up approach from central government to delivering work around these areas.	Green	Councils are better informed about some of the challenges, approaches and duties around these policy areas, and have been able to share practice with other areas and agencies.

IG4	Councils have the levers and support to make the most of their cultural, sporting, heritage and tourism assets.	Rebecca Cox, Culture, Tourism and Sport Board	The CTS annual conference took place on 5/6 March with the highest delegate numbers in three years. A publication on the value of culture-led regeneration and how to go about it was published. Three councillor and four officer sport and physical activity leadership essentials have been delivered, and two cultural leadership essentials for councils. 14 cultural and library peer challenges have been commissioned, with Sandwell completed and the remainder scheduled for July. Discussions are being held with Arts Council England about the 2019/20 programme. A handbook on museums services has had the second draft completed. Research into tourism skills in 6 areas is nearing completion, ready for launch at the LGA Annual Conference.	Green	Councils have access to advice and guidance on culture-led regeneration; councillors and officers have developed their leadership skills and sector specific knowledge. Councils receive bespoke peer challenge support to assist their library services and cultural ambitions.
IG5	Councils increase their local digital connectivity, both broadband and mobile.	Rebecca Cox People and Places	A councillor’s handbook on digital connectivity that sets out the roles councils and councillors can play to support local residents and businesses to get on line. Currently in final stages, but very positive feedback from members and council officers.	Green	Directly supports councils, goes with the grain of Government policy to highlight range of best practice initiatives, research as part of the project has also produce strong anecdotal evidence of mobile operators not providing adequate data at
IG6	Councils have the power, funding and lead responsibility to integrate and commission back to work, skills and welfare support under a devolved model.	Rebecca Cox City Regions and People and Places	As part of its work on digital connectivity, the LGA responded to an Ofcom consultation on the delivery of the broadband universal service obligation. In its submission we outlined the need for Ofcom to ensure that broadband providers implement a social tariff to ensure no resident experiences hardship paying the market rate for a broadband connection. Overseen by the Rural Digital Connectivity Working Group, the LGA have produced a guide to digital connectivity for councillors. It sets out the role ward/backbench councillors can play advocating for improved connectivity on behalf of their communities and is currently been shared with broadband and mobile providers as well as Government for comment. We are currently undertaking a survey of local government to better understand their digital connectivity needs and concerns.	Green	We continue to advocate on behalf of the sector for improved connectivity to rural communities. We are continuing are engagement across Government as well as other stakeholders to join up our thinking.  The new guide is our first piece of improvement work in this field and was has been welcomed by councils, government and broadband and mobile providers.
IG7	Councils are well placed to play the leading role in improving local public services and creating the conditions for local growth, supported by appropriate governance and devolved powers and funding.	Rebecca Cox City Regions and People and Places	The Post-Brexit England Commission held its seventh and final engagement roadshow in February. The Commission has now visited all English regions outside London and heard from over 250 non-metropolitan stakeholders on the opportunities and challenges their rural areas are facing, post-Brexit. A final report will be published at LGA Annual Conference. External research has also been commissioned to identify the opportunities for local government to play an enhanced role in the reformed land management policy framework, and transitional and post-2024 successor arrangements to Pillar I of the Common Agricultural Policy. The LGA has continued to deliver a mixture of bespoke and generic improvement support targeted at combined authorities (CAs). This includes the ongoing delivery of established CA senior officer networks, including the CA Chief Executives Network, which have provided an effective mechanism to share learning between CAs, discuss shared issues and communicate with Government.	Green	The Post-Brexit England Commission has been a key part of the People and Places Board's work programme and has helped the Board engage with a range of stakeholders on key rural issues and develop policy in new areas such as trade and land management.
	Comms:		84 episodes of media coverage, of which 90 per cent was positive		
Britain's exit from the EU					
B1	Councils secure the best deal from Brexit that meets the needs of their different local communities.	Ian Hughes Brexit Task Force	The national Brexit position remains uncertain. Given this uncertainty councils are preparing the best that they can. The LGA has supported the sector through our Brexit Task Force and attendance at the MHCLG EU Exit Local Government Delivery Board, which is chaired by the Secretary of State, where we have a standing item to provide an update on the sector's preparedness. We have also twice provided evidence to the HCLG Select Committee, and engage with central government on a daily basis.	Amber	Councils' concerns and issues are routinely flagged to central government through our established networks. The relationship that has been built with MHCLG specifically on the Brexit work has been positive.
	Comms:		5 episodes of media coverage, of which 100 per cent was positive		

SUPPORTING COUNCILS:			
Councils are responsible for their own performance, effectiveness and efficiency, accountable above all else to their local Communities			
	Target	What have we delivered by end of March 2019	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.	145 councils received a peer challenge with 71 of those councils having a Corporate or Financial Peer Challenge. In addition 3 Peer Challenges were delivered to Fire & Rescue Services.	Green
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)	Whilst very good progress was made in reducing the number of councils that had not had a corporate peer challenge with the number remaining at the end of the year standing at 63, it was just short of the target of reducing the number to 56.	Red
<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.	We have provided change of control support to a total of 33 councils. Immediately following the May local government elections, a meeting was held 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.	Green
2.2	Provide support to at least 10 councils to manage and resolve issues between the political and managerial leadership.	We have provided direct support to 12 councils to manage and resolve senior employee relations issues.	Green
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.	We have provided tailored member/officer peer support to 61 councils, including one to one mentoring support for individual councillors or chief executives. This work is a key part of the LGA's core offer brokered through our Principal Advisers.	Green
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	We have provided direct support to 26 councils. We have also continued to develop our best practice resources, including a strategic communications workshop attended by more than 15 councils. We have continued to grow our Crisis Communications Cohort, set up to assist local authorities in the event of emergencies, with more than 50 councils signed up. We continue to liaise with MHCLG Comms around Brexit related support to local authorities.	Green
2.5	Support fire and rescue authorities as required and in a way that aligns with the new inspection regime.	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. Three Fire & Rescue Peer Challenges were delivered.	Green
<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.	Advice and information provided to 55 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; Brexit preparedness; constitutional provision for call-in; access to information and examples of scrutiny good practice. 48 days of in-house training and consultancy improvement or transitional support provided across 13 councils.	Green
3.2	Training for at least 20 councillors on a Leadership Essentials Scrutiny Course.	42 councillors have attended our leadership Essentials Effective Scrutiny programmes which took place in September 2018 and January 2019.	Green



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.	<p>LG Inform continues to be a well-used part of the LGA offer to local authorities:</p> <ul style="list-style-type: none"> <li>• There are now nearly 3,500 registered users.</li> <li>• During Q4 the LG Inform site received over 67,500 page views, from nearly 16,000 visits. Over the whole year, there were over 250,000 page views, from over 50,000 visits, of which 44,000 were from unique visitors.</li> <li>• Alongside this, the LG Inform VfM site content was viewed over 26,000 times during the year, receiving 5,800 visits.</li> <li>• A total of 251 new metrics were added to the database in Q4, bringing the total number of new metrics this year to just under 800.</li> <li>• In Q4 we published a Cohesion and Integration Report for consultation, which we developed with MHCLG. An updated Children in Need and Care Report, which we worked on with local authorities, was also published. Over the whole year, we also published new reports on personal wellbeing, the gender pay gap and the indices of multiple deprivation; and we updated our reports on crime and disorder, workforce and special educational needs and disabilities. Our local authority and fire benchmarking clubs also remained popular, and new quarterly reports were updated and released.</li> <li>• The LG Inform Knowledge Hub group continues to be a useful community, with over 1,350 members.</li> </ul>	Green
<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.	We have provided bespoke support for 12 local authorities by the end of March 2019.	Green
<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.	708 councillors have participated in our programmes during the course of the year, with the figure rising to 842 councillors when you include the other deliverables which involve training of councillors such as Next Generation etc.	Green
5.2	Promote good standards in public life in appropriate leadership courses and through the sharing of good practice and information.	Sessions on good standards in public life continued to be 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.	Green
5.3	<p>In Partnership with SOLACE:</p> <ul style="list-style-type: none"> <li>* Ignite leadership development programme for at least 10 CEO's</li> <li>* A programme for senior managers who aspire to be CEO's</li> <li>* A programme that recognises and develops rising talent</li> <li>* A management development programme aimed at 'middle' managers.</li> </ul>	A total of 94 officers have been trained through the various programmes delivered in conjunction with SOLACE. This includes 2 cohorts of the prestigious IGNITE programme for chief Executives, as well as programmes for senior managers, rising talent and middle managers.	Green
5.4	In partnership with CIPFA enhance the programme of leadership support for Section 151 officers.	The LGA is supporting the CIPFA Leadership Academy to provide development opportunities for Chief Finance Officers and deputies. 13 additional places supported through this route in 2018/19.	Green
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.	81 Council Leaders or other senior politicians and chief executives have participated in leadership programmes, including the Leaders programme and Leading Edge. In addition we have delivered training and development sessions for cabinets and senior management teams in more than 15 councils	Green
<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.	Our target of 20 councils was reached with a total of 24 councils with a broad range of bespoke campaigns and events delivered across 2018-19.	Green
6.2	60 ambitious and talented councillors are supported to progress their political careers through the Next Generation Programme	Cohorts were confirmed for all four political groups totalling 62 councillors. A successful programme was delivered on schedule and completed by March 2019.	Green
6.3	The national graduate development programme recruits at least 100 high calibre graduates in to local government.	123 graduates were recruited through ngdp for cohort 20. As of 31 March 2019, recruitment has closed for cohort 21, and the next step is interviews in councils throughout June 2019.	Green

6.4	An apprenticeship programme designed to help councils increase the number of apprenticeships and maximise their levy investment.	Provided direct on-the-ground support to 34 local authorities through our Bespoke Support Programme. Held a total of 21 webinars for the sector across 18/19 reaching over 90 local authorities. Held six regional apprenticeship events throughout the year (East, London, Yorkshire & Humber, South East, South West, North West). Produced support material for the sector on schools, public sector target reporting and workforce development. Relaunched a revised Apprenticeship Maturity Model for the sector in NAW. Launched part 1 of the Maturity Model toolkit for the sector.	Green
<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.	Final version completed and is due to be published on 30 April; document was delayed to take account of new data and factors such as the NHS workforce strategy which meant that it was appropriate to revisit the version produced in September 2018.	Red
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	We have provided direct support to 77 councils in this financial year. All of this work has focussed on support to councils' transformation and modernisation programmes (organisational design and structure, workforce planning, employee engagement and strategic reward).	Green
7.3	Develop further campaigns to retain and attract staff in hard to recruit professions.	We have developed a campaign for councils in the East of England to look at recruitment and retention of Building Control professionals, as well as developing a London-wide Professional Returner scheme for 32 councils, building on the work with Enfield council, to help people who have taken a career break, to return to work in local government. We are also working with SAFER recruitment to ensure that a more transparent supply chain including mitigating risks of any modern slavery; helping to ensure compliance in the recruitment supply chain working with local councils; Improving the overall sector as the awareness raising would ensure more agency workers are aware of how and where to get free help; A place for local councils to report any abuse in their supply chain, which in turn, may then be shared with law enforcement, regulators, Home Office, etc., as appropriate. We have also promoted Disability Confident and Flexible working as a way of attracting talent into councils, by taking a more flexible approach to hiring.	Green
<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.	Two year pay agreements agreed for Chief Executives, Chief Officers, Craft workers, Soulbury, Youth & Community Workers and Coroners. 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 continues 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 structures more generally. During March 2019 we have identified that more than 90% of councils will implementing the new pay spine on schedule. The bulk of the rest will achieve this by June/July.	Green



EFFICIENCY AND PRODUCTIVITY			
OBJECTIVE 9: Help councils become more efficient in the way they procure and deliver services and have contingency plans for outsourced services			
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	<p>The new NPS 2018 was launched in July. It has an overarching theme of ‘Innovation’ and includes a maturity model to help councils to identify areas where they can further improve.</p> <p>We conducted an initial benchmarking exercise with councils during the autumn which allowed councils to self-assess where they are in relation to the maturity model. We had a good response rate of almost 60 per cent of councils. All councils who completed the exercise are able to print a copy of their own results alongside regional and national results for comparison. We presented the interim results at the Local Government Procurement Expo in November 2018.</p> <p>We continued discussions with Government on access to contract management training, launched a 'how to' film on measuring social value and began working on an FM plug-in for the social value Themes, Outcomes and Measures. Our forward plan of activities has been incorporated into our work streams. We continue to lobby for access to Government's contract management training and have widely disseminated the Outsourcing Playbook and associated advice to councils. A final report about progress against the NPS2018 will be available after Purdah. We continue to work with the Social Value Task Force. We developed and published our Innovation Roadmap and are working with Innovate UK and others on a number of regional workshops to be delivered next financial year.</p>	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.	<p>Re:Fit: We have supported 20 councils at various stages of Re:fit projects. Overall more councils are now interested in using Re:Fit to deliver projects that go beyond retrofit of buildings and are looking to deliver larger scale projects on land assets, to generate income.</p> <p>PPP / 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. We continue to support other authorities with the same issue, to the point of resolution. We are developing a training course relating to the expiry of PFI contracts and the issues that need to be dealt with as contracts approach expiry. Refinancing Oldham PFI realised a saving of £2.2m for the Council. In Q3 we reached financial close on the refinancing of Cumbria County Council's CNDP PFI project. This realised a return of £10.7m to the Council. In Q4 we have continued to support local authorities with refinancing and insurance issues. The savings associated with this work will be realised in the 2019/20 FY.</p> <p>Waste: Our work this financial year covers efficiencies delivered by authorities in the South East region. In Q1 we drew up a comprehensive contact list identifying the lead officers of the 74 local authorities in the region. They were then 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 worked with several authorities and helped compile 20 case studies. Key savings areas identified so far are in contract renegotiations and reducing the frequency and size of refuse containers. In Q3 we held a workshop on the 1st November, where 23 officers from 19 authorities attended. Key messages were:</p> <ul style="list-style-type: none"><li>- that authorities were looking at a number of procurement options but were waiting for Government to launch its Resources &amp; Waste Strategy in December 2018 and the ramifications of Brexit, before doing so,</li><li>- that authorities were in their tenth year of establishing major efficiencies and it is therefore becoming increasingly hard to do achieve further efficiencies.</li></ul> <p>The report is now complete and will be published in April 2019. It contains 34 case studies provided by local authorities identifying examples amounting to £21.5 million in savings pa. Leading trade magazines, including the Chartered Institute of Waste Management, are publishing articles on the report over the summer.</p> <p>Devo: In Lincolnshire, Local Partnerships worked with the 10 Greater Lincolnshire Authorities to test their ambitions for growth. This</p>	Green

