

# LGA Leadership Board

## Agenda

Wednesday 11 January 2012  
2.00pm

Smith Square Rooms 1 & 2  
Local Government House  
Smith Square  
London  
SW1P 3HZ

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

## **Guidance notes for visitors**

### **Local Government House, Smith Square, London SW1P 3HZ**

#### **Welcome!**

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

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DO NOT STOP TO COLLECT PERSONAL BELONGINGS.

DO NOT RE-ENTER BUILDING UNTIL AUTHORISED TO DO SO.

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#### **Further help**

Please speak either to staff at the main reception on the ground floor, if you require any further help or information. You can find the LGA website at [www.local.gov.uk](http://www.local.gov.uk)

**Please don't forget to sign out at reception and return your badge when you depart.**

**LGA Leadership Board**  
11 January 2012

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A meeting of the LGA Leadership Board will be held at: **2.00pm on Wednesday, 11 January 2012, in Smith Square Rooms 1 & 2, ground floor, Local Government House, Smith Square, London, SW1P 3HZ.**

### **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**, so that a substitute can be arranged and catering numbers adjusted, if necessary.

**Labour:** Aicha Less: 020 7664 3263 email: [aicha.less@local.gov.uk](mailto:aicha.less@local.gov.uk)  
**Conservative:** Angela Page: 020 7664 3264 email: [angela.page@local.gov.uk](mailto:angela.page@local.gov.uk)  
**Liberal Democrat:** Evelyn Mark: 020 7664 3235 email: [libdem@local.gov.uk](mailto:libdem@local.gov.uk)  
**Independent:** Group Office: 020 7664 3224 email: [independent.group@local.gov.uk](mailto:independent.group@local.gov.uk)

### **Location**

A map showing the location of Local Government House is printed on the back cover.

### **LGA Contact:**

Cathy Boyle Tel: 020 7664 3205;  
e-mail: [cathy.boyle@local.gov.uk](mailto:cathy.boyle@local.gov.uk)

**Carers' Allowance:** As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £6.08 per hour is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

**Hotels:** The LGA has negotiated preferential rates with Club Quarters Hotels in central London. Club Quarters have hotels opposite Trafalgar Square, in the City near St Pauls Cathedral and in Gracechurch Street, in the City, near the Bank of England. These hotels are all within easy travelling distance from Local Government House. A standard room in a Club Quarters Hotel, at the negotiated rate, should cost no more than £129 per night.

To book a room in any of the Club Quarters Hotels please link to the Club Quarters website at <http://www.clubquarters.com>. Once on the website enter the password: LOCALGOV and you should receive the LGA negotiated rate for your booking.



**LGA Leadership Board**

Date: 19.08.11

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**Membership: LGA Leadership Board 2011/2012**

<b>Councillor</b>	<b>Authority</b>
<b>Conservative (5)</b>	
Sir Merrick Cockell [Chairman]	RB Kensington & Chelsea
Gary Porter [Vice-chairman]	South Holland DC
Robert Light [Deputy-chairman]	Kirklees Council
Andrew Lewer [Deputy-chairman]	Derbyshire CC
Robert Gordon DL [Deputy-chairman]	Hertfordshire CC
<b>Labour (3)</b>	
David Sparks OBE [Vice-chairman]	Dudley MBC
Sharon Taylor [Deputy-chairman]	Stevenage BC
Steve Reed [Deputy-chairman]	Lambeth LB
<b>Liberal Democrat (2)</b>	
Gerald Vernon-Jackson [Vice-chairman]	Portsmouth City
Mayor Dorothy Thornhill MBE [Deputy-chairman]	Watford BC
<b>Independent (1)</b>	
Marianne Overton [Vice-chairman]	Lincolnshire CC









## Agenda

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### LGA Leadership Board

11 January 2012 at 2.00pm

Smith Square Rooms 1 & 2

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#### Item

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| 1. | <b>Joint working with the House of Commons Select Committee on Political and Constitutional Reform</b> | <b>3</b> |
|    | Graham Allen MP will attend the meeting to discuss this work.  |          |

#### LGA Business

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**Date of next meeting: Wednesday 8 February 2012 at 2.00pm**



## **Joint working with the House of Commons Select Committee on Political and Constitutional Reform**

### **Purpose of report**

For discussion and direction.

