

Appendix 2

LGA business plan 2019-2022

Councils hold together the very fabric of our communities. Together they make up the largest collection of democratically elected people in the country with a democratic mandate that is second to none, providing clear and effective leadership of places and communities in a way which is both transparent and accountable.

Every day, councils make people's lives better, improving the places where they live and work, supporting local businesses and contributing to the local and the national economy.

Councils are trusted by their residents to make the right decisions for them and their families, to deliver essential services and to plan responsibly for the future. Councils can only do this – and contribute so much more - if they are properly and sustainably funded. The LGA will continue to fight local government's corner to secure the resources that they need.

Public health, early years and services for vulnerable children and older and disabled adults are just some examples of how every pound invested by Government in local government can relieve pressure on other essential services like the NHS and police.

As local democratically elected leaders, councillors have critical role in driving urgent actions in their local areas to combat climate change and its impacts and to safeguard the future for generations to come. This business plan demonstrates how local government is contributing to the UN's Sustainable Development Goals (SDGs) and how the LGA is supporting councils in that work.

Working on behalf of councils

The LGA is the national voice of local government. We believe that councils have the power to change lives and improve places and we work with them to support, promote and improve local government.

We are a politically-led, cross party membership organisation working on behalf of councils to give local government a strong, credible voice with national government.

We aim to influence and set the political agenda on the issues that matter to councils so they can deliver local solutions to national problems. We fight local government's corner, supporting councils through challenging times and focusing our efforts where we can have real impact.

Our core membership is made up of English councils and Welsh councils through the Welsh LGA. We also provide membership services to a range of associates, including fire and rescue authorities, national parks authorities, town councils, police & crime commissioners and elected mayors of combined authorities. Working with, and on behalf of, our membership we:

- campaign on behalf of local government to influence government policy and parliament, to secure funding and powers for the sector and to ensure legislation reflects councils' views.
- promote and defend the reputation of local government and drive positive opinion of councils across all sectors and with the public.
- coordinate the sector's approach to improvement, providing practical support to help councils continue to innovate, improve and provide essential services to communities.

- support councils to maximise income, ensuring any new burdens are fully funded and coordinating collective legal actions on behalf of the sector.
- in our role as national employer, negotiate fair pay and pensions and provide support and advice on workforce issues
- use our seat at the negotiating table to secure the best deal for councils from Britain's exit from the EU, pressing for more powers to be devolved from Brussels and Whitehall to local government.
- deliver cost effective services through our joint ventures and wholly owned companies such as Local Partnerships, GeoPlace, LG Mutual and Public Sector Audit Appointments.

Our vision for local government

Our vision for local government is one of a vibrant local democracy, where powers from Westminster and Brussels are devolved to local areas, and citizens have a meaningful vote and real reason to participate in civic and community life.

Economic growth offers prosperity to every place, with well-targeted and planned investment in infrastructure, training and housing that leads to jobs and a supply of affordable homes.

Public services focus on preventing problems instead of just picking up the pieces, delivering positive outcomes for people of all ages in an environmentally sustainable way. Joined up services are built around people and their needs, enhancing the lives of individuals, families and communities and making local areas better places to live now and for future generations.

Our focus for 2019 - 2020

To support this vision we will concentrate our activities on nine areas in the year ahead

Funding for local government

Fair and sustainable funding to enable councils to more effectively plan and deliver essential public services beyond the short term, to raise more funds locally and to promote greater collective working across local public services.

Adult social care, health and wellbeing

Sustainable funding and better integration with health services enable councils to continue to support people to live safe, healthy, active, independent lives and to promote wellbeing and resilience for all ages.

Children, education and schools

Councils have the powers and resources they need to bring partners together to deliver inclusive and equitable quality education, help children and young people to fulfil their potential and offer lifelong learning opportunities for all

Housing and sustainable communities

Councils lead the way in building the homes that people need and creating inclusive, safe, resilient communities that are great places to live.

Economic growth and employment

Councils are central to driving inclusive, sustained and sustainable economic growth, full and productive employment and decent work for all.

Climate Action

Councils take the lead in driving urgent actions in their local areas to combat climate change and its impacts and to deliver zero net carbon by 2030.

Britain's exit from the EU

Local government has a strong and influential voice during Britain's exit from the European Union, securing the best deal for councils and ensuring that the different local communities are fully recognised.

Strong local democracy

A refocus on local democratic leadership and a shift in power to local communities leads to greater diversity of elected representatives, high standards of conduct and strong, flexible local governance.

Supporting councils

Councils are responsible for their own performance through sector-led improvement. Our range of peer-based support, underpinned by strong and effective local leadership, ensures that councils continue to improve and innovate in supporting their local communities.

Our tenth theme sets our own internal commitments

The way we work

The LGA supports and works on behalf of councils and councillors across England and Wales. As well as our headquarters in Westminster, we have regional teams based across the country and we are committed to operating in an environmentally sustainable way.

Funding for local government

Fair and sustainable funding to enable councils to more effectively plan and deliver essential public services beyond the short term, to raise more funds locally and to promote greater collective working across local public services.

We will continue to make the case to central government highlighting the benefits to the country of investing in local government – we will:

- in advance of the 2020 Spending Review, continue to highlight the pressures on all services and press for funding that reflects current and future demand, particularly in the areas of housing, homelessness, adult social care and children's services.
- Produce evidence of the impact, value and efficiency of local government services.
- continue to take a lead with local and central government on the implementation of further business rates retention and press for full retention of business rates.
- work with local and central government on a distribution mechanism for local government funding that supports effective long term planning, is an evidence-based reflection of needs and resources and is simpler and more transparent with appropriate transition mechanisms.

People have a meaningful local voice on a wide range of tax and spending decisions – we will:

- press for freedoms that lead to greater local financial autonomy with a view to achieving local control over and retention of both council tax and business rates.
- develop proposals to improve the business rates system, including valuation and the business rates appeals system.
- lobby for improvements to the system of business rates to help tackle business rates avoidance.
- press for legislation to allow councils to raise more funds locally including new local taxes and set fees and charges which fully recover costs.

Councils are able to access a range of sources of finance to encourage investment and create jobs, supported by an appropriate financial framework – we will:

- further develop policy on capital financing and investing and contribute to national reviews in these areas so that they support and enable prudent investment and financial management.
- contribute to reviews of the accounting and financial regulatory framework for councils to ensure it is appropriate, not over restrictive and balanced with local freedom and accountability.
- work with the United Kingdom Municipal Bonds Agency to develop and promote this new borrowing vehicle for councils and help them achieve a first bond issue

Council staff are paid fairly, keeping good staff in councils and attracting new staff – we will:

- convene the employer side of the collective bargaining arrangements to agree equitable and affordable pay awards for more than 2 million local authority employees.
- provide evidence to the school teachers' pay review body and Low Pay Commission in relation to the National Minimum and Living Wages.

Adult social care, health and wellbeing

Sustainable funding and better integration with health services enable councils to continue to support people to live safe, healthy, active, independent lives and to promote wellbeing and resilience for all ages.