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Page 56		<p>led to a report, completed in June, which identified a consensus around growth and the willingness to work collaboratively and has justified the partner authorities commissioning further work around growth and infrastructure. This will provide the authorities with a clear and strong growth and delivery strategy which they will be able to use to engage with other partners and most importantly central government. This could be in the format of a 'Deal' or in response to other funding opportunities as they arise. This wider work will be completed March – June 2019 (depending on the exact use to which it is being put).</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. We are also working with both the Combined Authority, local authorities, and registered providers to identify and exploit opportunities for housing growth from emerging opportunities such as the strategic partnering with Registered Providers, and garden communities.</p> <p>In North Midlands OPE Partnership we supported one of the largest OPE partnerships in the country (all 17 councils in Derbyshire and Nottinghamshire) working towards a Phase 7 OPE funding bid. The North Midlands OPE partnership particularly required our support in examining the interplay of the 3 key factors impacting on housing delivery: finance, land and resources. The funding bid was successful.</p> <p>For Cheltenham Council, we provided capacity support to frame an infrastructure delivery strategy linked to big scale housing sites as part of a HIF forward Fund Business Case.</p> <p>Small Stalled Sites Pilots: We have identified two areas, representing different housing markets (Milton Keynes and St. Helen's) in which to work with local authorities to pilot an approach that has been developed to help them in identifying the scope to deliver housing growth through unlocking small stalled sites.</p> <p>In both of these cases, we provided the relevant councils with final reports in March 2019 which developed the pipeline of suitable opportunities, assessed the viability of development of small sites for residential growth, and made recommendations to the councils as to the appropriate strategies to deliver that growth, such as through Community Land Trusts, the appointment of dedicated officers, and brokering / publicising these opportunities to the private sector.</p>	
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	The Shared Service Map evidenced £971m of cumulative efficiency savings from 559 partnerships in 2018-19 - this was up from £657m/486 the previous year). The Shared Service Expert service provided expert support to STAR Procurement (Stockport, Trafford & Rochdale) and heled to successfully 'on-board' Tameside to the existing shared service. Immediate savings of £230,000 have already been delivered for Tameside Council in the first few months. STAR Procurement has also been able to deliver £6.3 million of ratified savings to its three founder councils so far this financial year, while also managing this growth programme. An expert was successfully placed at Basildon towards the end of the financial year to make it two placements for the year.	Green
9.4	Capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got into financial difficulty	<p>We worked closely with relevant government departments on concerns related to major suppliers. This also included working with the Crown Representatives and we ensured that councils were aware of and making arrangements for the recent supplier issues relating to Carillion and Interserve.</p> <p>We are also working with councils and their strategic suppliers (Microsoft, Amey, Cambian/Caretech, Bupa, Capita) involving the Crown Representatives as required.</p>	Green

9.5	Work with MHCLG to synthesise data to develop a better understanding of the characteristics of intelligent and efficient councils	<p>In the first quarter a scoping exercise was completed to provide an overview of maturity models developed and implemented to date, for use by councils; a high level summary of existing characteristics of 'efficient and intelligent' councils was completed and sign-posting to database of case studies. A specification was produced to commission external support to develop an efficiency maturity model tool and to examine and better understand the characteristics of 'efficient and intelligent' councils.</p> <p>In Quarter 2, following the 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 commenced to capture best or notable practice, case studies, tools, guidance and other resources which may help councils to improve.</p> <p>Quarter 3 saw the development and design of a theoretical model to assess council efficiency underway. This included sharing the characteristics of what are considered to be needed for a council to be both efficient and intelligence with MHCLG. The characteristics and model was widely consulted upon through workshops and with lead members and senior MHCLG officials. Case studies, guidance materials and examples of good practice continued to be assembled for inclusion in the initial rollout of a knowledge sharing portal. The technical teams began to design the online self-assessment tool and the knowledge sharing portal ready for implementation, populating and trial operations ready for the fourth quarter.</p> <p>In Q4, following the development of the theoretical model, a prototype self-assessment tool was produced and piloted. Feedback is now being incorporated where possible. Over 70 councils have been involved to date in its development and design and over 15 councils have already trialled the on-line assessment tool.</p>	Green
<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	<p>The Productivity Experts Programme provides an opportunity for councils to access expertise that will provide them with the skills they need to realise ambitious efficiency savings and income generation. The programme offers bespoke support, brokered by the LGA, on a specific project or initiative.</p> <p>In this financial year, the target has been exceeded and experts worked with 42 councils contributing towards efficiency savings and/or income generation of £42.6 million over the next four years. This is spread across 25 projects (25 lead councils). This quarter, we have recruited further experts from councils. This has the additional benefit of the council receiving expertise from those who are currently experiencing the same challenges and can therefore offer a valuable range of tried and tested solutions in a council setting,.</p> <p>Also in this quarter, Rishi Sunak, Minister for Local Government, spoke about the achievements of councils on the Productivity Experts Programme including those from Rother and Surrey. He has been using the examples in his speeches and discussions to show that local government is proactively doing all it can to deliver efficiency, productivity and best value outcomes.</p>	Green
10.2	Help councils become more commercial through a series of courses, events and sharing good practice.	<p>This year we have delivered a range of support and events to help councils become more commercial including:</p> <ul style="list-style-type: none"> <li>* a session at the LGA Conference "Profit 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>* 3 cohorts of the Commercial skills training for officers in partnership with the IOD - 1 in the North and 2 in the South of England. Feedback showed that 95% of delegates rated the course content as good or excellent with 92% rating the value of the course to their organisation as good or excellent.</li> <li>* delivered 4 commercial skills masterclasses for elected members, in Cambridge, Winchester, Leeds and Manchester. Feedback forms showed that 95% of attendees rated the content of the masterclass as good or excellent.</li> <li>* held four meetings of the Advanced Commercial Group, two general meetings and two on the following topics: council owned housing companies and commercialisation in adult social care. 20 councils regularly attend these meetings and the presentation, papers and good practice arising are shared on our Knowledge Hub page for other councils to access.</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> <li>* commissioned research into the social value of council commercial activities which will result in practical guidance for councils and 8 new case studies</li> <li>* in January, in response to council demand we organised a conference entitled Profit with a Purpose. 84 delegates attended and heard case studies from Durham, Sheffield, Warrington, Sevenoaks, Birmingham and there were future trends insights from C.Co and an outline of local authority trading powers from Bevan Brittan LLP</li> </ul>	Green



10.3	Provide expert financial advice and assistance to 40 councils to help them address specific issues	Support from finance experts has been provided to 42 Councils during the financial year	Green
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.	We have supported CIPFA in developing counter fraud guidance for local authorities. A contract was awarded to the Counter Fraud Centre to assess the impact of the Counter Fraud Fund. We facilitated meetings of the Fighting Fraud Locally Board and revitalised the board membership from across the sector and associated supporters, including MHCLG. September Board meeting included presentation from Cipfa / MHCLG on procurement fraud review. The Board meetings took the opportunity to review the strategy and in particular consider how best to promote it to the sector. As a result, in March 2019, the FFCL Board arranged a well attended and successful national conference to help raise awareness across the sector and to promote good counter fraud practice.	Green
<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.	We received a higher amount of applications than ever before for this year's programme which is focussed on assisting councils to use design skills to address their public health challenges. The following 14 councils have been supported through the programme this year: Cheshire East Borough Council, Chorley Council, Derbyshire County Council, Liverpool City Council, Solihull Council, Stockton-On-Tees Borough Council, Tameside Metropolitan Borough Council, Surrey County Council, East Sussex County Council, Bristol City Council, Portsmouth City Council, South Cambridgeshire District Council, Adur and Worthing Council, and Maldon District Council.  We have set up monitoring phone calls with each of the projects to support their progress and track their impact.	Green
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.	All projects from phase 2 of the programme are now complete with reports published on our webpage. A key success was Kent County Council, Kent Police and Victim Support seeing a 2.3 per cent increase in victims of domestic violence taking up support from Victim Support. We have organised a learning event in May with the Police, the Council, Victim Support and the Behavioural Insights Team to communicate how the trial was run in order for other local areas to take it up.	Green
10.5 Page 58	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.	* We have captured 9 of the case studies and a final report for the Digital Transformation programme, these were launched at the LGA Digital showcase conference in November and are live on the LGA website. The savings identified so far for the 9 projects that are featured are in excess of £2.3 million.  * We hosted a successful Digital Showcase conference on the 22nd November, this was well attended by a number of councils and central government officials. A number of our funded projects shared their work. The Minister, Rishi Sunak, MP addressed the delegates to highlight the work MHCLG are doing on the Digital Declaration and Local Digital Programme.  * 19 from the original funded digital channel shift projects are live and we have captured case studies for 17 and will be shortly published on the LGA website. Savings identified so far are in excess of £1.26 million.  * We are continuing to work with 5 councils as part of the Digital Housing programme, this is an attempt to mainstream the learning from one of the successful Digital Transformation projects - Kent districts and Home choice who developed and implemented a series of online forms for homelessness and housing. * We continue to support the MHCLG Local Digital funded programme.	Green

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).	<p>We 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.</p> <p>Separate to the MHCLG work on cyber security but with their support, we successfully bid for funding under the NCSP (£1.5m for 2018/19). We used the various board set up to enable us work closely with the sector and in partnership with Solace, Socitm, the WARPs as well as MHCLG, the NSCS and Cabinet Office to put in place a programme to support cyber resilience in councils. Over the last year 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 in all 353 English councils. Working with our research partners, we analysed the findings and all councils received personalised feedback on their own assessments.</p> <p>We identified those councils in greatest need, made contact and offered them direct support. We also put in place a grant funded scheme to enable councils to directly bid for funding to address the issues identified. We presented the findings at various national, regional and sector board meetings. We implemented a grant funded programme awarding over £1.1 million in grants directly to councils and are continuing to work with the sector on a programme of support.</p> <p>Though this programme is funded by Cabinet Office it links directly to the work MHCLG is doing on the Cyber Resilience Programme and the work the Red Team are leading on with the LRFs.</p>	Green
11.5	Showcase innovation and good practice through the Innovation Zone, on-line searchable database, publications and events.	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. Across Quarters 3 and 4, we have worked to extensively promote the Innovation Zone calling for ideas, externally and internally, of what innovations we could feature in the Zone in 2019. The provisional programme has now been agreed and invitations have been sent out.	Green

STRONG COMMUNITIES WITH EXCELLENT PUBLIC SERVICES			
OBJECTIVE 12: Councils are provided with the support they need to work effectively with partners to deliver excellent public services.			
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. Work with MHCLG on a series of national sector-wide projects supporting councils to meet common challenges in housing delivery, planning and homelessness prevention.	Councils asked for independent advice and expert support to help deliver homes, reduce homelessness and/or generate savings and revenues in 2018/19. The 45 projects directly supporting 60 councils through the HAP are nearing conclusion. The projects are diverse and wide ranging covering common challenges of homelessness, housing supply, overall housing strategy and planning. We are currently collating the Case Studies and assessing the effectiveness of the programme, as well as developing Learning events and Best Practice for subsequent support in 2019/20.	Green
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.	<p>The LGA has continued to facilitate and support established CA senior officer networks, including the CA Chief Executives Network (which has had three meetings this year), the CA Finance Network (three meetings), the CA Housing and Planning Network (four meetings) and the CA Employment and Skills Network (two meetings).</p> <p>This year, the LGA has also established the CA HR Network (which has had two meetings this year) and the CA Governance and Scrutiny Network (three meetings). The LGA has also supported an informal network of CA communications leads and the CA Chief Executives recently expressed an appetite to formalise this network.</p> <p>The networks continue to provide an effective mechanism to share learning between CAs, discuss shared issues and communicate with Government. The networks have also explored options for commissioned research on areas of collective interest and the LGA has commissioned a project on behalf of the CA Housing and Planning Network looking at strengthening collaboration between combined and local authorities.</p> <p>The LGA has continued to provide tailored support to a number of established and aspiring combined authorities. This has included the facilitation of leadership events at the Tees Valley CA and the Liverpool City Region CA. The CAs have also accessed wider elements of the LGA's improvement support offer to the local government sector, including the LGA's Housing Advisers programme and our Local Industrial Strategy support offer.</p>	Green
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.	<p>In April 2018, the LGA and NALC a partnered to launch a “councillors workbook” on working with town and parish councils. The workbook has been designed as a distance learning aid for local councillors. It is intended to provide principal councillors with insight and assistance on the key skills which are needed to be most effective in their role when working with town and parish councils as well as town and parish councillors. In May 2018, the LGA and NALC hosted a national conference on the topic of principal and local councils working better in partnership. Attended by over 70 delegates, the event provided an opportunity to hear from three best practice case studies on where both sectors have successfully partnered to deliver better outcomes for communities. Attendees were also provided with an opportunity in the final session to feed in thoughts on the support both sectors might need from the LGA and NALC to advance partnership working in their local area.</p> <p>In partnership with NALC the LGA has commissioned The Campaign Company to produce a guide on supporting principal and local councils to work in partnership to combat loneliness. The work chimes well with the Government's recent publication of its Loneliness Strategy in which it asked that the LGA and NALC work together to explore an effective means of sharing learning and good practice. As part of the work officers have been in regular contact with officials leading on the Loneliness agenda at MHCLG and will continue to do so.</p> <p>A final guide has now been drafted and is currently going through a clearance process with between NALC and the LGA. It contains practical advice and case studies to help principal and local councils decide what approach to take to reduce loneliness and how this can be achieved in partnership with other councils. Its goes into detail, citing a range of case studies on the following areas:</p> <ul style="list-style-type: none"><li>• Making connections – finding ways to reach and understand the needs of those experiencing loneliness</li><li>• Making a difference – providing services that directly improve the number and quality of relationships that people have</li><li>• Linking up – providing support such as transport and technology to help sustain connections</li><li>• The right environment – creating the right structures and conditions locally to support those affected by, or at risk of, loneliness.</li></ul>	Green