### **Summary**

The House of Commons Political and Constitutional Reform Select Committee launched an inquiry into the state of the relationship between central and local government and commissioned a draft code that would entrench a reformed relationship in the constitution. The Chair of the Committee, Graham Allen MP, is minded to work jointly with the LGA to bring the question of the relationship and the proposed code to wider prominence with central and local political leaders.

### **Recommendation**

The Executive is asked to comment on the proposed plan of joint action between the LGA and Political and Constitutional Reform Select Committee.

### **Action**

LGA officers to work as part of a joint campaign team that would plan and deliver the proposed events, publications and media coverage.

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## **Joint working with the House of Commons Select Committee on Political and Constitutional Reform**

### **Background**

1. In 2010 the Political and Constitutional Reform Select Committee launched an inquiry into the state of the relationship between central and local government and the prospects for codifying it. The Select Committee held a number of oral evidence sessions, the last in January 2011, at which Baroness Eaton, Sir Merrick Cockell and other senior local government leaders gave evidence.
2. The Select Committee subsequently commissioned a draft Code (**Appendix A**) delineating the relationship between central and local government. The LGA Chairman responded to this draft code supporting the Select Committee's willingness to grapple with this thorny issue, but expressing scepticism on behalf of the sector that codification would be the best way to bring about fundamental change in the way in which central and local government do business with each other.
3. The Chair of the Select Committee, Graham Allen MP, would like to see this draft code form the basis of a wider debate across central and local government led jointly with the LGA.

### **The issues**

4. As a result of discussion with the Select Committee's Chair, it has been proposed that the LGA and the Select Committee should work together to take the debate to its next stage. Our participation would not imply a view on the substance of the Select Committee's proposed code at this stage. This is however an opportunity for the LGA to play its proper leadership role in shaping the future of the sector and the next stage of the localism debate.
5. There has been interest in this debate from Ministers of both coalition parties in participating in the discussions, and we expect that opposition Ministers might be equally interested.
6. Working jointly with a Select Committee, unprecedented in recent times, puts the LGA in a very strong position to lead the reform of the local-central relationship and reinforce the importance of democratically elected local councillors in delivering the localism agenda.

**Proposed plan of joint action**

7. The proposed plan of joint action would see LGA elected members with Graham Allen MP leading a series of roundtable discussions, Parliamentary and other events and publications to explore councils' and others' appetite for a new relationship and the form it might take, culminating in a session at our annual Conference in June 2012.

**Conclusion and next steps**

8. We suggest that the Executive mandate officers to develop and deliver the proposed plan of action on the principle that the LGA work jointly with the Select Committee to invigorate the debate at a national and local level while not endorsing the draft code at this stage, pending the views member councils express.

**Professor Colin Copus' illustrative draft Code for central and local government, revised version 10 October 2011**

**Preamble**

Through this code Parliament recognises free and independent local councils in England accountable to local citizens. These include unitary, county, district, metropolitan district, and London borough councils. They shall enjoy independence in both powers and finance and be entitled to do all that is required at local level, within the law, to secure and improve the well-being of their citizens and communities. Parliament makes plain that within their spheres of competence, local councils have co-equal – not subordinate – status to central government and that their rights and duties shall enjoy equal protection in law.

**Article One:**

1. The fundamental rights and duties of local councils herein are defined protected and entrenched. They may only be changed by the consent of Parliament as authorised firstly by an elected joint committee of both Houses, and then by the approval of both Houses of Parliament as prescribed in the amendment to the 1911 Parliament Act [enabling the second chamber to reject changes to the fundamental freedoms of local governance].
2. The code represents a consensual agreement between central government and local councils. Councils, local government representative bodies, all ministers, government departments, MPs, civil servants, courts of law and all public agencies interacting with local government are bound by the articles within this agreement and will act in accordance with these articles.
3. All of the provisions of the code are subject to the law. The individual rights of citizens are not affected by this code and citizens may seek judicial review against any injustice or infringement of rights as now. Councils and government can seek legal adjudication should it be felt that a council, councils or central government are not acting in accordance with the code.