SDG 3 – Good health and wellbeing

Ensure healthy lives and promote wellbeing for all at all ages

The lives we want to lead

We want to build a society where everyone is supported to live a healthy, fulfilled and independent life, staying at home and contributing to family and community life for as long as possible. However escalating funding pressures and increasing demand are threatening services that improve lives and communities.

Our campaign builds on our 2018 green paper and consultation and calls for sustainable long-term funding that gives people the care and support they need now and in the future.

Councils are able to secure sufficient resources to deliver effective, integrated social care services – we will:

- continue to lobby for the short, medium and long-term financial sustainability of adult social care and support.
- Build on the findings of our green paper consultation that all funding options, including national taxation, should be considered to fund adult social care and press for real change to secure a sustainably funded system of adult social care that is fit for the future.
- work with Government to agree a sustainable, long term funding deal for public health.

Councils lead the debate on the future vision for health and social care – we will:

- continue to promote health and wellbeing boards as place-based leaders of health and care, developing a clear vision of councils' role in planning and delivering health and care systems, with the integration of health and care at its centre
- support councils and their partners to work together to develop place-based and person-centred care and support delivered through community-based multi-disciplinary settings
- continue to make the case for a long term policy framework for the Better Care Fund (BCF) that enables councils and the NHS to invest in community-based and preventative models of care, with a lighter touch approach to BCF reporting and greater emphasis on local targets.
- continue to lobby for councils and councillors to have a key role in sustainability and transformation partnerships, integrated care systems and redesigning health and care services.

Councils have a central role in promoting health and wellbeing locally – we will:

- work with partners through the Care and Health Improvement Programme to support councils

to develop and improve local services and offer a programme of leadership development.

- develop a full cost benefit case for investing in prevention, to demonstrate how different sectors can contribute, including by encouraging the public to live well and provide self-care.
- work with partners to continue to improve public health and promote the role of wider preventative work within local areas' overall health and care systems.
- work with the NHS and partners to develop a system-wide approach to public health workforce planning and address urgent staffing issues in children's public health.
- support councils as employers to promote health and wellbeing in their workplaces.

Councils support older people, disabled people and people in vulnerable circumstances – we will:

- support councils to tackle the challenges and exploit the opportunities of an ageing population and to meet increasingly complex needs, including improving dementia and mental health services, better supporting carers and those with autism and/or learning difficulties and offering supported housing.
- continue to support councils to deliver the Armed Forces Community Covenant.
- work with the Association of Directors of Public Health and Department of Health and Social Care to deliver a new suicide prevention sector-led improvement offer

Councils actively work with the NHS to ensure that health and care services are built around the needs of local populations – we will:

- work with health colleagues to ensure that STPs and ICSs help drive genuine and sustainable transformation in patient experience and health outcomes in the longer-term.
- work with councils and health partners to ensure that people get the right care, in the right place, at the right time.
- support councils to manage and develop their local care market, commission services and put in place contingency arrangements to mitigate against provider failure.
- Influence implementation of the NHS long term plan to reflect local government's priorities.

Councils are supported to improve health and care service – we will:

- work with Department of Health and Social Care to co-produce with ADASS the sector led improvement programme for care and health.
- provide support for social care, integration and health as well as transforming care programme for people with learning disabilities and/or autism.
- support councils in using technology to facilitate joint working between councils and health partners to enable people to live independently.
- help councils develop innovative, efficient and sustainable approaches in care and health services.
- develop and deliver a support offer to help councils and their partners embed the Making Safeguarding Personal (MSP) approach.
- lobby for resources to allow councils to lead a radical transformation of services in order to meet the needs of society.
- support councils and their partners to identify and manage sustainability and delivery risks.

Children, education and schools

Councils have the powers and resources they need to bring partners together to deliver inclusive and equitable quality education, help children and young people to fulfil their potential and offer lifelong learning opportunities for all.

SDG 3 – Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Bright futures: Children's social care and mental health services

Helping children and young people to fulfil their potential is the ambition of all councils, but services that support them to do so are under increasing pressure.

Our campaign calls for the services that change children's lives to be properly funded so that all children can have the bright futures they deserve.

Councils lead the way in driving up educational standards – we will:

- set out a clear vision for councils' role in promoting high educational standards for all children and young people, whatever type of school they attend, accompanied by the appropriate resources, powers and flexibilities to ensure every child has access to a place at a good local school.
- lobby for a stronger role for councils in making sure that new schools are fit for purpose, high quality and value for money, including a lead role for councils in decisions about new free schools.
- lobby for flexibility in the use of the apprenticeship levy and work with partners to increase take up of quality apprenticeships in schools.
- support councils to ensure teachers and school support staff are properly resourced to deliver quality education throughout the maintained and academy sectors.

Schools have the funding they need to deliver the best education for all pupils – we will:

- lobby to ensure the national funding formula for schools retains an element of local flexibility to allow councils and schools to reflect local needs and priorities.
- highlight the growing pressures on the high needs budget which supports pupils with Special Educational Needs and Disabilities and lobby the government to provide councils with sufficient funding and flexibility to meet rising demand.

Councils protect children's wellbeing and keep them safe – we will:

- highlight the £3.1 billion funding gap in children's services funding and make the case for adequate funding
- make the case for investment in early intervention approaches.

- work with partners and DfE to deliver a sector-led approach to improving children's services.
- continue to support councils to protect children and young people from harm and improve outcomes for all children, with particular focus on children in care and care leavers.
- continue to work with government and councils to help keep child refugees and unaccompanied asylum seekers safe, pressing for funding improvements to better cover the costs incurred by councils including for those leaving care.
- support councils to tackle the challenges of child criminal exploitation and wider county lines issues.
- work with MHCLG to ensure the national Troubled Families Programme is effectively implementing service transformation across Early Help Services

Councils have the flexibility and resources to deliver services that meet the needs of children and young people – we will:

- through our Bright Futures campaign, continue to paint a positive vision for the future role of local children's services and call for the services that change children's lives to be properly funded
- support councils to take a preventative and place-based approach to children and young people's health, including early years, childhood obesity and support for children's mental health.
- work in partnership to improve life chances for disadvantaged households, particularly those with young children, making the case for early intervention and improved integration of services for families.
- provide comprehensive practical support to councils seeking to provide apprenticeships

Housing and sustainable communities

Councils lead the way in building the homes that people need and creating inclusive, safe, resilient communities that are great places to live.

SDG1 – No poverty

End poverty in all its forms everywhere

SDG 11 – Sustainable cities and communities

Make cities and human settlements inclusive, safe, resilient and sustainable.

Councils drive the increase in housing supply the nation needs – we will:

- continue to make the case for additional powers for councils to increase housing supply to meet local needs, promote affordable housing and make more effective use of surplus public sector land.
- support consortia of councils to access significant development funds for housing through the creation of new partnership models.
- explore options to free councils from borrowing restrictions on building homes, including removing Housing Revenue Account borrowing contributing towards national public debt.

Councils lead the way in shaping and creating communities where people want to live – we will:

- lobby for a well-resourced and locally responsive planning system, funded by locally set fees and with the tools to ensure developers build quality homes that meet local need.
- continue to lobby for additional funding for infrastructure required to support housing developments, including a review of the current rules governing developer contributions
- support councils to work with partners to maximise the value of local and national infrastructure investment, including in road, rail, broadband, culture, heritage and recreation facilities to create positive sustainable communities of the future.
- Ensure the provision of homes that positively support us to age well, integrated with health and care.