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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.	<p>The LGA has worked with the Cities and Local Growth Unit to deliver a comprehensive Local Industrial Strategy (LIS) support offer to councils and their local partners. Additional funding provided by BEIS has allowed us to appoint two providers – Shared Intelligence and Metro Dynamics - to deliver complementary support offers.</p> <p>Shared Intelligence have focused on understanding and strengthening the role of councils in the development of a LIS and their offer has included the delivery of action learning sets for council officers seeking to instigate or further their authority's engagement with their LIS.</p> <p>Metro Dynamics have focused more broadly on the 'key ingredients' of Local Industrial Strategies and their offer has included the delivery of a series of masterclasses on areas including driving inclusive growth through a LIS and developing a LIS evidence base.</p> <p>Over 80 local organisations have participated in this offer during the reporting period, including around 60 councils and 8 combined authorities. <del>The LGA is now developing a web hub to share the learning from the support offer more widely.</del></p>	Green
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.	<p>We finalised guidance for councils on the new NR3 taxi refusals and revocations register, and attended various training sessions to provide support on this and have subsequently launched the register.</p> <p>We published guidance and held an event on councils' role in preventing gambling related harm.</p> <p>We continue to work with the Department for Transport in relation to taxi and PHV reform. Guidance for councils on the National Register of Refusals and Revocations has been published, and we have been working with NAFN and TfL to develop functionality that will enable TfL to use the register.</p> <p>On building safety, we have regularly consulted with and provided updates to member councils and fed their views into formal government consultations on banning combustible cladding, banning desktop studies and the revision of Approved Document B and through informal consultations on the Hackitt reforms. This has delivered a ban on combustible cladding and influenced the establishment of the Joint Regulators Group, on which LGA officers sit, to advise on and develop the delivery of the Hackitt reforms.</p> <p>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 provided feedback on the industry plan for remediating fire doors. We organised a series of best practice seminars jointly with the National Housing Federation. We developed proposals for an MHCLG-funded <del>Joint Inspection Team to support councils' enforcement</del>.</p>	Green
12.6	Assist councils to tackle modern slavery, including identifying and supporting victims, through the dissemination of guidance, sharing best practice and raising awareness.	<p>We have supported the launch of the Safe Car Wash app and have highlighted it to members. It provides the public with indicators to help them understand if a hand car wash they are using might have indicators of modern slavery present.</p> <p>An event on disrupting modern slavery was held in October for 80 delegates.</p> <p>We have continued to support the voluntary publication of annual transparency statements under Section 54 of the Modern Slavery Act based on the issues around reputation. Nearly a hundred (94) councils (up from 66 in September and 46 in June) have now voluntarily submitted modern slavery transparency statements and are listed in our 'Transparency in the supply chain – council statements' portal. A further 60 councils have signed up to the Co-op's Modern Slavery Charter.</p> <p>We provided a response to the Independent Review of the Modern Slavery Act 2015 and continue to feed into the Prime Minister's Tackling Modern Slavery and People Trafficking Implementation Taskforce which LGA Chair, Lord Porter sits on.</p>	Green



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.	<p>In 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.</p> <p>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.</p> <p>Our Annual public health conference in March with over 200 delegates, exhibitors and speakers. We received positive feedback from delegates and we used the event to showcase local innovation and promote our SLI offer. We also published the sixth annual public health report Prevention and Practice. In February we published <i>Supporting young parents to reach their full potential</i>. A case study publication with local examples of local action to support parents. In February we published <i>Nobody left behind: maximising the health benefits of an inclusive local economy</i>.</p>	Green
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.	<p>We held a workshop on building cohesive communities at the LGA conference in Birmingham in July, attracting over 50 attendees.</p> <p>We developed a successful new leadership essentials programme for elected members on cohesion and integration which was launched in December, attracting members from 14 different councils at the first event.</p> <p>We published comprehensive updated guidance for councils on Building cohesive communities in March.</p>	Green
12.9	A programme of support for councils to help counter extremism, taking account of the Government's Counter-Extremism Strategy.	<p>We held two Prevent leadership essentials courses in October and November, with the latter a dedicated programme for East London councils, supported by the Home Office.</p> <p>In January we ran a further leadership essentials course for elected members on countering extremism.</p> <p>In March, we ran a bespoke course for councils in the North East on both Prevent and counter-extremism, which focussed on tackling the far-right.</p> <p>We are continuing to support the Special Interest Group on Countering Extremism (SIGCE), including supporting a series of seminars; the LGA hosted a seminar in November which focussed on leadership in countering extremism, attended by around 50 delegates. We are also continuing to support the SIGCE's working group for tackling far-right extremism, which we hope will help support peer-to-peer learning across councils and develop dedicated resources.</p> <p>We are continuing to facilitate the online SIGCE Knowledge Hub to help share resources and disseminate the outcomes from the SIGCE's work, which now has nearly 160 members covering nearly 80 councils, and the Prevent Knowledge Hub, which currently has over 130 members.</p>	Green
12.10	Strengthen fire and rescue authorities' ability to take forward the fire reform agenda by strengthening their strategic leadership.	<p>We held the second Leadership Essentials programme for this financial year in February 2019. It included a mixture of members and officers from other governance structures including Mayoral and Police, Fire and Crime Commissioner. We also conducted five regional Diversity and Inclusion Masterclasses in London, West Yorkshire, Exeter, Lancashire and Birmingham which delivered training around this key agenda for over 70 members.</p> <p>We organised the LGA Fire Conference and produced a conference publication. The conference and publication disseminate key messages around the fire reform agenda.</p> <p>We intend to continue to provide support to strengthen the strategic leadership of FRA's to take forward key elements of the fire reform agenda by providing two leadership essentials programmes next year with a reviewed agenda. Following feedback on our range of events with year we have commissioned a scrutiny toolkit for fire members which should be available for the summer publication of the second tranche of HMICFRS inspection; we are also developing further masterclasses on scrutiny and 'Ted-talk'-like diversity masterclasses accessible through the LGA website following feedback from delegates and board members around the need to diversify our delivery of training and resources.</p>	Green
12.11	Work with MHCLG to ensure that the national Troubled Families Programme is effectively implementing service transformation across Early Help Services.	<p>The final report from the ISOS project / Action Learning on early help has been published and a successful launch event was held in March 2019. The final report on 'reshaping financial support', which takes a broader look at early intervention and prevention in the context of financial exclusion was published in January 2019. We are currently in talks with TF colleagues about building on this work in 2019/20, including development of a component within early years peer review.</p>	Green



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.	<p>We continue to support councils to prepare the best that they can given the uncertainty regarding the UK's exit from the EU. The LGA participates in the MHCLG EU Exit Local Government Delivery Board, which is chaired by the Secretary of State. Have recently given evidence to the HCLG Select Committee.</p> <p>We play a coordinating role with the nine regional Chief Executives that MHCLG have appointed - they submit to the LGA every Thursday a summary of the key issues and concerns for their areas - we then summarise this into a document which is then shared with MHCLG.</p> <p>We have held successful regional sounding boards in Dover, South London, Cheshire, Portsmouth and the South West discussing the risks and opportunities for local areas with local authorities, businesses, universities and third sector partners.</p> <p>We have an updated Brexit hub page on our website which informs councils on guidance's and announcements from central government relating to Brexit which impact on local government.</p>	Green
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.	<p>We published two new documents; an updated councillor guide on civil contingencies, and a joint document with Solace, the life cycle of an emergency' highlighting two case studies.</p> <p>We held a further masterclass on civil resilience in Leeds, which received extremely positive feedback. Two further events, in the North West and North East, were rescheduled to June owing to Brexit work and planned timing meaning the original March dates were not ideal: these are now open for booking.</p> <p>We have agreed a process for the LGA to seek mutual aid in the event of an exceptional emergency, and established contacts with professional bodies to help support this.</p>	Green
12.14	Through the One Public Estate programme, support the delivery of the Land Release Fund.	<p>1. Awards for OPE's 7th round were announced in February 2019. This saw £15m funding awarded to 59 OPE partnerships, involving 308 councils. The funded proposals expect to be able to support the release of land for 10,000 new homes, generate £260m capital receipts, £37m running cost savings, and to create 14,000 new jobs by 2024/25. Over 10 years, we expect to be able to support the release of land for 19,000 new homes.</p> <p>2. As of January 2019, the programme has supported partnerships in the delivery of £163m in capital receipts, £24m in running cost savings, created 5,745 jobs and released land for more than 3,336 homes.</p> <p>3. Progress on LRF remains positive, as of January 2019 the 78 funded projects have already released land for 811 homes, and are expected to release land for 7,083 homes by March 2020. Longer term, projects aim to deliver 7,445 homes.</p>	Green

## Our own Efficiency & Effectiveness

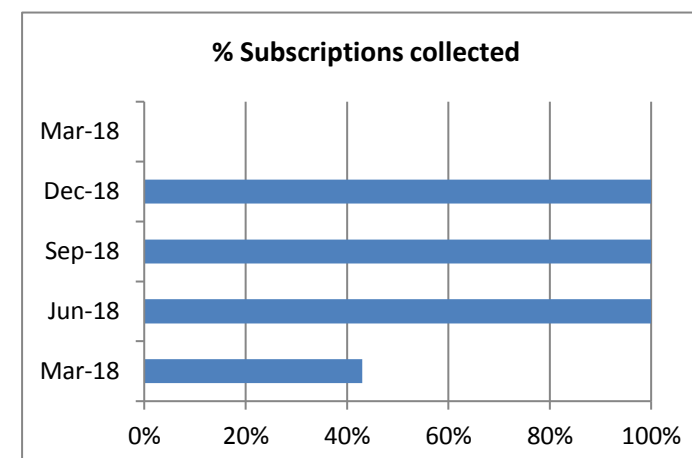
### Membership

	Sep-18	Dec-18	Mar-19
Membership English Councils	349	349	339
Other	67	68	59
No of English councils out of membership	4	4	4
No of English councils on notice to withdraw	8	4	4
No. of other Organisations on notice	1	1	2

n.b. the drop in English Councils in membership is due to 15 Councils ceasing to exist and being five new councils succeeding them.

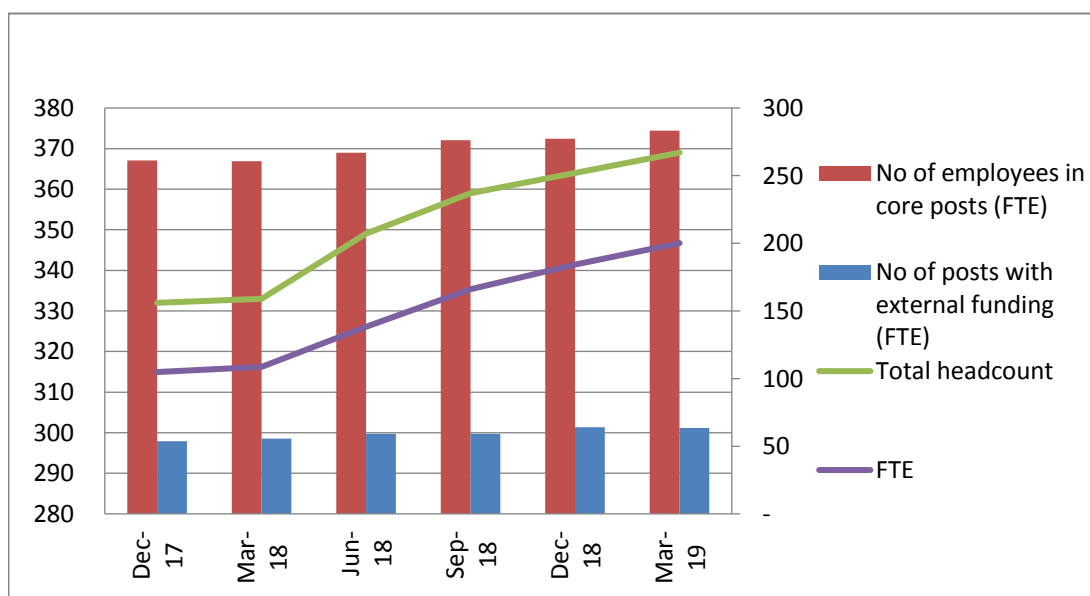
Our reputation	Mar-17	Mar-18	Target 18/19
Member authority satisfaction	73%	73%	>75%
Member authority informed	83%	80%	>79%
Member authority advocacy rating	74%	73%	>82%

The perception survey will be now be completed in July, therefore the results will not be updated until then



n.b. zero income is due to invoices being sent on 14 April, therefore no payments have been received as yet.