**Article Two: Local Autonomy and Local Self-Government.**

1. Councils' accountability is to local citizens.
2. Councils shall operate within the rule of law and with regard and respect to human rights legislation.
3. Councils are autonomous, democratically elected bodies which independently decide upon, administer and regulate the public affairs of and deal with all

matters of concern within their boundaries which are not dealt with or attended to by other governmental bodies.

4. Councils operate within a framework of an irrevocable general power of competence with a full legal personality. Powers rest with councils, acting in accordance with the national legal framework, to pass local legislation on matters affecting the affairs and interests of their area.

### **Article Three - Scope of Local Government**

1. The powers and responsibilities of councils shall after due consultation be prescribed by statute subject to safeguards in Article 1.1.
2. Councils have full discretion to exercise their initiative with regard to any matter which is not excluded from their competence or assigned to any other authority or body.
3. Councils are to be consulted, early within the policy and decision-making processes, by the government if it is proposing reform, which will affect any council and its communities.

### **Article Four: Inter-Governmental Activities**

1. Central and local government acting jointly shall be allowed to create inspection regimes to set and maintain service standards.

### **Article Five: Territorial Autonomy**

1. The boundaries of local authorities are an issue for councils and their citizens. Any proposal for boundary changes must be conducted with the involvement of the Local Government Boundary Commission for England and within the law and subject to a local referendum in the area concerned.

### **Article Six: Council Governmental Systems**

1. Local citizens through their councils have autonomy to choose their internal political decision-making systems (including, whether to adopt a directly elected mayor and cabinet, cabinet and leader, committee system, or some other political decision-making arrangement) Changes to political decision-making systems must first be subject to a binding local referendum.
2. Councils must review their political decision-making system every eight years and produce a publicly available 'Political Governance' report setting out the



effectiveness of the system and if appropriate considering alternative approaches.

3. Councils or local citizens can adopt any electoral system for use in council elections, after consultation and a binding referendum.

### **Article Seven: Local Government Financial Integrity**

1. Local councils shall to the greatest possible extent be financially independent of central government. Equalisation will be conducted by an independent Equalisation Board on an annual basis.
2. Local citizens through their councils may raise additional sources of income in their localities in any way they wish [subject to the rule of law and human rights legislation] if they gain the consent of their electorates through a binding referendum or local propositions.
3. Local government shall be given a guaranteed annual share of the yield of income tax. This share shall be increased as and when service provision responsibilities are transferred from central to local government so that councils are always able to benefit from the growth in buoyant tax resources available to the state as a whole.
4. The process of equalisation, ensuring fairness as between local councils, shall be undertaken by a body independent of central government.
5. Councils shall be able to raise any loans which their credit rating allows and will be exclusively responsible for repayment. For the purpose of borrowing for capital investment, councils shall have access to the national capital market at their own discretion. All councils shall operate an annual balanced budget so that all outgoings, including interest repayments on borrowings, shall not exceed income.
6. Central government will not cap, or in any way limit, councils' taxation powers. Central government must consult with councils on how it will distribute and allocate government funding when using local government as an agent to pursue its own policy objectives. Government funding to councils, in pursuit of central government policy objectives is to be based on a rolling three year budget cycle to coincide with the comprehensive spending review process. Once the three year medium term budget planning process has been agreed and announced no significant changes in funding levels will be made by central government.

7. The same financial transparency standards will apply to local and central government, alike.

**Article Eight: Councils' Right and Duty to Co-operate and Associate**

1. Councils as independent legal entities are entitled, in any undertaking, to co-operate in any way with other councils, public and private bodies, any voluntary, charity or third-sector organisation, or with any financial, commercial or private enterprise.
2. Where more than one Council is responsible for services in a geographic area, these Councils shall co-operate to maximise the well-being of those within that area.
3. Councils are able to belong to any association for the protection and promotion of their common interests and to belong to an international association of any sort. Councils are entitled to co-operate with councils in other countries for any matter.