Councils continue to drive higher safety standards across the housing sector – we will:

- lobby for sufficient resources and tools to enable councils to shape a good quality private rented sector that meets the needs of everyone in local communities.
- work with government and councils to identify high-risk, high-rise residential buildings, including those with combustible cladding systems and lobby for support for councils to make changes and take urgent remedial action.
- support officers and councillors to strengthen councils' licensing and regulatory functions, including issues arising from the implementation of the Hackitt review of Building Regulations and Fire Safety, due to come into force by 2021.
- respond to government consultations, including on the new building safety regulatory framework

- provide practical bespoke support to help councils deal with the housing, planning and homelessness challenges through the Housing Advisers programme and other sector-wide projects

Councils lead the way in ending homelessness for all by preventing it happening in the first place – we will

- lobby for councils to have the funding and tools to manage the housing impacts of welfare reform in achieving the ambitions of the Homeless Reduction Act and Rough Sleeping strategy.
- make the case for adaptations to welfare reform, flexibility to build homes, and for councils to have the powers and funding to meet local need.

Councils lead the way in shaping and creating communities where people feel safe and want to live – we will

- support councils in their work to help tackle modern slavery and support victims, and represent the interests of councils as modern slavery policy in the UK continues to develop.
- support councils to reduce serious violence, domestic abuse, female genital mutilation and anti-social behaviour.

Councils continue to play a leading role in the design and delivery of blue light services that help protect local communities – we will:

- support fire and rescue authorities to become more inclusive and more representative of their communities.
- respond to the Phase 1 Report of the Grenfell Inquiry findings for fire and rescue authorities ensuring that any new burdens and responsibilities for the service are identified and appropriately funded
- lobby for sustainable funding for fire and rescue authorities taking account of risk and demand on the service.
- provide support to police and crime panels and share best practice.
- strengthen fire and rescue authorities ability to take forward the fire reform agenda and the findings of the first tranche of inspections from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) exploring any national recommendations..

Councils and their communities work together to strengthen their resilience and ensure they are prepared to respond civil emergencies– we will:

- explore how councils can actively promote community resilience and preparedness
- support councils to embed strengthened approaches to civil resilience and mutual aid through working with MHCLG team to develop training, guidance and other materials.
- support councils to help counter extremism and contribute to a multi-agency approach to preventing and tackling serious violence.

Economic growth and employment

Councils are central to driving inclusive, sustained and sustainable economic growth, full and productive employment and decent work for all.

SDG 8 – Decent work and economic growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

SDG 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

SDG 10 – Reduced inequalities

Reduce inequalities within and among countries

Councils are key partners in delivering the Government's national economic strategy– we will:

- support city regions and non-metropolitan areas to deliver a better economic and social future for their citizens and effective local economic strategies.
- refresh the case to demonstrate to government how devolution leads to higher inclusive and sustainable growth, more effective public services and better outcomes for residents.
- ensure communities are engaged on how natural assets are managed and maintained in their local areas by advocating for councils to have a voice in the development of a new English land management policy
- support local innovation to better deliver digital infrastructure and continue to press for a regulatory framework that will deliver the best deal for customers.
- continue to press for strong local government representation on and improved oversight and scrutiny of Local Enterprise Partnerships to deliver clear democratic accountability.
- support councils to maximise the impact of their cultural, sporting and heritage assets to drive growth in their local visitor economy.

Councils work with businesses to match education, training and skills with employer needs – we will:

- continue to press for power, funding and lead responsibility for councils to integrate and commission back to work, skills, apprenticeship and welfare support under the LGA's Work Local devolved model.
- campaign for people of all ages to be supported to participate in quality skills development and training, including independent careers advice and a passport for lifelong learning.
- promote good employment practice that helps apprentices, interns and NEETs (people not in education, employment or training) into work, including a series of national events for young apprentices.
- promote diversity and inclusion in the workplace and work with councils to address issues around gender pay gap, representation and recruitment challenges.

Councils have the powers and responsibilities to tackle the big challenges facing the country – we will:

- work with government, business and others to give communities in England and Wales greater responsibility to make decisions on the issues of importance to them, including through influencing the government's devolution framework.
- press for powers and resources to match new duties where councils and fire and rescue authorities take on additional legal liabilities - such as building regulations post Grenfell and DEFRA's proposed new requirements for councils on air quality.
- support combined authorities and councils to implement devolution deals and local industrial strategies, through peer learning, expert support, online tools and information.

Councils facilitate economic growth and strong local communities through risk-based business-friendly public protection services – we will:

- lead a debate on the key role of councils in building safer and more resilient communities and preventing crime particularly through early intervention.
- support councils to demonstrate the value of their regulatory services and lobby for sustainable funding for vital public protection services
- lobby government to bring forward taxi licensing legislation as soon as possible
- press for greater flexibility in the licensing system to enable councils to manage their local economy, including the localisation of licensing fees

Climate Action

Councils take the lead in driving urgent actions in their local areas to combat climate change and its impacts and to deliver zero net carbon by 2030.

SDG 13 – Climate Action

Take urgent action to combat climate change and its impacts.

Councils have the powers and resources they need to lead the way in combatting the effects of climate change - we will

- Lobby for a joint taskforce with relevant Whitehall Departments including BEIS, MHCLG and DEFRA to consider the most appropriate actions, funding, coordination and collaboration.
- Write to Government setting out funding and policy changes needed to deliver zero net carbon by 2030.
- Work with Government to address the need for greater energy efficiency in the built environment and how this can be achieved through changes to Building Regulations and through planning practice.
- Work with Government, as it implements its Waste and Resources Strategy to identify ways to reduce the total level and the level of unrecyclable waste entering the system and investment priorities for waste disposal and processing of recyclates, considering the investments that have already been made by councils.

Councils are working with partners and stakeholders to implement short, medium and long term strategies to reduce carbon emissions in their areas - we will

- identify the top ten actions that councils can take to address carbon emissions in their areas, recognising that one-size does not fit all.
- establish the resource needs and regulatory changes needed to support the move to electric vehicles, including the provision of charging points on new housing developments and electrification of council and council-contracted vehicle fleets.
- work on the implications of the development of hydrogen fuel cell technology for the mix of local transport and infrastructure provision
- identify the incentives and investment required to support a shift towards public transport and walking and cycling (recognising that modal shift will need to be part of the solution to reducing carbon emissions).

Councils have access to a comprehensive improvement programme to support them to achieve zero carbon emissions – we will:

- consult with the sector to determine the support they need to help in order to inform a new improvement support offer and conversations with central government.
- develop a bank of resources including best practice case studies, ‘don’t be left in the dark’ guidance and more detailed toolkits to help councils take immediate and effective action.

- incorporate climate change issues into core leadership programmes for councillors and officers.
- develop a package of communications support including how to engage with local activist groups.
- support long term action-planning and setting strategic objectives, for example through the deployment of 'climate experts'.