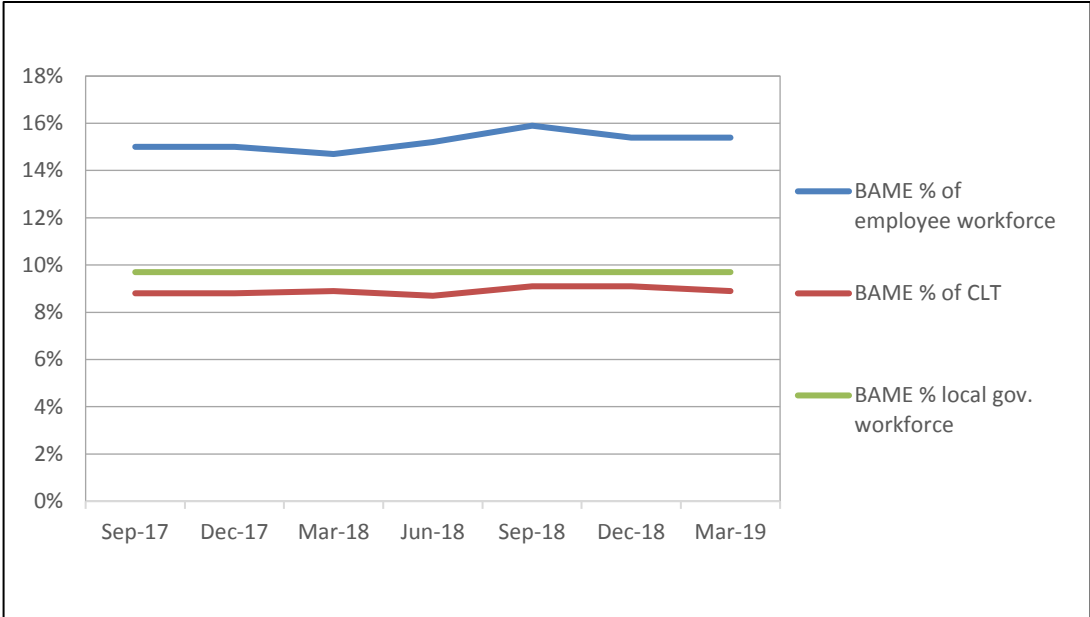
### Staffing numbers



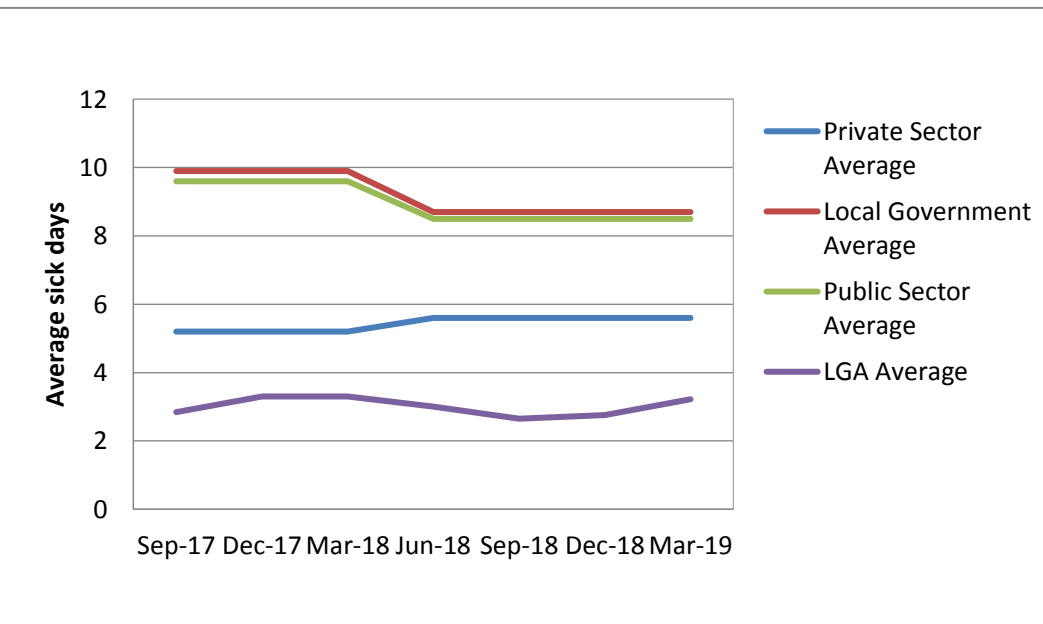
### Staffing numbers by directorate

Directorate	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19
Chief Executives	3	3	3	3	3	3
Communications	43	43	44	44	43	41
Corporate Services	53	51	57	58	58	59
Deputy Chief Executive	51	51	50	49	49	47
Finance & Policy	2					
Grant Funded - Health			9	10	10	10
Grant Funded - One Public Estate	9	10	10	11	13	10
Grant Funded - PAS	4	5	5	5	5	6
Policy - People	27	29	29	30	31	31
Policy - Place	24	25	24	25	24	24
Seconded Out	1	4	4	5	6	7
Workforce, Leadership & Productivity	115	112	114	119	122	131
<b>Grand Total</b>	<b>332</b>	<b>333</b>	<b>349</b>	<b>359</b>	<b>364</b>	<b>369</b>

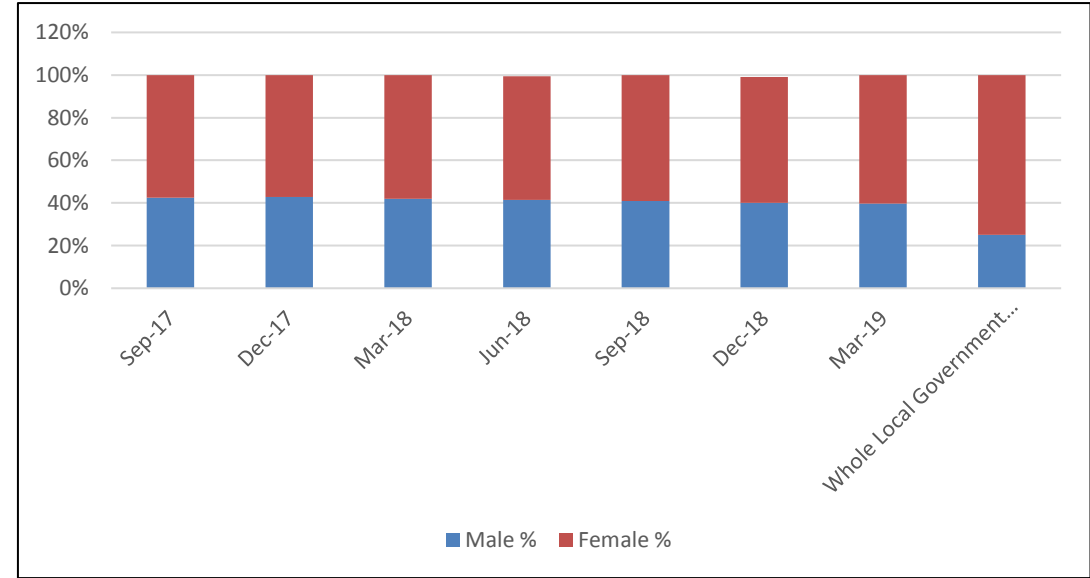
Workforce profile with percentage of BAME employees



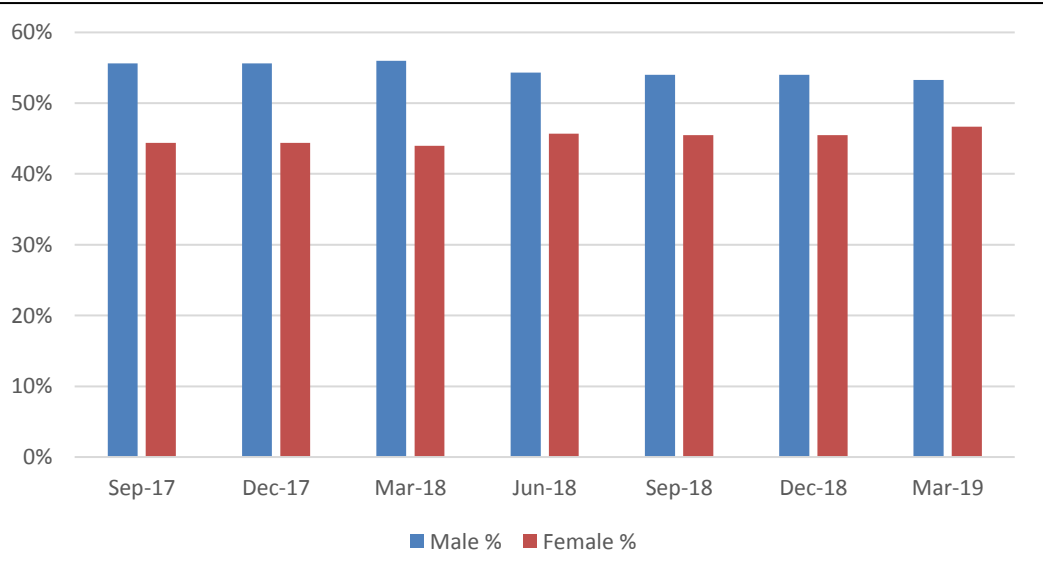
People Management/Sickness Information



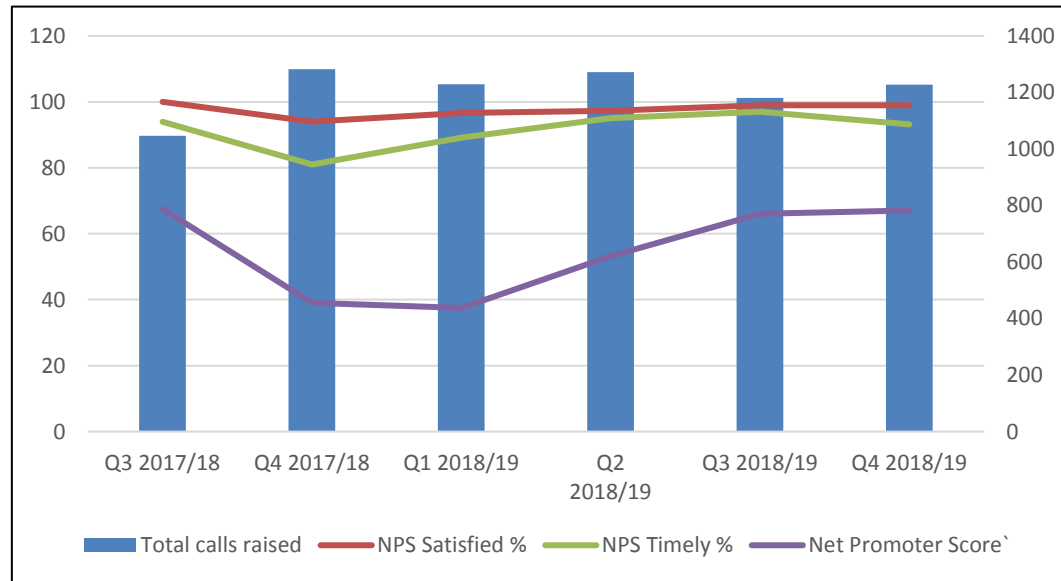
Organisational gender split



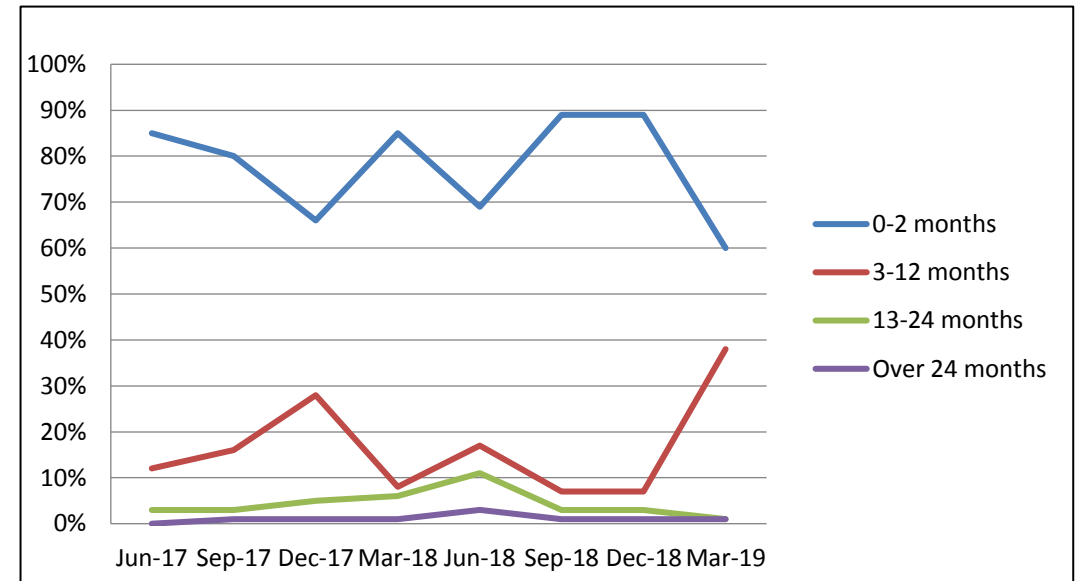
Corporate Leadership Team gender split



## Brent IT service desk resolution times



## Debtors



**LGA STRATEGIC RISK REGISTER – SUMMARY - April 2019**

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 to 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. Development of a Brexit Task Group (established) 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	UKMBA fails to launch a bond.	5	3	15	Additional resources and to communicate offer to the sector and work with UKMBA to secure changes to address concerns of councils.	SP
SR12	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
SR13	Resource management	Further reductions in income and failure to generate sufficient income from alternative sources, set against pension deficit payments, 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
SR14	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
SR15	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
SR16	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 has been developed to take account of changing requirements and technologies. All staff will be supplied with laptops providing greater IT resilience	CHa
SR17	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. Mandatory cyber essentials training for staff.	CHa
SR18	Organisation	The LGA Mutual takes longer or is unable to attract sufficient members causing a financial loss to the LGA and damage to reputation	5	3	15	Marketing plans are in place to attract business and operational plans will aim to ensure maximum conversion rate.	SB
SR19	Organisation	The intention to insure through the new Mutual and the timeframe for receiving an insurance quote for the LGA's requirements from the new mutual puts the LGA's insurance arrangements at risk	4	2	8	Previous contract extended while quotes sought from Mutual. Fall back position is to extend insurance with current providers and accept that there may be additional costs associated with this.	SP/SB

# 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.





## **Gender Pay Gap Report and Action Plan**

### **Purpose of report**

For information.

### **Summary**

Following the first set of gender pay gap figures produced and published in April 2018, the HR team have produced the recent gender pay gap data (**Appendix A**), published on the LGA's website in April 2019.

### **Recommendation**

That the LGA Leadership Board note the LGA's gender pay gap figures.

### **Action**

As directed by Members.