**Article Nine: Local Referendum**

1. The administration of any local referendum process shall follow standards set by the Electoral Commission, and those responsible for the conduct of any such referendum shall be accountable to the Electoral Commission for their performance against those standards.

**Article Ten: Legal Protection of Local Government**

1. Councils have the right of recourse to a judicial remedy in order to secure free exercise of their powers and respect for the power of general competence and any other principles of local self-government or individual rights enshrined in law or contained within the code or evident in Human Rights legislation.

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## **LGA Vision and Priorities: Draft Business Plan 2012/13**

### **Purpose of report**

For review and direction.

### **Summary**

1. The LGA's draft Business Plan for 2012/13 is presented for initial review. It has been developed by an iterative process with members, in discussions at Leadership Board and through the political group offices. These have informed the statement of our vision for local government and, given this, initial proposals as to where the LGA can have most impact over the coming year.
2. Through this work, six priorities have emerged as the focus for the LGA's work in 2012/13: Public Service Reform; Growth and Prosperity; Funding for local government; Efficiency and Productivity; Sector-led Improvement; and the LGA's own effectiveness and efficiency.
3. Heads of Programmes have fed in the known priorities for their areas in the light of recent discussions at Programme Boards. Programme Boards are being asked to review these priorities in the January round of meetings to inform the final business plan. Discussions are also underway with regional local government representatives to ensure effective co-ordination of national and regional support.
5. The outline budget has been reviewed by the Resources Panel. Final budget proposals will be presented to the February Resources Panel, to enable it to make a recommendation to the March Executive on the 2012/13 budget.

### **Recommendation**

To provide a steer on the LGA's priorities for 2012/13.

### **Action**

The final 2012/13 business plan and budget to be presented to Executive in March.

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**DRAFT**

**BUSINESS PLAN**  
**2012/13**

## **A SHARED VISION FOR LOCAL GOVERNMENT**

### **CHANGING LIVES**

Local government has the potential to lead local communities, now more than ever before, and play a central role in growth and in changing people's lives.

In the current economic climate, it is down to local government and its leaders, to rise to the challenge. People rely on us to do so, not just as the trusted deliverers of local services, but as leaders and innovators, as councillors who really know and work hard for their communities, and as officers who get on with the job.

Local government leaders are demonstrating they are up to the task and driving their councils forward to ensure they fulfil this role. Their aim is to make places distinctive and attractive for people to live and work in and enjoy.

Part of that leadership role is to communicate powerfully, to connect with people, taking the argument, strongly and self-confidently to central government, the wider public, other partners and the media.

### **ACCOUNTABLE**

Local government really can make a tangible, lasting difference to people. It has the ability to inspire and lead communities, and improve quality of life, by creating and contributing to a real sense of place, rooted in those local communities.

Unlike many other organisations, councils can make change happen instantly and with real authority, at a very local level – the opposite of the grand, empty gesture. It is sometimes the small things which have most impact and leave the biggest impression.

Key to this is localism, by definition not something which is set out at a national level – localism means central government letting go, putting more faith in local people, and being confident about local democracy. Councils are the enablers of localism, not the impediment to it. They are often the single most important source of practical advice to local communities who want to take on more responsibility.

This means collaboration, partnership, no silos, and working across boundaries. Local government must work like this both internally and externally, facing outwards towards those who use local services.

Councils and councillors get involved and involve others. They encourage by example and support others to develop – and this includes their own workforce as much as their communities and the partners they work with. Councils actively involve people in the design and delivery of their local services.

Councils work as enablers – supporting people to take more control over their lives and their localities, and encouraging growth, through influence over land use, education, training and local infrastructure. There is real impact to be made in helping local economies and local businesses prosper.

## **EFFICIENT**

Local government remains the most efficient part of the public sector and rightly rests its reputation on this fact. People correctly expect it to deliver cost effectively and efficiently, with excellence being pursued in balance with the appropriate use of public money.

Councils are ambitious in finding ways to do the job within their means, so they are good spenders of public money and more effective than most other organisations in helping people and communities.

In this way local councils and those who run them lead by example and by supporting others – by being bold, innovating, and sharing best practice.