DRAFT

Britain's exit from the EU

Local government has a strong and influential voice during Britain's exit from the European Union, securing the best deal for councils and ensuring that the different local communities are fully recognised.

A seat at the negotiating table – we will:

- act as the voice of local communities and ensure that the different needs of different localities are represented and heard.
- ensure that negotiations focus on those issues that matter most to local government and lead the negotiations on behalf of the sector.

Constitutional reform – we will:

- be a leading voice in redesigning how the UK works, and take advantage of the opportunity to seek the entrenchment of local government within our new constitutional settlement.

Local economic developments – we will:

- work to secure the £5 billion of regeneration investment guaranteed to local economies from EU structural funds to 2020 up until we leave the EU and lobby for alternative UK sources after we leave.
- help redefine future regional aid and state-aid rules which have, to date, been defined in Brussels.

Disentangling councils' legal base – we will:

- develop a revised legal framework for those local government services which are currently based on EU laws – for example, environmental policy, air pollution, energy waste and procurement.
- ensure that repatriated laws and regulations are not centralised in Whitehall.

Community cohesion – we will:

- with reference to UN Sustainable Development Goal 16 (Peace, Justice and Strong Institutions), ensure that councils are supported to build community cohesion, promote integration, tackle extremism and deliver the Prevent duty
- feed in sector views to the independent review of Prevent and development of the new counter-extremism strategy
- inform the development, delivery and funding of support for asylum seekers and refugees and sharing good practice, and supporting the LGA Asylum, Refugee and Migration Task Group and Chief Executives' and Home Office group on asylum dispersal to address pressures on councils.

Exiting the EU and place – we will

- ensure that there is an evidence base to demonstrate the risks and opportunities of Britain's exit from the EU and how these differ by geography.
- support councils to prepare and deliver a successful transition for EU Exit.

Strong local democracy

A refocus on local democratic leadership and a shift in power to local communities leads to greater diversity of elected representatives, high standards of conduct and strong, flexible local governance.

SDG 16 – Peace, justice and strong institutions

Promote peaceful and inclusive societies for sustainable development, provide justice for all and build effective, accountable and inclusive institutions.

Councils as leaders of good conduct in public and political discourse and debate - we will:

- Articulate what local government across the UK believes are good standards for anyone engaging in public and political discourse and debate, what is needed to achieve these standards, and that intimidation and abuse of those in public office is unacceptable.
- Review the member model code of conduct and support our member councils in addressing intimidation and abuse.
- Promote and support councils in developing the diversity of their candidates and elected members.

Elected members and officers are empowered to tackle incidents of public intimidation – we will:

- Explore the practicalities and support the adoption of an informal council ‘duty of care’ for councillors.
- Seek to better understand the scale and impact of the intimidation and abuse our membership is experiencing and promote a new offence for intimidation against a person in public office.
- Engage with our police forces and associated agencies to ensure the impact and seriousness of the public intimidation of local councillors and employees is understood and acted upon.

Councils work collaboratively with their local community and voluntary sector - we will:

- Develop proposals and support to enable councils to explore ways of engaging with their local community and voluntary sector in local service delivery, enhancing places and local decision making.

Strong political and officer leadership is at the heart of local democracy and an essential pre-condition for continuous improvement – we will:

- Deliver a suite of leadership development programmes for councillors and prospective councillors through our Next Generation and Be a Councillor programmes.
- Support the leadership development of current and future Chief Executives and managers in partnership with SOLACE.
- Recruit new talent to local government through our National Graduate Development programme.

- support councils to transform their workforces and modernise the way they are managed, including support to promote wellbeing, address inequalities, gender and ethnicity pay gaps and roll out Disability Confident accreditation.
- support councils to achieve their apprenticeship targets and maximise their levy investment.
- provide specialist advice and support for the Local Government Pension Scheme.

Continued devolution of powers and funding to local areas drive strong and responsive local democracy and greater engagement with communities – we will

- offer a mixture of generic and bespoke support for combined authorities, elected mayors and those areas in the process of developing their devolution arrangements
- support councils on the local growth agenda, including the development of Local Industrial Strategies.

Challenge and support from peers lies at the heart of local government's approach to improvement – we will:

- maintain an overview of councils' performance, using this information to drive improvement, manage the risk of significant underperformance and minimise government intervention.
- deliver a comprehensive programme of peer support, including corporate, financial, place-based and service specific peer challenges and support for change of political control.
- support councils with particular challenges or to resolve issues between the political and managerial leadership and improve community engagement.
- through LG Inform, and LG Inform VFM, provide free council and public access to transparent performance information.
- through our partnership with the Centre for Public Scrutiny (CfPS), support councils to develop scrutiny skills and expertise.

Councils continue to be the most efficient part of the public sector – we will:

- provide practical support and guidance to help councils deliver efficiency savings and better value for money through improved procurement, more commercial approaches, increased use of digital solutions and shared management and services.
- capture and share intelligence about major suppliers to help reduce the risk for councils and with CIPFA help them to be more pro-active in dealing with fraud.
- work with councils and key partners to highlight the importance of cyber security and cyber resilience to protect our data and systems.
- with Local Partnerships, support councils to make savings by providing commercial advice and support on matters of legal and contractual complexity.

Supporting councils

Councils are responsible for their own performance through sector-led improvement. Our range of peer-based support, underpinned by strong and effective local leadership, ensures that councils continue to improve and innovate in supporting their local communities.

A sector-led approach to improvement: the sector's peer-based approach to improvement has been a considerable success; take up of the support offer is strong and councils' feedback demonstrates the support has a positive impact.

Our campaign will highlight the benefits of sector-led improvement to local government and promote the good practice taking place across councils.

Our support offer reflects feedback from the sector and is based on what we know works for improvement: strong political and managerial leadership; challenge and support from peers; productivity and efficiency support; access to comparable performance data and learning from each other. Take up of the offer is high and there is an expectation that every council will have a corporate peer challenge or finance peer review at least every five years.

Different tiers of support are available, depending on the intensity of the challenges councils face. We are able to offer practical bespoke support packages to help councils respond to severe local challenges or address significant underperformance issues.

Our core offer is funded by the Ministry of Housing, Communities and Local Government (MHCLG) grant and organised around four themes. In addition, support targeted at improving care and health services is funded by the Department of Health and Social Care, adding a fifth theme. Key offers under each theme are:

Challenge and support from peers lies at the heart of local government's approach to improvement – we will:

- *maintain an overview of councils' performance, using this information to drive improvement, manage the risk of significant underperformance and minimise government intervention.*
- *deliver at least 110 peer challenges involving councillor and senior officer peers from councils and other organisations, including corporate peer challenges, service specific peer challenges, financial challenges and place based peer challenges.*
- *provide member peer support for 75 per cent of councils where there has been a change of political control, including new e-learning opportunities for all councillors, mentoring and advice.*
- *provide support to at least 20 councils to improve the way they engage with their communities.*
- *provide direct support to at least 70 councils and groups of councils each year, especially those with the most severe performance challenges or to resolve issues between the political and managerial leadership.*
- *through LG Inform, and LG Inform VFM, our online data and benchmarking service, provide free council and public access to transparent performance information. LG Inform Plus will give councils access to small area data reports and tools and support authorities to drive improvement.*
- *provide direct support, through our partnership with the Centre for Public Scrutiny (CfPS), to*

develop scrutiny skills and expertise.