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## **Gender Pay Gap Report and Action Plan**

### **Background**

1. In April 2018, the legal requirement to publish gender pay gap data for all organisations with over 250 employees came into force. Due to the size of the separate employing bodies within the LGA, we are not required to publish our report on the public government website, but in the interests of transparency we publish the data on our own website.
2. The headline figures in **Appendix A** show
  - 2.1. the figures published in April 2018, which provide a snapshot of the pay gap as of 31 March 2017;
  - 2.2. the figures published in April 2019, which provide a snapshot of the pay gap as at 31 March 2018; and
  - 2.3. interim figures calculated using data from September 2018 (not published).
3. Pay gap data and is presented to the Strategic Management Team on a 6 monthly basis along with an update on the action plan.

### **Analysis**

4. **Appendix A** shows a downward trend in the gender pay gap since 2017. However the median figure of 25.85 per cent is still higher than the national overall median figure of 18.4%.
5. The representation of women varies between the different levels of the organisation, shown in the proportion of women in each pay quartile. In the interim figures this has decreased in the upper middle quartile range (approx. Grades 6 and 7) and increased in the lower middle quartile range (approx. Grades 4 and 5). There is a higher proportion of women in the lower quartiles. In reviewing these figures it is important to understand that given the size of the LGA, a small number of appointments can have a relatively significant impact on the statistics.
6. Research carried out by the charity Business in the Community shows that employers are not the only cause of the gender pay gap and that societal as well as educational factors also contribute. However employers can play a significant role by understanding and taking action to address the main contributors the gender pay gap, which Business in the Community lists as:
  - 6.1. Bias in recruitment, promotion and compensation – for example men recruited on potential, whereas women recruited on past experience which they must demonstrate.

- 6.2. Skewed perception of leadership with a tendency for women to make lateral moves rather than make upward career choices, often through lack of suitable role models
- 6.3. Tendency for male and female careers to diverge at the point of family, often due to poor communication and support from employers at re-entry into workplace, a lack of opportunity for shared caring and shortage of quality part-time roles
- 7. The Government Equalities Office advice for employers provides examples of evidence-based interventions to address the gender pay gap, divided into five key areas. These form the basis of the LGA's action plan:
  - 7.1 Improved recruitment and outreach with actions taken to minimise bias;
  - 7.2 Key leadership and progression programmes;
  - 7.3 Continual promotion of flexible and agile working;
  - 7.4 Supporting and enabling parents and carers; and
  - 7.5 Greater focus on transparency and management accountability for diversity
- 8. An update on the LGA's Gender Pay Gap and action plan has been presented at Employee Forum and on the Wire, the LGA's intranet, for staff to review.

#### **Next steps**

- 9. The HR team is in the process of setting up a cross-organisational Equality, Diversity and Inclusion Working Group. The Working Group will represent a balance of views including those relating to gender and gender identity, ethnicity, employees with caring responsibilities and those employees with a disability. It will also be responsible for working with HR to oversee delivery of the gender pay gap action plan.



## **Appendix A**

### **Interim Gender pay gap report - Local Government Association**

Employers in Great Britain with more than 250 staff are required by law to publish information showing the difference between what women earn as a group compared to what men earn as a group in a workplace. This is known as the **gender pay gap**.

Legally the LGA is not required to publish gender pay gap information. This is because it is divided into two separate employers – the LGA and the IDeA - neither of which employs more than 250 staff. However the LGA is committed to operating within the spirit of the legislation governing its member councils and therefore publishes its gender pay gap information.

**In March 2017, the LGA and IDeA together employed 319 staff. Of these, 57% were female and 43% were male.**

**In March 2018, the LGA and IDeA together employed 332 staff. Of these, 58% were female and 42% were male**

**In September 2018, the LGA and IDeA together employed 369 staff. Of these, 58% were female and 42% were male**

The LGA has in place a formal job evaluation process which it uses to set the grade of jobs across the organisation to ensure that we pay the salary that reflects the value of the role.

#### **Difference in hourly rate**

The mean hourly rate is the average hourly wage across the entire organisation - so the mean gender pay gap is a measure of the difference between women's mean hourly wage and men's mean hourly wage.

The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly wage of the person in the middle - so the median gender pay gap is the difference between women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man).

**March 2017: Women's mean hourly rate is 13.75% lower than men's**

**March 2018: Women's mean hourly rate is 13.53% lower than men's**

**September 2018: Women's mean hourly rate is 13% lower than men's**

**March 2017: Women's median hourly rate is 27.96% lower than men's**

**March 2018: Women's median hourly rate is 25.86% lower than men's**

**September 2018: Women's median hourly rate is 25.85% lower than men's**

## Proportion of women in each pay quartile

Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of women in each quartile gives an indication of women's representation at different levels of the organisation.

Top quartile (highest paid)

**March 17: 46% of the top quartile are women**

**March 18: 48% of the top quartile are women**

Upper middle quartile

**March 17: 50% of the upper middle quartile are women**

**March 18: 45% of the upper middle quartile are women**

Lower middle quartile

**March 17: 66% of the lower middle quartile are women**

**March 18: 74% of the lower middle quartile are women**

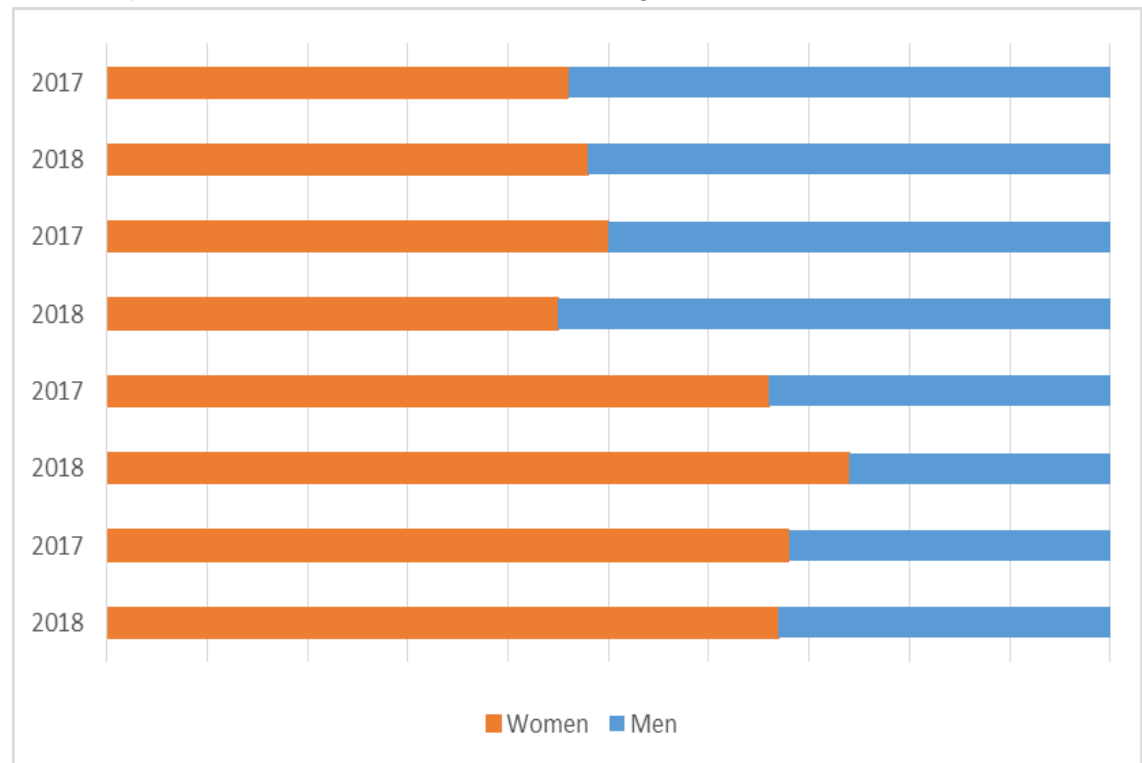
Lower quartile (lowest paid)

**March 17: 68% of the lower quartile are women**

**March 18: 67% of the lower quartile are women**

## Who received bonus pay

The LGA does not pay bonuses.





**Local Government Association**  
**Company Number 11177145**

**LGA Leadership Board**  
5 June 2019

## **Chief Executive's Report – June 2019**

### **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 June 2019.

### **Action**

As directed by members.

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## Chief Executive's Report – June 2019

### Achievements against our external priorities

#### Priority 1 – Funding for local government

- 1.1 **Business Rates Retention and the Fair Funding Review** are covered separately on the Leadership Board agenda.
- 1.2 **2019 Spending Review:** we are continuing our work on preparing for the forthcoming 2019 Spending Review by building the case for local government and reviewing evidence of how local government is a 'good investment' by generating savings in public spending.
- 1.3 The 2019 Spending Review is covered in more detail elsewhere on the Leadership Board agenda.
- 1.4 **CIPFA Financial Management Code:** we have responded to CIPFA's consultation on a new Financial Management Code for Local Government which CIPFA believe will support good practice in financial management and assist local authorities in demonstrating their financial sustainability. We welcomed the code as an additional tool for councils but believe it should be viewed as guiding principles and should not prescribe what councils have to do.
- 1.5 **National Audit Office (NAO) consultation on the new Code of Audit Practice from 2020:** this consultation is the first part of a two stage review of the Audit Code of Practice, which is reviewed every five years. This first stage seeks to identify high level issues for the review and the second stage, to be conducted later in the year, will look at the actual draft text for the new code, based on the responses to the first stage. The new code will be laid before Parliament in time for it to come into force no later than 1 April 2020. Our response was submitted to Resources Board for clearance.
- 1.6 **Institute for Fiscal Studies (IFS) report:** a new IFS report has said council spending on local services has fallen by 21 per cent between 2009/10 and 2017/18. It said the funds available to councils would become increasingly inadequate in the 2020s, rendering the current financing system for the country's local authorities through council tax and business rates unsustainable. We responded, highlighting that councils in England will have lost almost 60p in the £1 from central government in the decade to 2020, and face an overall funding gap of £8 billion by 2025.
- 1.7 **District Council finances:** our work to highlight the pressures councils face featured in a debate on district council finances. Shadow Minister, Jim McMahon MP, said Government should adopt our ideas for the future of council finances. MPs also backed our calls for local flexibility over Right to Buy receipts, praised the removal of the HRA cap and the decision not to pursue negative Revenue Support Grant. In response, the Minister, Rishi Sunak MP, paid tribute to those in local government for playing a starring role in helping to bring our public finances back to a sustainable position.
- 1.8 **County Councils Network (CCN):** CCN has published analysis it commissioned from PWC of councils' financial sustainability up to 2025. It provided further support for our argument that rising demand and costs will have a significant impact on council finances.
- 1.9 **Treasury Select Committee inquiry:** we provided written evidence to the Treasury Select Committee inquiry into *The impact of business rates on business*. In our submission we called for greater business rates retention and highlighted issues with appeals. Cllr Richard Watts, Chair of our Resources Board, gave evidence to MPs on this issue and the session was an opportunity to call for councils to retain 100 per cent of business rates.
- 1.10 **Housing, Communities and Local Government Select Committee inquiry:** we provided written evidence to the inquiry into *Local Government Finance and the 2019 Spending Review*. The submission outlined the funding gap facing councils and our calls for investment at the Spending Review. Our Chairman Lord Porter gave evidence to the inquiry and the evidence was an opportunity to set out the financial challenges facing councils.



- 1.11 **Council funding:** to conclude its inquiry into the 2019 Spring Statement, the Treasury Select Committee heard evidence from the Chancellor, Philip Hammond. The discussion covered a range of topics including local government funding, Brexit, the budget deficit, and cladding removal. MPs asked the Chancellor if he agreed with our assessment of the funding gap facing councils, which we project to be £8 billion by 2025. In reply Mr Hammond acknowledged that council services are under financial pressure. There were calls from the Committee for the Spending Review to address the sustainability of council funding.

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

- 2.1 **Social care green paper:** Matt Hancock MP, Secretary of State for Health and Social Care, gave evidence to the House of Lords Economic Affairs Committee as part of its social care inquiry. He was asked about the Government's social care green paper and said it would be released in 'due course' and that his vision for the paper is that it will bring forward debate and set the direction of travel. He warned against thinking there was one single solution to the social care crisis, and that the green paper will be tackling a raft of different issues. These include funding, a possible national insurance auto-enrolment scheme similar to that around pensions, recruitment into the sector, access to provision of social care and whether an insurance market-based approach might be appropriate.
- 2.2 **Social care funding:** a new report from the King's Fund warns that the adult social care system is at crisis point as a result of rising demand. In our response we highlighted the good work councils are already doing to manage considerable pressures including increasing costs and funding cuts. With adult social care facing a £3.5 billion funding gap by 2025 it is absolutely vital Government sets out how it plans to tackle this crisis in its social care green paper and the Spending Review. We have already proposed a variety of measures in our response to our own green paper, The Lives We Want to Lead.
- 2.3 **Social care ideas:** a new report was released by the Centre for Policy Studies on the future of social care. This recognises the current system as unsustainable and proposes a new model for care and support in the future. We said the report was another important contribution to the debate around tackling adult social care. We also called on Government to publish its adult social care green paper and use it, and the Spending Review, to put care and support on a sustainable footing.
- 2.4 **Mental health:** the Mental Capacity (Amendment) Bill is now an Act of Parliament, replacing the Deprivation of Liberty Safeguards with the new Liberty Protection Safeguards. Whilst supporting reform, we have pushed for more effective protection of human rights and on a recognition of the current and future resource impacts on councils and local partners, including care homes. We are continuing to work with Government to ensure councils receive all the support, information and funding they need to transition to and then implement the new legislation. The Department of Health and Social Care will run a public consultation on the underpinning Code of Practice over the summer which will provide more detail on the impacts of the Act, with the Association of Directors of Adult Social Services, LGA and councils represented on the working groups developing this statutory code.
- 2.5 **NHS Long Term Plan:** the NHS engagement exercise on implementing the NHS Long Term Plan and possible changes to legislation closed on 25 April. We submitted a response which highlights the need for greater collaboration between the NHS and local government and to make the most of the existing legal framework. We have also given written evidence to the Health and Social Committee, which is scrutinising the proposals. Our Deputy Chief Executive, Sarah Pickup, gave oral evidence to the Committee.
- 2.6 **Health inequalities:** we are pleased to be involved in a new programme of support to local areas to reduce health inequalities, together with Public Health England and the Association of Directors of Public Health. The package of support will initially include self-assessment guides and practical support with processing data, aimed at strengthening approaches to public health. This will be launched in the summer.