Councils are not afraid to cut costs and be innovative about ways of improving services, as well as being prepared to consider radical economies of scale where this helps delivery on the ground. This means councils focusing relentlessly on performance, eliminating cost. To achieve this councillors are having to make difficult and at times unpopular decisions, while earning a reputation for delivering value for money.

Councils know they can only achieve this by ensuring they have a workforce that is appropriately rewarded, flexible, skilled and engaged through this time of unprecedented change.

## **RELIABLE**

Councils are the backbones of their communities, relied on day in day out, to deliver excellent services whatever the circumstances. They are the safety net, relied on to pick up where other services fail.

People and their local communities depend on this and place their trust in their council, their councillors and what they deliver. Councils must live up to people's expectations and make sure their trust is not misplaced.

Local government can do this because it is one of the most open and accountable parts of the public sector. Voters expect it to deliver. It can be relied on to handle issues important to people's everyday lives and is a force for practical good.

Councillors themselves are trustworthy individuals and work hard in a transparent, highly accessible environment. They need to be supported and encouraged, as their talents, commitment and energy are a really important resource for the local communities they represent.

In return, councils connect to the daily lives of families and their communities. They do this by earning trust, being accountable and staying local. They put their faith in local people and are confident about local democracy.

Councils and their leaders provide the glue for local communities, ensuring social cohesion and successful diversity. Councils also have a key role in supporting the most vulnerable people in society.

## **THE LGA'S PRIORITIES**

### **The LGA's mission is to support, promote and improve local government.**

We work with councils to achieve our shared vision for local government by focusing our efforts where there is a need for us to get involved and where we can have real impact.

The LGA has a major role to play in upholding local government's reputation and supporting real leadership. We are politically led, but independently authoritative, holding unrivalled expertise and knowledge about local government and local government issues.

Leadership is about being bold and ambitious, supporting councils to make a difference, deliver and be trusted. The LGA is proactive and confident, unlocking the economic power and influence of local government and driving change. This is only possible if we work together as a single sector.

The LGA has a key role in driving the debate on public sector reform, to ensure that councils can bring together local services so they are better for the people who use them and better value for the taxpayer.

As the national organisation representing councils and councillors, we play a critical link between central and local government as the legitimate voice of our sector, making the case to ministers. Our policy work is based on objective, independent and credible analysis. It is driven by knowledge, not ideology, and by new thinking, not dogma.

The LGA also acts as the key conduit and promoter of the best that local government has to offer, by encouraging councils to develop and share best practice, through our improvement, innovation and productivity programmes.

As a politically-led membership organisation, we invest in support to the elected members who are directly involved in the LGA. We use our governance arrangements to build strong connections with councils and their sub-national partners to provide political direction for all our work.

This business plan focuses primarily on the services and support funded by subscriptions from LGA member authorities including fire and rescue authorities, and RSG top-slice. We seek additional funding for specific programmes where these fit with our priorities. We also provide services on a cost-recovery basis where councils are prepared to pay for them.



## Our top priorities

To deliver our vision for local government, in 2012/13 we will focus on achieving the following outcomes:

### Public Service Reform

**Councils are at the centre - and are seen to be at the centre - of public sector reform and delivering more effective services for local people.**

This includes:

- making the case for continued decentralisation of responsibilities and resources to councils
- making the case to government for community budgets and working with councils to develop and share good practice on community budgets for families with complex needs, and neighbourhood and area community budgets
- supporting councils with implementing the Localism Bill including the Power of General Competence and the Community Right to Bid and Challenge
- influencing the government's Open Public Services proposals and supporting councils in pursuing innovative public service reforms
- ensuring the negotiating machinery and national agreements for workforce are relevant and fit for purpose
- developing an affordable, sustainable and fair local government pension scheme that delivers value for money for the taxpayer
- supporting councils in the transfer of public health to local government
- supporting councils and community safety partnerships in preparing for police and crime commissioners, including setting up police and crime panels
- supporting councils in their role in education with the expansion of academies and free schools to ensure councils can ensure a fair system for all
- lobbying for fair funding for all schools and arguing the case for councils to be the mediating layer between central government and schools
- responding positively to the anticipated White/Green paper on the care system, supporting councils to share best practice
- articulating councils' role in the Big Society and supporting councils in commissioning from the voluntary and community sector
- helping councils share and develop good practice on payment by results
- lobbying in Brussels and Whitehall to ensure that future EU regulation minimises burdens and maximises opportunities.