Strong political and officer leadership is at the heart of local democracy and an essential pre-condition for continuous improvement – we will:

- support at least 700 councillors through our suite of leadership programmes.
- support at least 60 ambitious and talented councillors with the potential to progress in their political careers through our Next Generation programme.
- support the leadership development of Chief Executives, managers and rising talent in councils, in partnership with SOLACE.
- help at least 15 councils, political groups and the national parties to attract new talent to get involved in civic life through our ‘Be a Councillor’ programme.
- recruit up to 110 high calibre graduates to local government working with councils to secure interesting and challenging placements, as part of a two year National Graduate Development Programme.
- help councils to address inequalities, gender pay gap, ethnicity gap and the roll out of Disability Confident
- maintain national negotiating machinery on pay and workforce issues.
- provide specialist advice and support for the Local Government Pension Scheme.
- deliver a programme of support to help councils achieve their apprenticeship targets and maximize their levy investment.
- support 50 councils to transform their workforces and modernise the way they are managed.
- support councils to promote wellbeing in the work place by providing information, guidance and bespoke support.

Councils continue to be the most efficient part of the public sector – we will:

- provide practical support and guidance through the Transformation and Innovation Exchange to help councils deliver better value for money and improve outcomes for communities help councils become more efficient
- in line with the recently revised national procurement strategy, deliver a programme of support to help councils improve their procurement arrangements.
- capture and share intelligence about major suppliers to help reduce the risk for councils if a supplier got into financial difficulty.
- support at least 25 councils to realise efficiency savings through our productivity and income generation expert programme, saving the councils in total at least £25 million over four years.
- help councils to develop a more commercial approach to their activities through a series of courses, events and sharing good practice.
- provide expert financial advice and assistance for at least 40 councils to help them address specific issues.
- provide a matchmaking service for councils who wish to share services and/or management teams and promote good practice through our web-based interactive shared services map.
- equip 18 more councils with the skills and confidence to use design and behavioural insights to improve public services and manage future demand for them.
- in collaboration with CIPFA, help councils to be more proactive in dealing with fraud.
- support councils to maximise the opportunities that digital tools and solutions create to enable local residents and businesses to access council services on line.

- work with councils, sector representative bodies, MHCLG, Cabinet Office and the National Cyber Security Centre to highlight the importance of cyber security and cyber resilience to protect our data and systems.
- share best practice of councils who are finding new and effective ways of working to secure outcomes for their communities at significantly less cost, particularly through the Innovation Zone.
- with Local Partnerships, support councils to make savings by providing commercial advice and support on matters of legal and contractual complexity.

Strong communities with excellent public services – we will:

- provide practical bespoke support to help councils deal with the housing, planning and homelessness challenges through the Housing Advisers programme and other sector-wide projects
- support officers and members to strengthen councils' licensing and regulatory functions, including issues arising from the Hackitt review of Building Regulations and Fire Safety.
- offer a mixture of generic and bespoke support for combined authorities, elected mayors and those areas in the process of developing their devolution arrangements support councils on the local growth agenda, including the development of Local Industrial Strategies.
- support councils to help counter extremism and contribute to a multi-agency approach to preventing and tackling serious violence.
- strengthen fire and rescue authorities' ability to take forward the fire reform agenda by strengthening their strategic leadership
- work with MHCLG to ensure the national Troubled Families Programme is effectively implementing service transformation across Early Help Services
- support councils to prepare and deliver a successful transition for EU Exit.
- support councils to embed strengthened approaches to civil resilience and mutual aid through working with MHCLG team to develop training, guidance and other materials for councils.

Councils are supported to improve health and care service – we will:

- work with Department of Health to co-produce with ADASS the sector led improvement programme for care and health.
- provide support for social care, integration and health as well as transforming care programme for people with learning disabilities and/or autism.
- support councils in using technology to facilitate joint working between councils and health partners to enable people to live independently.
- help councils develop innovative, efficient and sustainable approaches in care and health services.
- develop and deliver a support offer to help councils and their partners embed the Making Safeguarding Personal (MSP) approach.
- lobby for a radical transformation of services in order to meet the needs of society.
- support councils and their partners to identify and manage sustainability and delivery risks.

We receive additional funding for our sector-led improvement programmes in other specific

service areas, including:

- Planning Advisory Service.
- culture services in partnership with Arts Council England and sport and physical activity services with Sport England.
- children's services programme funded by the Department of Education.
- One Public Estate funded by the Cabinet Office and MHCLG.
- "Return to Work" programme that seeks to attract qualified staff in hard-to-recruit areas back to local government. For 2019/20 our focus will be on social workers, town planners and IT staff.

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The way we work

The LGA supports and works on behalf of councils and councillors across England and Wales. As well as our headquarters in Westminster, we have regional teams based across the country and we are committed to operating in an environmentally sustainable way.

SDG 12 – Responsible production and consumption

Ensure sustainable consumption and production patterns

The national membership body for local government – we will:

- maintain membership levels amongst local authorities in England and Wales by continuing to offer membership benefits that meet the sector's changing needs and expectations.
- launch a new online membership booklet, setting out the benefits of membership directly with councils and councillors.
- seek to attract organisations with an interest in local government into our associate scheme.

A supportive membership body – we will:

- coordinate collective legal actions on behalf of councils and press for New Burdens funding where changes in legislation create additional responsibilities and expenditure.
- offer political support to individual councillors and council administrations through our political group offices.

A politically-led organisation – we will

- reflect the overall ambitions of the UN Sustainable Development Goals, and the motion passed by the 2019 General Assembly, in the way that we work and ensure that our own organisation reflects best practice.
- review our member governance arrangements to ensure that they continue to reflect and respond to current priorities and the expectations of our membership.
- ensure that combined authorities, authorities with devolution deals and elected mayors are appropriately represented on our governance arrangements.

Using communications to persuade and influence and support councils – we will

- deliver first class communications that are highly valued and respected by local government and our stakeholders, to influence the issues that matter to councils, their residents and their communities.
- through our communications improvement work, support councils and help to raise the standard of public sector communications.

Financially sustainable – we will:

- continue to develop existing and new income generation opportunities in order to diversify our sources of funding and ensure the long term financial sustainability of the organisation.
- complete the refurbishment of Layden House (now the Stills) in Farringdon to increase its capital value and maximise our income from commercial letting of the Stills and 18 Smith Square.
- invest responsibly and seek to ensure that our contractors, joint ventures and pension funds have in place responsible investment policies.

Efficient business management – we will:

- continue to streamline our company structures to deliver a solid and tax-efficient base from which to run our business, including incorporation of the Association.
- through our partnership arrangement with Brent Council, continue to develop our ICT to support improved efficiency and flexibility.
- ensure that the suite of policies and procedures that underpin our business are comprehensive, clearly understood, updated regularly and reflect best practice.