- 2.7 **Public health:** we briefed MPs ahead of a debate on public health. During the debate, LGA Vice President Preet Kaur Gill MP quoted our briefing and the £700 million public health funding gap facing local government.
- 2.8 **Obesity:** the latest NHS figures show that nearly one-third of adults and 20 per cent of year six children in England are obese. In our response we highlighted the work councils do on early intervention and prevention that not only reduces risks associated with obesity-related conditions such as diabetes and heart disease, but also relieves pressure on the NHS and adult social care services. We called on Government to ensure the forthcoming green paper on prevention contains the measures needed to help those afflicted by obesity.
- 2.9 **Arthritis:** a new report from Versus Arthritis found that an overwhelming proportion of sufferers found council support to access relevant aids and adaptations helpful. In our response, we stressed that it is vital that those suffering from arthritis are signposted to the right information to ensure they are able to access support.
- 2.10 **Four Seasons:** the administrator has announced that indicative bids for Four Seasons Health Care (FSHC), which went into administration on 30 April, are to be submitted by 21 June. FSHC has 157 homes and over 8,000 beds mainly purchased by councils. We continue to be in regular discussion with FSHC, along with the Care Quality Commission, the Association of Directors of Adult Social Services, NHS England and the Department of Health and Social Care. FSHC and the administrators have reassured us it is business as usual in their homes.

### **Priority 3 – Children, education and schools**

- 3.1 **Unaccompanied asylum-seeking children:** following sustained lobbying from the LGA, councils and partners, the Government announced more funding for councils supporting unaccompanied asylum-seeking children (UASC). From 1 April 2019, the grant will be uplifted to £114 per child per night from the current rates of £71, £91 and £95. We welcomed this increase in our response and restated our call for Government to ensure all costs for children and children leaving care are fully funded. The member-led LGA Asylum, Migration and Refugee Task Group will meet with Caroline Nokes MP, the Immigration Minister, on 8 July and will discuss progress on this and the impacts of other asylum and resettlement programmes.
- 3.2 **Schools:** our new research has shown that schools which remain under council control are more likely to keep a good or outstanding Ofsted rating than those which become an academy. It also found that schools that were rated as requires improvement or inadequate were more likely to become good or outstanding if they remained council-maintained and did not convert to an academy. As part of our #CouncilsCan campaign, and in our accompanying response to the report, we are calling for councils to be given powers to intervene and improve all school types found to be inadequate, regardless of whether it is a maintained school or academy.
- 3.3 **"Off-rolling":** a new report from the Education Policy Institute has found that unexplained pupil exits from school rolls, or "off-rolling", stood at 8.1 per cent for those children who finished Year 11 in 2017. This totals over 55,000 unexplained pupil exits for reasons that are not accounted for by family decisions. We highlighted councils' serious concerns about this, and stressed that they should be given new powers and funding so they can monitor the situation in their areas. Schools should be incentivised by Government to be more inclusive and not resort to such tactics to improve league table positions.
- 3.4 **Timpson Review:** DfE has published the Timpson Review, which explored how head teachers use exclusion, and why pupils with particular characteristics are more likely to be excluded from school. The report contained some 30 recommendations in areas such as leadership, skills, incentivisation and safeguarding. In its response, the Government has committed to support head teachers, schools and partners and provide greater clarity for school leaders on the appropriateness of exclusion. We will be considering the recommendations and working with DfE and councils on this issue.
- 3.5 **SEND funding:** the Education Committee's inquiry into special educational needs funding held its final

evidence session with ministers Nadhim Zahawi MP and Nick Gibb MP. In the questioning James Frith MP raised our analysis which shows a £1.6 billion shortfall on SEND funding by 2020/21. In response to the question, Mr Zahawi said he would be raising this issue during the Spending Review. We are expecting the Committee to publish their report by the summer recess and we will share this with you. Additionally, the Department for Education (DfE) has announced a call for evidence on funding arrangements for young people with SEND. DfE is keen to understand how the current funding is distributed, and how to improve the financial arrangements in the future to get the best value from available funding.

- 3.6 **Youth Offending:** councils should have received notification of their Youth Justice Grants for 2019/20. As outlined in the Youth Justice Board business plan, these have been cut by £0.8 million to £70.2 million, with additional investment of £1.5 million allocated for Pathfinder projects to help share good practice. This follows our campaign to highlight the unacceptable uncertainty created for councils by the delay in receiving their allocations. We will continue to press the Government to appropriately fund the vital work of Youth Offending Teams in supporting young people and preventing them from getting involved in criminal activity.
- 3.7 **Children's services:** a new report from the Housing, Communities and Local Government Committee has supported our call for more funding and our analysis of the £3.1 billion funding gap facing children's services by 2025. It goes on to recommend Government address this in the Spending Review. This is good news and shows that the Committee listened to the arguments we made in our evidence. In our response, we highlighted the huge financial pressures councils face, with nine out of 10 having overspent on their 2017/18 budgets to support vulnerable children and young people.
- 3.8 **Social mobility:** in our response to the Social Mobility Commission's new State of the Nation report, we reaffirmed that councils want to work with Government to ensure everyone gets the best start in life. We used our statement to call on Government to give councils oversight of all school improvement, sufficient funding for local welfare support and schools, and more access to free childcare. This will help reduce the 'privilege gap', identified by the Commission, which has remained largely static over the past four years.
- 3.9 **Children deprived of liberty:** a new report from the Children's Commissioner has found that almost 1,500 children were securely detained in England in 2018. In our response we highlighted the work councils do to ensure children in this position are safe, that their needs are being met and to ensure that they are only in that placement for as long as is necessary and appropriate. We also pointed to funding pressures councils face and that this means they are less able to intervene early and provide the necessary support to children at risk and their families before it becomes a much more serious and complex problem.
- 3.10 **Crisis support:** the Children's Society is looking to pilot improved provision of "coordinated crisis support". We have been engaged in the development of this programme, and we will draw on the learning within our work on 'reshaping financial support'. The pilot will work in partnership with councils to provide local welfare assistance schemes. The aim is to encourage collaboration between the voluntary care sector and local government, ensure support is available for those who need it, and reduce repeat instances of financial crisis by addressing underlying causes.
- 3.11 **Child protection:** the Department for Education (DfE) has launched a national programme to provide support and boost protection for children at risk of criminal or sexual exploitation. Councils will be able to apply for bespoke support from the scheme to tackle specific threats, bringing together social workers, police forces, schools, health services and charities to improve responses to cases of exploitation, and learn from what works. In our response, we said this will help councils who are working hard with their partners to identify and protect at-risk children and young people amid funding cuts and rising demand for urgent child protection work.
- 3.12 **Kinship Care:** we submitted written evidence to the Parliamentary Task Force on Kinship Care. Our evidence highlighted the vital role that kinship carers provide, stepping in to provide care for children who are no longer able to live with their birth parents. We stated that councils are struggling to provide effective care and support for children and families outside of the statutory child protection system, due to rising demand and diminished resources.

- 3.13 **Modern slavery:** the Home Office has produced a new toolkit for those working to safeguard children and young people under the age of 18 from sexual and criminal exploitation. This is in support of the National Crime Agency's (NCA) latest week of action which will take place in the middle of June and focus on the exploitation of non-UK national under-18s. NCA is encouraging councils to work with relevant partnerships and local police leads during the week of action to identify opportunities for collaboration and multi-agency working.
- 3.14 **Fostering carers:** we responded to news that over 8,500 additional foster families are needed across the UK over the next year. Every day 88 children go into care and councils must have the right foster carers to keep them safe, happy and well. Foster carers make a heroic contribution to improving the lives of our most vulnerable children and councils cannot keep these children safe without them.
- 3.15 **Teenage pregnancies:** we responded to the latest data from the Office of National Statistics that showed there was a continued decrease in under-18 conceptions in England and Wales for 2017, for the 10th year running. This is a testament to the hard work of councils to improve the health, wellbeing and life chances of young people. We also said that Government should reverse the £700 million real terms reductions in public health grants between 2015/16 and 2019/20 if it wants to see continued falls in these rates.

#### **Priority 4 – Housing**

- 4.1 **Cladding:** the Government has announced £200 million of funding to remove unsafe cladding from around 170 privately owned high-rise buildings, following our work with the Ministry of Housing, Communities and Local Government (MHCLG) to put pressure on HM Treasury. We emphasised the relief this announcement will bring to those leaseholders who have had to suffer under the uncertainty of whether this cladding will be removed and whether they will have to pay for it. We also agreed that Government should do everything in its power to ensure they recoup the full cost for the removal of the unsafe cladding from those responsible for its installation.
- 4.2 **Rapid rehousing:** James Brokenshire MP, Secretary of State for Housing, Communities and Local Government, announced the allocations of up to £25.6 million of funding for 108 areas of the country as part of the Rapid Rehousing Pathway. Councils across the country are set to benefit from this money. The money will pay for extra 'Somewhere Safe to Stay Hubs', support for people with a history of rough sleeping to sustain tenancies in homes and 130 'Navigators' who will work to develop relationships with, and provide help to over 2,500 rough sleepers.
- 4.3 **Rough sleeping:** as part of its Rough Sleeping Strategy, Government has announced £50 million of funding through its Move On Fund. This aims to open up hostel and refuge spaces by increasing the availability of affordable second stage housing for rough sleepers and victims of domestic abuse. The fund will provide capital grants towards the cost of developing move-on accommodation. Councils wishing to apply for funding or seeking further information are being encouraged to contact Homes England area investment teams.
- 4.4 Councils are being invited to bid for £1.9 million of funding from Public Health England aimed at helping improve the health of rough sleepers. Priorities for the funding are projects that improve access to health services for those with mental health and substance abuse problems for rough sleepers or those at risk of rough sleeping.
- 4.5 **Homelessness funding:** we welcomed a report from St Mungo's, the homelessness charity. They found that councils are spending £1 billion less each year on homelessness compared to a decade ago. This reinforces our message that councils have lost 60p out of every £1 from Government to spend on services, and that homelessness services specifically face a £421 million funding gap by 2024/25. In order to prevent homelessness happening in the first place, the Government needs to use the upcoming Spending Review to reform the welfare system, free councils to build more social homes and sustainably fund them to deliver homelessness services.

- 4.6 **Unfair evictions:** the Government has announced new measures to protect tenants. We pointed out that while a small minority of landlords have too little regard for the welfare of tenants, the vast majority are responsible and provide decent housing. While the Government's proposals are welcome, they do not address the issue of unaffordable housing. They must also look at measures such as adapting the welfare system and reforming Right to Buy rules so councils can build more genuinely affordable homes.
- 4.7 **Housing targets:** a National Audit Office report has found that Government is unlikely to meet its target to release sufficient public sector land to build 160,000 homes by 2020. It also reported that it does expect to achieve its target to raise £5 billion in proceeds by selling land and property. In our response, we pointed to programmes such as One Public Estate, which show councils are best-placed to lead efforts to make best use of public land to deliver the homes we need.
- 4.8 **Local Housing Allowance:** our calls for welfare reforms to help prevent homelessness were raised in the House of Lords. Peers referred to our joint campaigning to highlight the link between the Local Housing Allowance (LHA) freeze in the private rented sector and increases in homelessness. We welcomed the decision in October 2017 not to apply the LHA rate freeze to social housing, following our submission, and are now calling for this to be extended to all rented housing. Allowing the LHA to rise in line with local market rents will help to prevent homelessness by ensuring more private tenancies are affordable.
- 4.9 **Discounted homes funding:** local community groups will benefit from an £8.5 million pilot fund to build discounted homes. The fund will help groups identify suitable sites for discounted homes, get planning permission for them and to provide other technical support. In our response, we welcomed this money and the encouragement it will give community groups. We did however point out that councils must also be empowered to build more affordable, good-quality homes. We restated our call for councils to be able to keep 100 per cent of Right to Buy receipts to ensure they can replace any homes sold.

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

- 5.1 **Domestic abuse:** the Government has announced that councils will be subject to a legal duty to deliver support to survivors of domestic abuse through accommodation-based services. A consultation has been launched to seek views on how this could work. Our response highlighted the importance of multi-agency working to tackle domestic abuse and the need to ensure councils are supported to implement the duty. We also emphasised the need to focus on early intervention and prevention schemes that stop domestic abuse occurring in the first place.
- 5.2 The Government has published its response to the Home Affairs Committee report on domestic abuse. Cllr Simon Blackburn, Chair of the LGA's Safer and Stronger Communities Board, gave evidence as part of the Committee's inquiry. He outlined the importance of investing in early intervention and prevention to tackle and prevent domestic abuse from occurring. In its response, the Government recognises that growing up in a household with domestic abuse can have a detrimental impact on children, which lasts into adulthood. The response also outlined a number of measures that are due to be considered in the draft Domestic Abuse Bill.
- 5.3 **Knife crime:** we responded to the findings in a report from the All-Party Parliamentary Group (APPG) on Knife Crime which found that areas suffering from the largest cuts to spending on young people have seen bigger increases in knife crime. We highlighted the success of councils' youth offending teams working with children and young people to stop them coming into the youth justice system. Falling grants from Government, rises in demand for children's services and a funding gap of £3.1 billion by 2025, however, mean councils have been forced to divert money away from preventative work such as youth offending teams.
- 5.4 Councils have found that in some areas six out of ten retailers are selling knives to underage children. In our response to these findings we pointed out that the Home Office Prosecutions Fund – set up as part of the Serious Violence Strategy – does not provide enough help to council trading standards teams to enforce breaches of knife law sales. We are calling for more funding to be allocated to the

Prosecutions Fund to support enforcement activity in 2019/20, to be made available to more councils and extended beyond 2020 as part of the Spending Review.

- 5.5 **Violence reduction funding:** eighteen police forces from some of the areas worst affected by violent crime have been allocated the final part of a dedicated £100 million fund to bolster their operations by Government. This came ahead of the Prime Minister's roundtable with Secretaries of State, to discuss serious violent crime. Around one-third of the funding – £35 million – has been allocated to support the setting up of violence reduction units and other preventative activity across the country. The VRUs will bring together police, health agencies, local government, and community representatives to tackle violent crime. The LGA is working with the Home Office to gather further information on the VRUs and how they will operate locally.
- 5.6 **Serious violence:** Sajid Javid MP, the Home Secretary, delivered a speech on the importance of protecting young people's futures and the need to tackle serious violent crime. This comes after the Home Office published its consultation on a new legal duty to support multi-agency action to tackle serious violent crime.
- 5.7 **Community Trigger:** Baroness Newlove, the Victims' Commissioner for England and Wales, published her report into anti-social behaviour. In it she calls for residents to be able to more easily access the Community Trigger mechanism, used to resolve anti-social behaviour, on police, council and Police and Crime Commissioner websites. We responded that residents' complaints are taken extremely seriously by councils and ensure that where action is required this happens quickly and effectively. For further details of the Community Trigger process, the Home Office guidance provides a useful overview of how it works and how residents can access it.
- 5.8 **Gambling:** the Gambling Commission has launched a new three-year strategy aimed at reducing gambling harms through prevention, education, treatment and support - an approach we supported. Councils play an important role in tackling harmful gambling. We have published a guide for councils on how they can help local residents who are impacted by gambling harms.
- 5.9 **Apprenticeships:** we welcomed a Public Accounts Committee report that raised concerns about the apprenticeship programme. We called on the Government to pause its plans to begin clawing back unspent Apprenticeship Levy funding following delays to the standards in adult care, early years and building control, against which the Levy funds could be spent. This follows on from our open letter to Damian Hinds MP, Secretary of State for Education, which called on Government to extend the time organisations, including councils, have to draw down on unspent Apprentice Levy funding. This is in light of figures showing a fall in apprenticeship starts in England since the levy's introduction from 494,900 in 2016/17 to 375,800 in 2017/18.
- 5.10 **Skills:** a new skills report from Impetus on the youth employment gap has found that poorer children were twice as likely to be 'not in employment, education or training' (NEET) than their better-off peers with the same grades. We responded that it is vital that young people are able to access post-16 technical and academic education easily and this should be tailored to individuals' and areas' needs. We highlighted our proposals for devolved careers advice, post-16 and adult skills budgets and extra powers to local areas. These would allow councils, schools, colleges and employers to work together to improve provision for young people so that they can get on in life.
- 5.11 **Trade and investment:** we have continued to push key asks for local government relating to trade and investment, including through written parliamentary questions from the LGA Chairman and a positive meeting held between the LGA and Graham Stuart MP, Minister for Investment. A guide for councils looking to increase the level of foreign capital investment into their area has been developed and is now in the final stages of design with final publication in June.
- 5.12 **Post-Brexit England Commission:** officers are preparing the final report of the Post-Brexit England Commission which will explore the issues and opportunities facing local areas outside England's major city regions. The report will launch at LGA Annual Conference and has been informed by new research and nationwide stakeholder consultation.
- 5.13 **Heritage Action Zones funding:** Government has announced £44 million funding for a new round of

Heritage Action Zones to improve and revive up to 60 historic high streets across England. The funding will give councils, businesses and community groups access to expert advice and investment to bring historic buildings back into use and support historic high streets to adapt to the challenges they face. The four year programme will be delivered by Historic England, and expressions of interest must be submitted by midday on 12 July 2019.

5.14 **Buses:** the House of Commons Transport Committee published its report on bus services in England and supported our calls for Government to develop a national bus strategy. We welcomed the Committee's report and highlighted the impact cuts to the Bus Service Operators' Grant (BSOG) have had. We also said any strategy would have to be backed by adequate resources and a long term solution to concessionary fares, which are underfunded by at least £652 million a year. We called on Government to give councils controls of the BSOG and properly fund free bus passes if essential bus services are to be maintained and congestion and pollution reduced.

5.15 **Recycling:** we issued a briefing to MPs for a debate on plastics recycling. We outlined the progress councils have made with recycling rates and called for the Government to ensure producers bear greater responsibility for their packaging.

5.16 **Food waste:** we have been engaging with the sector during the consultation on Government's ambition proposals for waste and recycling. Activity included an LGA conference on 4 April, a deep dive on food waste and sessions with councils and financial analysts to review the costs presented in DEFRA's impact assessment. Formal consultation responses were submitted in May and we will continue to work with Government to understand the full cost implications.

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

6.1 A detailed update of all of our work in preparation for Brexit is covered by another item on the agenda of Leadership Board.

6.2 We are continuing to work with the nine regional chief executives to make the case to MHCLG and other Government departments about various issues related to Brexit. Our Brexit hub provides the latest information.

6.3 **EU Settlement Scheme:** the Government has published a list of 57 organisations from across the UK that are being funded to provide help and information to vulnerable European Union and Swiss citizens applying under the EU Settlement Scheme. Support is being offered for those with a range of needs including physical disabilities, mental health conditions, victims of human trafficking or domestic abuse and the elderly or isolated.

## **Priority 7 – Supporting Councils**

7.1 **Select Committees:** according to research by the House of Commons Web and Publications unit, the LGA is the highest provider of written evidence to select committees (the research is from 2013-2019). Since 2013 we have provided 179 pieces of written evidence to parliamentary inquiries.

7.2 **Local elections 2019:** following the local elections, we offered support to new councillors through our quick reference guide setting out the key things they need to know. We also offer training for councillors and mentoring for new leaders and portfolio holders.

7.3 **Sector Led improvement 2018/19:** take up of our support in the last financial year was again very strong. Highlights include: delivering 145 peer challenges; training 842 councillors; recruiting over 120 graduates for councils; helping councils save over £100m and supporting 60 councils on specific housing projects.

7.4 **Children's services guides:** we produced a guide for new lead members for children's services with political accountability under the Children Act 2004. We have worked with existing councillors with expert

knowledge of the area to help new portfolio holders navigate their first few weeks in office. Additionally, we published our new 'must know' publication on children's services for council chief executives. This clear summary guide is intended to help chief executives address some of the challenges involved with leading one of the most sensitive and high-risk areas of local government.

**7.5 Local governance:** the Housing, Communities and Local Government Committee published its report into local governance. The report found that councils have a good track record with governance arrangements generally robust across the sector. It also referenced our Chairman Lord Porter's point that councils still have to deliver the services people rely on despite Government cuts and so have to find alternative ways of paying for them, which could be riskier.

**7.6 One Public Estate:** we provided a briefing to MPs on One Public Estate ahead of a debate on the programme. In it, we said it shows how effective collaboration between public sector organisations can be. We also pointed to data that showed early projects have already raised £164 million in capital receipts, reduced running costs by £24 million, created 5,745 jobs and released land for 3,336 homes.

**7.7 Local government pension scheme changes:** MHCLG has launched a consultation on its proposals to amend the rules of the local government pension scheme (LGPS) in England and Wales. These include proposals for flexibility on exit payments, changes to exit credits and changes to the employers required to offer membership of the LGPS. The consultation closes on 31 July.

**7.8 Cohesion and integration:** our new LG Inform report aims to support councils in measuring cohesion and integration in your areas. A key feature of the report, which follows the Ministry of Housing, Communities & Local Government's Integrated Communities Action Plan, is the ability to compare your profile with your 'nearest neighbours'.

**7.9 Building safety knowledge hub:** working in partnership with the National Housing Federation, we have set up a Building Safety Knowledge Hub to enable social landlords to learn from each other's experiences in tackling some of the biggest issues of our time. The hub provides the latest updates about the government's building safety programme, and resources to enable councils and housing associations to share learning and best practice.

**7.10 Self-improvement:** the prototype of our new self-improvement tool is now available to try. It has been developed by councils for councils. This is just one of the many resources planned for our new improvement hub, putting practical help from across local government about innovation and efficiency in one place.

**7.11 Innovation Zone:** this year's Innovation Zone programme has been agreed. Over thirty councils and other organisations will present their brave, innovative ideas through practical and lively small group sessions at this year's LGA Annual Conference in Bournemouth.

**7.12 Transformation and Innovation Exchange:** developed by councils, for councils, the prototype of our new self-assessment tool is now available to try. This is just one of the many resources planned for our new improvement hub that brings together practical help for local government about innovation and efficiency into one place. To make sure we get this right please take a look and let us know what you think.

**7.13 EnAble Fund:** the first phase of the EnAble Fund which provides funding to support people with disabilities who face potentially greater costs when standing for elections has now completed for the 2019 local elections. 20 candidates who received assistance from the programme have been elected. In total, 42 grants were administered from the fund.

**7.14 Library and Culture Peer challenges:** we have accepted applications for ten library peer challenges and four cultural peer challenges, funded by our contract with Arts Council England (ACE). Three library peer challenges have taken place in April and May and initial feedback has been very positive. The remaining challenges will be completed by 31 July 2019.

**7.15 Leadership Essentials – Sport and Physical Activities:** in partnership with Sport England we have delivered two Sports and Physical Activities Leadership Essentials courses for officers in April and May. These courses continue to be well received gaining positive feedback. We are now commissioning further



courses for 2019/20 for both councillors and officers as well as working with Sports England to develop masterclasses and place based events.

**7.16 Exit Payment Cap:** we have published a brief guide to the Treasury consultation on a cap on payments made to public sector workers who are made redundant or receive a severance payment. The cap, proposed to be set at £95,000, includes payments made to the pension scheme for those aged 55 and over.

**7.17 Low Pay Commission:** we submitted our response to the Low Pay Commission's consultation on the National Living Wage (NLW) for 2020.

**7.18 Mental health in the local government workforce:** mental health issues are the main cause of sickness absence in local government. We have explored the impact of this and what councils can do to tackle the issue in our latest edition of LGA Workforce News. We spoke with Cllr Sharon Taylor (Leader, Stevenage Council), Nick Page (Chief Executive, Solihull Council) and Faye McGuinness (Mind).

**7.19 Advice for Social Workers on returning to practice:** the LGA Workforce Team in collaboration with Community Care have produced advice and guidance for social workers about the next steps in their career. The guidance forms part of the continuing work to help social workers looking to return to practice and has been written together with practising social workers and managers. The guides and templates include useful information from how to draft CVs, all the way through to re-registering with the regulator and how to make an impact on the first day. The Careers Zone is due to be launched in May 2019.

**7.20 Smith Square debate:** on 8 May we held a debate on the importance of the Spending Review for councils. Our high profile panel included Chief Secretary to the Treasury, Rt Hon Liz Truss MP, Shadow Minister for the Treasury, Anneliese Dodds MP, Baroness Pinnock and Lord Adebawale. It was a lively discussion on the future of council services, and there were some excellent questions to the panel.

**7.21 Insurance mutual:** the Local Government Mutual has officially opened for business and we hope councils will find it a cost-effective alternative to traditional insurance services. We know that councils spend hundreds of millions of pounds a year, so we hope this will be able to save significant sums of money. It has been set up by local government for local government.

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

### **LGA Membership**

8. All LGA member councils will remain in LGA membership for the forthcoming year.
9. Four councils are currently on notice to leave the LGA on 31 March 2020. They are:
  - 9.1 East Staffordshire Borough Council;
  - 9.2 Hastings Borough Council;
  - 9.3 Leicestershire County Council; and
  - 9.4 Lincolnshire County Council.
10. The Broads Authority National Park is on notice to leave LGA associate membership.
11. As of 28 May 2019, Exmoor National Park has withdrawn from LGA associate membership. Chippenham Town Council have joined associate membership via our corporate scheme with NALC.
12. Four councils remain out of membership – the London Boroughs of Bromley, Wandsworth and Barnet and Gosport Borough Council.

### **LGA properties**

13. The transfer of 18 Smith Square to the LGA is underway, with all formal Board decisions in place. Subject to Land Registry timescales, our intention is for the transfer to complete on 1 July 2019. Responsibility for oversight of 18 Smith Square will then transfer to the Commercial Advisory Board in line with the Leadership Board's earlier decision.
14. The transfer of Layden House (now renamed the Stills) will commence once the refurbishment is complete – currently scheduled for early December 2019. The old LGA will need to reconvene briefly to agree the transfer and to pass the resolution to dissolve itself once it is satisfied that all outstanding business is complete.