Supportive people management – we will:

- continue to roll out the leadership development programme for our current and aspiring managers as part of our wider commitment to develop our employees and ensure that data from the 2019 evaluation is used to enhance the programme for 2020;
- implement the comprehensive new employee health and wellbeing strategy.
- prepare and deliver the 2020 staff survey.
- embed equality, diversity and inclusion into the core values of the LGA.

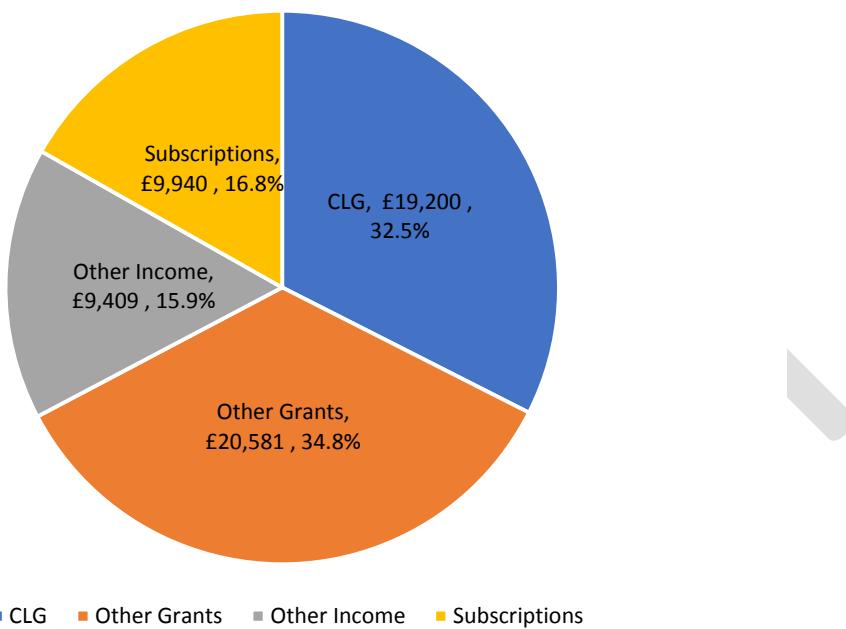
Committed to a sustainable future - we will

- review our policies and contracts, including our environmental policy, to ensure that they reflect the ambitions of the UN Sustainable Development Goals and contribute to combatting the adverse effects of climate change.
- minimise the environmental impact of our two central London buildings and the way that we use and manage those buildings, including ensuring that our facilities management and catering contractors have environmentally sustainable policies and practices.

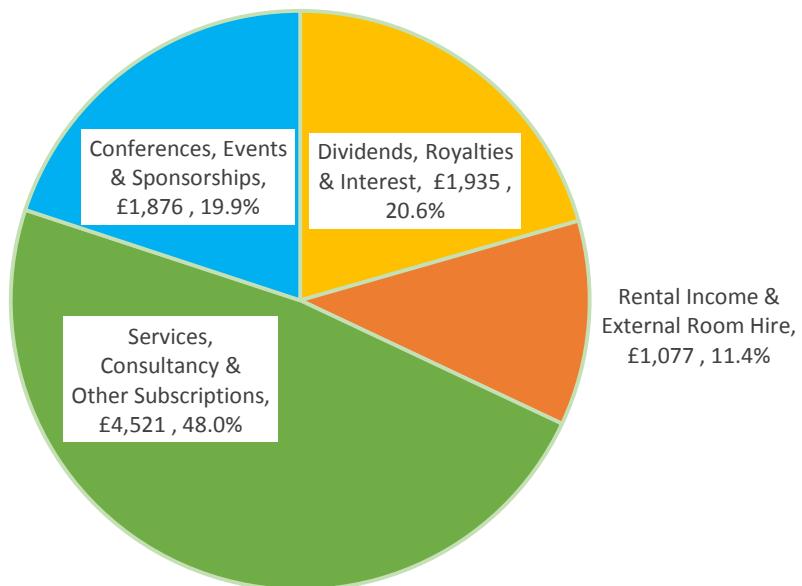
Our budget 2019-20

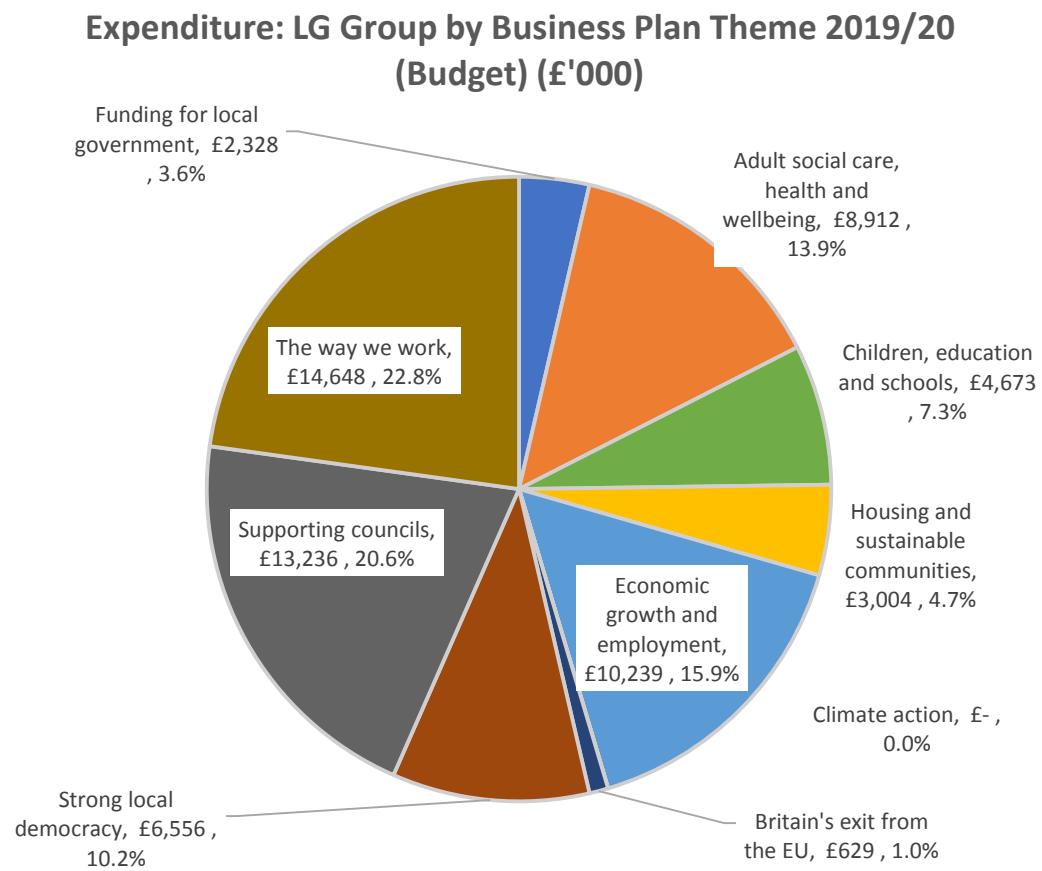
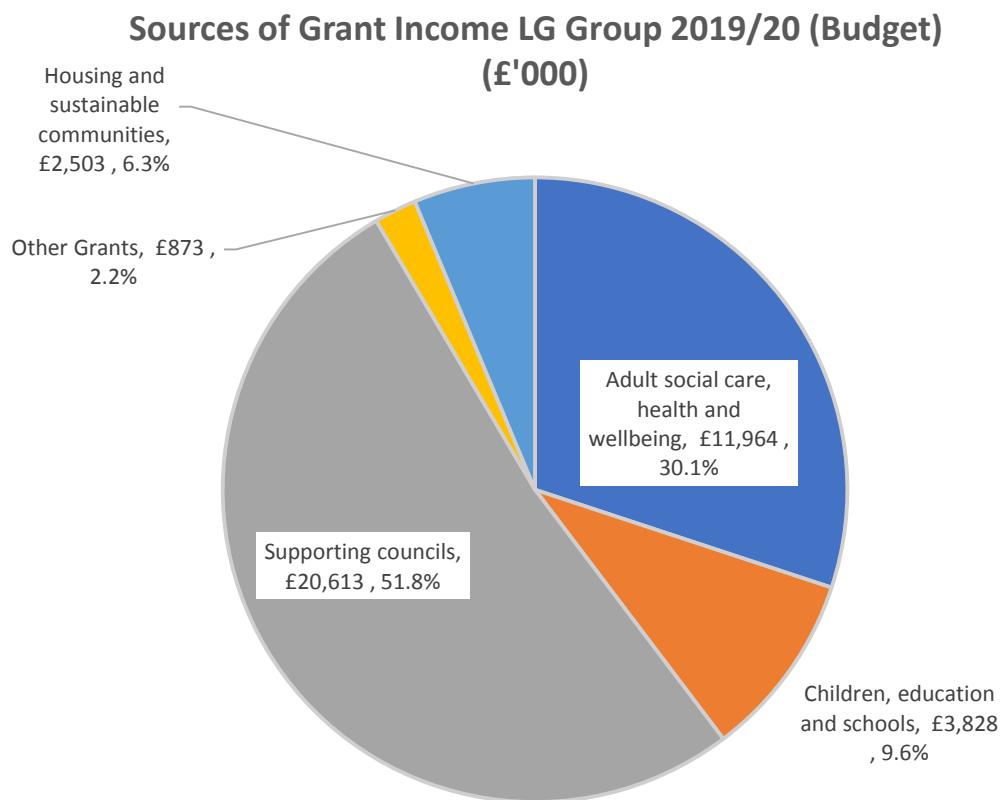
Funding sources and forecast expenditure

Sources of Income LG Group 2019/20 (Budget)
(£'000)

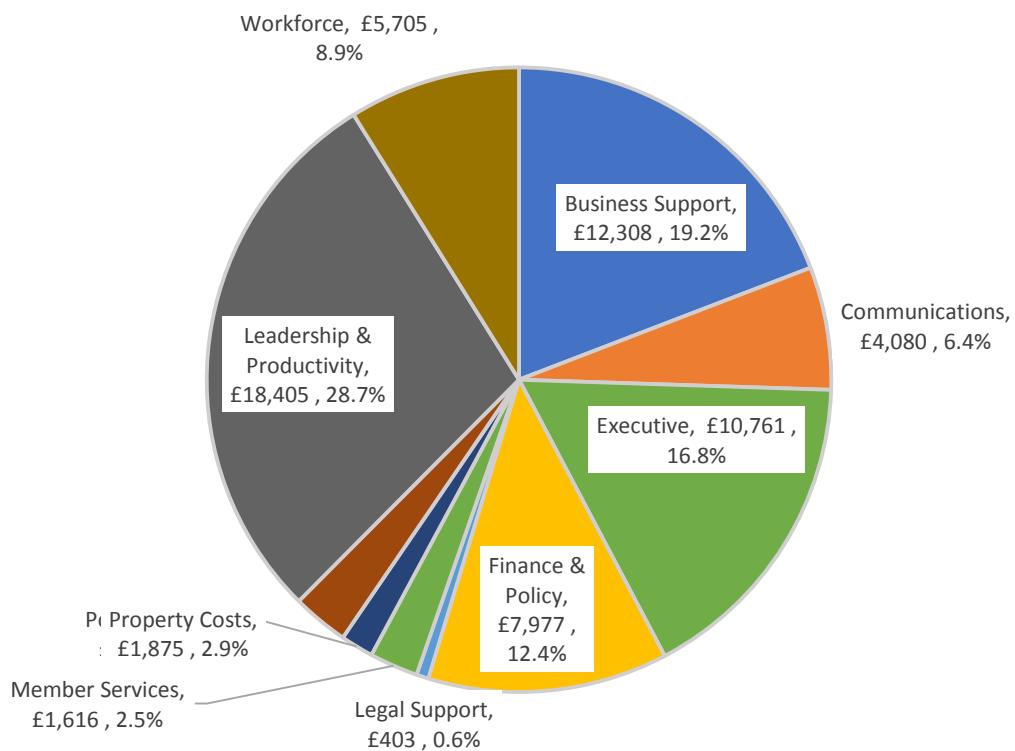


Other Income LG Group 2019/20 (Budget) (£'000)





Sources of Expenditure LG Group by Service Group 2019/20 (Budget) (£'000)



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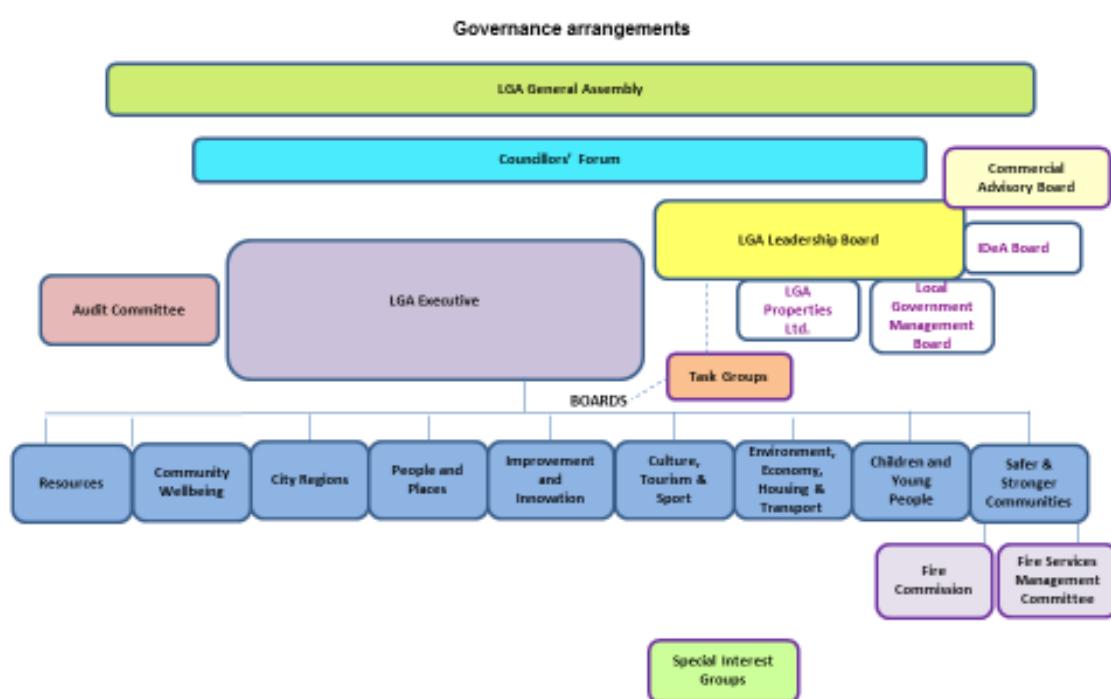
Our governance

From April 2019, the LGA's responsibilities, assets and liabilities transferred from the previous unincorporated Association to a new company, whose Board of Directors – the Leadership Board – is elected annually by the General Assembly. The General Assembly comprises representatives of every council in full membership of the LGA, or in corporate membership through the Welsh LGA. Further information on the company and the way it operates can be found in our [Articles of Association](#) and our [Governance Framework](#).