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

<b>Chief Executive</b>	
4 April	Chief Executive, Doncaster Council
4 April	Chief Executive, Newcastle City Council
9 April	Chief Executive, Solihull Metropolitan Borough Council
10 April	Chief Executive, London Borough of Harrow
11 April	MJ Future Forum, Hertfordshire
30 April	Chief Executive, Welsh LGA
13 May	Chief Executives of Suffolk County Council, East Suffolk District Council, West Suffolk District Council, Ipswich Borough Council and Babergh & Mid Suffolk District Councils
23 May	Chief Executive, Northampton Borough Council

23 May	Chief Executive, Northamptonshire County Council
30 May	Chief Executive, Nottingham City Council
<i>Forward look</i>	
18 June	Chief Executive, North East Lincolnshire
19 July	North East Chief Executive Meeting
1 August	Chief Executive, York City Council
10 September	Kent Chief Executive Meeting

## Media

<b>Funding for local government</b>
Chairman Lord Porter's response about government funding to cover replacing Grenfell Tower-type cladding on private tower blocks (BBC Online, Mail Online, Mirror Online, iNews Online, Sky News Online, Times, Independent, Express, Guardian, LBC and BBC Radio 4's Today programme)
Cllr Anntoinette Bramble, Chair of the Children and Young People Board, was interviewed about the financial pressures on councils supporting care leavers (Five News)
Cllr Ian Hudspeth, Chairman of the Community Wellbeing Board, was interviewed on BBC Radio 5 Live about our calls for councils to be able to spend money raised from the soft drinks levy on local public health services.
Our estimations that the funding gap facing adult social care is £1.5 billion this year, rising to £3.5 billion by 2025 and our response to proposals for reform of the sector (Telegraph, Telegraph Online, Express (twice), Mirror, BBC Online, i paper, Express)
We warned that efforts to tackle knife crime, county lines drug dealing and gangs is being undermined by uncertainty over youth offending team funding (Mirror, Independent Online Sky News Online)
We responded to the Government announcement of a new £8.5 million fund to help young families get on to the housing ladder (Express)
Our analysis of the £8 billion funding gap facing local government by 2025 (Times)
The Home Office's announcement that councils will receive more funding to support unaccompanied asylum-seeking children (Independent Online)
Our analysis of central government funding reductions in a piece about councils investing in new offices (FT)
Our warning that adult social care faces a £3.6 billion funding gap by 2025 featured in a piece about the care provider Four Seasons (FT, Telegraph Online)
Estimations that councils in England face a SEND funding gap of the more than £500 million (Guardian Online, Independent Online)
We were referenced about our core government funding analysis that shows councils have seen reductions of £16 billion between 2010-20 (BBC Politics Live (twice))
Our response to a report by HCLG Committee warning that children's services in England are at breaking point and supporting our analysis that children's services face a £3.1 billion funding gap by 2025 (Independent, Mirror Online)
We previously warned about cuts to local bus services (BBC Online, Mail Online (twice) ITV Online, Huffington Post (twice), i paper)
Our calls for the Government to fully fund local services featured in a Keir Mudie opinion piece on (Mirror Online, People)
Our warnings on potential reductions to the revenue support grant (Mirror Online, Mirror)
<b>Adult social care and health</b>
Cllr Ian Hudspeth, Chairman of the Community Wellbeing Board, was interviewed on Sky News about the Government's delayed social care funding plans (Sky News Online, LBC Online)
The latest figures on obesity-related hospital admissions in England (Times and Guardian).
Our polling showing 56 per cent of people would support paying extra money for social insurance, in a piece about adult social care (FT)
Our lines on council tax discounts for those living with mental impairments (BBC Online, BBC News at One, BBC Radio 4 You & Yours, Express)
Our lines in response to a Royal Society for Public Health report calling for greater availability of

public toilets (ITV News, Five News, BBC Radio 5, BBC Radio 2, BBC Online, iNews Online, LBC Online, the Mail, Mirror and Sun)
<b>Children, education and schools</b>
LGA Deputy Chairman, Cllr David Simmonds, was interviewed live on BBC Radio 4's Today programme and the Victoria Derbyshire Show about suspected illegal schools (BBC News, BBC News at 5, BBC Radio 4 Six O'Clock News, BBC Radio London and BBC News at One)
Our response to a report by the Children's Commissioner on children deprived of their liberty (Independent)
We were reported in a piece about childhood obesity and the long-term impact on an individual's health (Mail Online (twice)).
Newsnight referenced our analysis which showed councils spent more than £152 million on unaccompanied asylum-seeking children in 2017/18 – a figure which has almost doubled in four years. Our lines on EU foster children and EU citizenship (Sky News, LBC Online, Mail Online)
Our response to the Children's Commissioner report on children's mental health spending (Guardian Online)
Our lines on young people not in education, employment or training (NEET) (Metro, Times)
BBC Victoria Derbyshire and BBC Online featured our lines in a piece about girls in gangs (BBC Radio 1 and BBC Radio 2 news bulletins)
Our response to research that found more than 49,000 pupils from a single year disappeared from school rolls (Guardian)
Our response to the allocation of primary school places (Mail Online, Guardian Online)
Our press release which shows schools that stay council-maintained are more likely to improve or remain good/outstanding than those which convert to an academy (the Times and Guardian)
<b>Housing</b>
Deputy Chairman, Cllr David Simmonds, was interviewed on BBC's Victoria Derbyshire programme on our response to government announcing a new legal duty on councils to provide accommodation to victims of domestic violence (BBC Online, Guardian Online, Sky News Online, ITV News Online, LBC Online, Huffington Post Online, Mail Online, Mirror Online, Times, BBC Radio 2, BBC Radio 3 and BBC Radio 4 Today programme, LBC Radio)
Chairman of the Environment, Economy, Housing and Transport Board, Cllr Martin Tett, was interviewed by TalkRadio on our Homelessness Reduction Act survey, which found that 83 per cent of councils saw a rise in homelessness presentations following the implementation of the Act (Guardian)
Cllr Richard Watts, Chair of our Resources Board, featured on LBC news bulletins about funding for homelessness support.
Our findings that the introduction of permitted development rules has prevented the building of more than 10,000 affordable homes (FT, ITV, LBC, the Mirror and Times)
Our lines on Right to Buy, warning that the Government needed to provide more funding for councils (Express)
Our response to a report by Versus Arthritis on home support for people living with arthritis (Express)
We responded to the National Audit Office report on land availability and new homes (Mail Online).
<b>Inclusive growth, jobs and devolution</b>
Cllr Martin Tett, Chairman of the Environment, Economy, Housing and Transport Board, was interviewed live on <b>TalkRadio</b> about the future of highstreets and planning.
<b>Supporting councils</b>
Cllr Peter Fleming, Chairman of the Improvement and Innovation Board, was interviewed on LBC and TalkRadio about our press release warning that six out of 10 retailers in some areas are breaking the law on underage knife sales amid a lack of funding for enforcement activity by councils (Sky News, Times, Telegraph, Express, Mirror, Star, Sky News Online, ITV Online, Independent Online (twice), Evening Standard Online, Mail Online)
Cllr Peter Fleming was interviewed on Sky News Radio about our press release which warned that motorists could be putting lives at risk buying second-hand tyres (ITV Online, Mail Online, Express Online, the Sun, i, Mirror, Star, and on ITV News, Sky News and LBC)
Cllr Simon Blackburn, Chair of the Safer, Stronger Communities Board, appearance at the special Joint Committee examining the Draft Domestic Abuse Bill (BBC Online)
Following a report by the Victim's Commissioner for England and Wales, our response received

wide coverage (BBC Online (twice), BBC News channel (twice), BBC 1 Breakfast, BBC 2 News, BBC 2 Politics Live, BBC Radio 5, BBC Radio 5 Live, ITV Online, Sky News Online, Guardian Online, LBC Online, Telegraph, Mail, Sun, Express, Times, ITV Good Morning Britain, BBC Radio 4 Today programme, BBC Radio 4 the Long View programme and TalkRadio)
Our lines on council recycling services (Independent Online)
Our lines on the introduction of residential parking schemes by councils and action taken on parking permits (BBC Radio 5 Live Investigates, BBC Radio 5 Sunday Breakfast, Express, Mail)
Our previous calls for the government to introduce greater enforcement powers to tackle metal theft operators (Times)
In coverage of local elections, our national census of local authority councillors 2018 and lines on councillors facing intimidation putting young people off standing for election (BBC Online (three times), BBC Radio 4, BBC Radio 5 Live, Guardian Online)
Our previous lines on potholes were reported in the Telegraph and Express.
We responded to new figures from the Fostering Network, showing more than 8,500 foster families are needed across the UK over the next year (Guardian Online)
We called for existing and outdated taxi laws to be updated and strengthened (Star)
Our lines on the work councils are doing to stop seagulls disturbing residents and visitors (Guardian, Times)
<b>A single voice for local government</b>
Deputy Chairman, Cllr David Simmonds, was interviewed live on BBC Radio 4's Today programme about Public Spaces Protection Orders issued by councils in England in 2018.
Cllr Martin Tett, Chairman of the Environment, Economy, Housing and Transport Board, was interviewed on BBC News channel, BBC Radio 5 Live and BBC Radio 4 You and Yours, and Cllr Peter Fleming, Chairman of the Improvement and Innovation Board, was interviewed on Sky News and ITV News about our press release calling for courts to issue tougher punishment for fly-tipping (Times, Express, Guardian, Sun, Independent, i paper, Telegraph and BBC Online, ITV Online, Mail Online, Mirror Online, Sky News Online, ITV News Online, LBC Online, BBC Breakfast, BBC Radio 2, BBC Radio 3, BBC Radio 5 Live, TalkRadio, 5 News, and LBC)
Our response to a report by Citizens Advice on council tax debt (BBC Online, BBC News channel (twice), BBC 2, BBC Radio 2, BBC Radio 5 Live, BBC Radio 4 Today programme, and Mail Online)
Our response on the efforts of councils to run EU elections at short notice (Sky News Online, ITV Online, LBC Online, the Telegraph, Mail and LBC)
Our response to the Taxpayer's Alliance report on council employee pay featured on Mail Online, Metro Online, Times, Sun, Express, Telegraph, City AM and BBC News channel.
Our response to the Government's allocation of £10 million to improve the National Citizen Service's image (Guardian)
<b>Brexit</b>
We responded to consumer group Which? warnings that dangerous toys, cars and household goods could flood into the UK after Brexit (Mirror Online, i)



## **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.

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## LGA Forward Plan

## LGA Leadership Board LGA Executive Councillors' Forum

### July

<b>LGA LEADERSHIP BOARD 17.07.19</b>	
<b>Item</b>	<b>Summary / Purpose</b>
<b>LGA Business</b>	
Brexit	To update and take a steer on the LGA's Work Programme on Brexit.
SIGs Annual Reports	To note the Annual Reports of the LGA's Special Interest Groups
Membership, Terms of Reference and future meeting dates	To note the new membership, terms of reference and dates of future meetings.
Leadership Board: Review of the Year	Summarises the work of the Board since 1 September and its key achievements.
Future Business Plan Priorities	To provide a steer on the high level priorities for business planning prior to full report in September.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
LGA Work with Opposition Parties	To consider a report on possible LGA work with opposition parties.
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.
Minutes 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 Commercial Advisory Board.
UK Municipal Bonds Agency Update	To receive an update on work on the UK Municipal Bonds Agency.
Layden House Update	To update on the Layden House refurbishment projects.
Spending Review	To consider LGA activity around the Spending Review.

<b>COUNCILLORS' FORUM 18.07.19</b>	
<b>Item</b>	<b>Summary / Purpose</b>
Kwasi Kwarteng MP, Parliamentary Under Secretary of State at the Department for Exiting the EU	Kwasi Kwarteng MP, Parliamentary Under Secretary of State at the Department for Exiting the EU, will address Members on the Department's work on Brexit.
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 18.07.19</b>	
<b>Summary / Purpose</b>	
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.
LGA Boards: Annual Review of the Year	To note achievements against the objectives and deliverables agreed for the year.
Minutes of LGA Leadership Board	To highlight key issues from the LGA Leadership Board meeting.
Minutes of the last LGA Executive	To agree the note of the last meeting.
<b>Part 2: Confidential</b>	
Spending Review	To consider LGA activity around the Spending Review.

## September

<b>LGA LEADERSHIP BOARD 11.09.19</b>	
<b>Item</b>	<b>Summary / Purpose</b>
<b>LGA Business</b>	
Brexit	To update and take a steer on the LGA's Work Programme on Brexit.
Centre for Public Scrutiny	To submit an annual report on CfPS's activity.
Local Partnerships	To submit an annual report on Local Partnership's activity.
Review of Annual Conference	To review feedback from the Annual Conference.
Autumn Budget Submission	To comment on the Autumn Budget submission to Treasury and commend to Executive for approval the following day.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
LGA Business Plan	To agree and recommend the Business Plan to the LGA Executive.
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.
Minutes 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 Commercial Advisory Board.
Spending Review	To consider LGA activity around the Spending Review.
Layden House Update	To update on the Layden House refurbishment projects.

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

<b>LGA EXECUTIVE 12.09.19</b>	
<b>Summary / Purpose</b>	
Membership, Terms of Reference and Appointments to Governance Structures	To note membership, terms of reference and appointments
Brexit	To update on the LGA's work programme on Brexit.
Autumn Budget Submission	To discuss and approve the Autumn Budget submission to the 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.

Government Adult Social Care Green Paper	To consider the LGA's response to the Government's Adult Social Care Green Paper (if published).
LGA Business Plan	To agree the Business Plan as recommended by the Leadership Board.
Minutes of LGA Leadership Board	To highlight key issues from the LGA Leadership Board meeting.
Minutes of the last LGA Executive	To agree the note of the last meeting.
<b>Part 2: Confidential</b>	
Spending Review	To consider LGA activity around the Spending Review.

## October

<b>LGA LEADERSHIP BOARD 30.10.19</b>	
<b>Item</b>	<b>Summary / Purpose</b>
<b>LGA Business</b>	
Brexit	To update and take a steer on the LGA's Work Programme on Brexit.
LGA Budget	To note a proposed LGA budget framework prior to full report in January.
Government Adult Social Care Green Paper	To consider the LGA's response to the Government's Adult Social Care Green Paper (if published).
LGA Subscriptions	To provide a steer on the overall level of subscriptions for the following year.
Communications Update	To consider communications activity in the first and second quarters.
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.
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.
Minutes 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 Commercial Advisory Board.
Spending Review	To consider LGA activity around the Spending Review.
Layden House Update	To update on the Layden House refurbishment projects.

<b>COUNCILLORS' FORUM 31.10.19</b>	
<b>Item</b>	<b>Summary / Purpose</b>
Rt Hon Tobias Ellwood MP, Parliamentary Under Secretary of State and Minister for Defence	Rt Hon Tobias Ellwood MP, Parliamentary Under Secretary of State and Minister for Defence, will address Councillors' Forum on the department's work on the Armed Forces Covenant.
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 31.10.19</b>	
<b>Summary / Purpose</b>	
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.
Government Adult Social Care Green Paper	To consider the LGA's response to the Government's Adult Social Care Green Paper (if published).
Minutes of LGA Leadership Board	To highlight key issues from the LGA Leadership Board meeting.
Minutes of the last LGA Executive	To agree the note of the last meeting.
<b>Part 2: Confidential</b>	
Spending Review	To consider LGA activity around the Spending Review.

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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)