The Leadership Board is supported by nine policy boards who are responsible for developing our policies and campaigns, and for overseeing our extensive programme of sector-led improvement services, across every area of local government activity. The Leadership Board and the chairs of the policy boards meet every six weeks as the Executive and are joined by representatives from Wales and the nine English regions and from three of our special interest groups - the County Councils' Network, District Councils' Network and Special Interest Group of Municipal Authorities.

The Fire Commission and Fire Services Management Board look after the interests of fire and rescue authorities, whilst the two property boards – LGA (Properties) Ltd and LGMB – are responsible for 18 Smith Square, our Westminster HQ and Layden House, now the Stills, our investment property in Farringdon.

The Commercial Advisory Board is responsible for overseeing the LGA's income-generating activities to make us financially sustainable now and in the future.



Minimising the impacts of climate change – the LGA response

The LGA is committed to minimising the environmental impacts of its activities, reducing pollution and CO2 emissions and contributing to a healthy future for all.

Here are some of the ways that we deliver on that commitment.

Flexible working

Our flexible working policy allows staff to work from home up to two days per week, subject to the needs of the business. This means less journeys to work and a better work-life balance for our staff and their families. It has also enabled us to reduce by a third the amount of office space that we occupy.

Our ICT is designed to support flexible working, enabling staff to log into their LGA accounts from home on the days when they are not in the office or from trains when they are on the move.

Travel

Our expenses policy encourages staff to use public transport wherever practicable to help reduce the impact of the LGA's business travel arrangements on the environment. The Members' Scheme of Allowance stresses that wherever possible, councillors are expected to travel by public transport when on LGA business.

Meetings

Most meeting rooms at 18 Smith Square have access to a spider phone and/or video conferencing facilities. This enables Members and staff to join meeting remotely, reducing the need for lengthy journeys to Westminster.

18 Smith Square

Secure cycle facilities and showers are provided in the basement of 18 Smith Square for those who prefer to cycle or run to work.

All lights in the building are energy efficient LEDs, with motion sensors that ensure they are switched off when not needed. Windows on the south and west of the building which are not part of the conservation area are triple glazed to reduce energy loss. Recycling bins are provided on every floor.

Procurement

The LGA has a robust procurement policy and process, which underpins the importance of all our contractors being able to demonstrate a commitment to sustainability and combatting climate change. Our procurement documentation states

"In adhering to our commitments, the contractor should have systems in place to account for and minimise environmental impacts in all areas of contract delivery".

Our contracts

Catering – Bartlett Mitchell

Bartlett Mitchell (BM) provide all catering services at 18 Smith Square.

BM have been named *Sustainable Caterer of the Year* for three years in succession. Their policy is to source ingredients locally, regionally and seasonally from farmers who produce food to high environmental standards, reducing the impact of climate change and helping to protect the landscape and our farming heritage. BM use high-welfare meat, poultry, eggs, cheese, and dairy produce and sustainable seafood.

Overseas produce is sourced from ethical suppliers, including coffee from the Soppexcca co-op in Nicaragua which supports women farmers in the region. BM use the 'Free Wheeling' initiative to reduce the number of deliveries to their kitchens.

Total facilities management – Bouygues

Bouygues environmental policy recognises that the company's activities and services have the potential to impact the environment. The policy sets out Bouygues' commitment to minimising the environmental impact of its operations in every way it can and is supported by 'live' environmental improvement plans at all levels.

The company is triple certificated to ISO9001, ISO14001 and OHSAS18001 and the environmental management standard ISO 14001 is fully integrated into its everyday activities.

Bouygues' Facilities Management business was the first in the UK to achieve Energy Management Standard ISO50001. They are currently focusing on reducing carbon impact, minimising waste, diverting waste from landfill and reducing energy.

Pensions - Merseyside Pension Fund and Camden Pension Fund

The LGA's main pension provider, Merseyside Pension Fund, has a policy of responsible investment. The policy has three components: exercise of voting rights; engagement with companies on environmental, social and governance issues & collaboration with like-minded investors. The Fund is actively in the work of the Local Authority Pension Fund Forum whose work covers a range of corporate governance and corporate social responsibility issues, and the Institutional Investors Group on Climate Change.

Some employees belong to the Camden Pension Fund, who like all pensions funds, are bound by the law relating to Socially Responsible Investment (SRI) policy. The Fund believes that 'robust' engagement with companies is a better approach than placing restrictions on particular types of investment. It also believes that companies conforming to high ethical and social standards will produce shareholder returns that are at least comparable to those produced by other companies.

Our service delivery partnerships

Local Partnerships – is a joint venture between the LGA and HM Treasury, formed in 2009 to help the public sector deliver local services and infrastructure. It offers support to local authorities in the following areas:

- developing and reviewing strategic business cases and business plans
- service transformation and change
- modelling and legal frameworks for alternative service delivery models
- options appraisal and assurance of chosen approaches or options
- forming effective partnerships (inter-agency brokerage)
- sourcing and commissioning, contract negotiation and management
- economic development and planning
- delivering infrastructure

GeoPlace – is a joint venture between the LGA and Ordnance Survey, formed in 2010 in response to a government call to bring together existing creators and suppliers of addressing data to one central place and to build a single, definitive address database. It works in close collaboration with local authorities to:

- cleanse and validate the address and streets data produced by councils.
- create and maintain national registers of address and streets data (called gazeteers)
- provide support and training to councils ensure that they are able to produce high quality, and timely data in the most cost effective way.

Public Sector Audit Appointments (PSAA) – is an independent company limited by guarantee incorporated by the Local Government Association in August 2014. The Secretary of State for MHCLG has specified PSAA as an appointing person under the provisions of the Local Audit and Accountability Act 2014. PSAA appoints an auditor to relevant local government bodies that opt into its national scheme and sets a scale of fees for the work which auditors undertake.

Local Government Mutual Limited – The Mutual is a shared ownership company between the LGA and a number of local authorities. Membership is only open to councils in membership of the LGA.

The Mutual will provide

- indemnity to local authorities in England and Wales as a cost-effective alternative to the traditional insurance market, including cover for all classes of business.
- risk management services to its member local authorities.