## Growth and Prosperity

**Councils are recognised as central to economic growth.**

This includes:

- leading a campaign to ensure that the local levers of growth are unfettered
- supporting the development of new planning powers, to achieve wellbeing and growth in local communities
- supporting councils to deliver the new housing strategy
- supporting councils in developing innovative funding for economic infrastructure
- representing councils' interests with reform of the EU structural funds
- lobbying to ensure councils are better able to influence local transport provision
- supporting councils in hosting and engaging communities in a safe and exciting 2012 Games, to deliver wider benefits for the whole country
- promoting and developing councils' role in the visitor economy
- supporting councils as they lead the national roll-out of superfast broadband
- working with government, industry and councils to ensure the Green Deal and new statutory responsibilities on home energy work for councils
- working with councils to strengthen community resilience, including understanding the underlying causes of the civil disturbances in the summer
- working to ensure regulatory services can remain flexible and accountable to the needs of local businesses and local communities
- supporting the development of members and officers in driving the economic potential of their areas.

## Funding for local government

**Reform of the public sector finance system so councils raise more funds locally, have confidence their financing is sustainable and greater ability to co-ordinate local public services.**

This includes:

- the Resource Review, so that investment is focused more effectively on the local areas which most need it
- leading and shaping the debate on the Dilnot Commission's recommendations on the future funding of care and support
- lobbying for welfare reform, in the interests of improving services to local communities and to support local employment
- supporting the creation of a collective agency to help councils reduce their borrowing costs by using the bond markets
- working to achieve equitable needs-based funding arrangements that are fair to local government in all parts of the United Kingdom.

## Efficiency and Productivity

**Councils dramatically reduce costs in ways which minimise the impact on the quality of life for their residents.**

This includes:

- helping councils save at least £150m over the next 3 years by supporting pathfinder programmes, productivity master classes and good practice
- roll-out of the capital assets programme with a particular emphasis on councils using their assets to generate economic growth
- lobbying and leading support for councils with waste and recycling including collection, infrastructure planning and delivery and waste minimisation
- providing free of charge tools such as LG Inform to allow councils to benchmark costs and performance information against other authorities
- continuing to support the Creative Councils programme to help councils turn their ideas into action and share the outcomes with the rest of the sector
- supporting councils to develop on the type of workforce they will need in five years' time helping them with reward, motivation and improved performance
- supporting councils and fire and rescue authorities to respond to civil emergencies

## Sector-led improvement

**Councils are the most improved part of the public sector.**

**Local politicians and senior managers lead the transformation of local places.**

This includes:

- a programme of over 100 peer challenges in each of the next three years for councils and fire and rescue authorities
- maintaining an overview of the performance of local government and providing tailored support to councils that face significant challenges
- support to enhance councils' accountability to local people including support to strengthen scrutiny working with the Centre for Public Scrutiny
- an improvement programme for children's services
- working with councils to develop an improvement model for adult social care through Promoting Excellence in Adult Social Care
- support to councils to modernise and improve public libraries and programmes for culture, tourism and sport services
- ensuring that international practice is available to support service improvement in the UK and abroad
- providing a range of development programmes for elected members, and one free/subsidised place for every council for each of the next three years
- offering every council over the next three years a member development workshop to support councils to become "champions of their patch"
- working with the national parties and others to increase the diversity of people standing for public office through our "Be A Councillor" programme
- offering member mentoring free of charge for any council where there is a change of political leadership
- providing development programmes which bring together elected members and officers through programmes such as our Leeds Castle programme
- attracting new talent into the public sector through programmes such as the National Graduate Development programme.

## **Our own effectiveness and efficiency**

**The LGA is the single voice of local government, representing every local authority and locally democratically elected representatives across England and Wales.**

This includes:

### **Membership**

- increasing membership levels amongst local authorities in England and Wales and providing a membership body for Policy and Crime Commissioners
- improving engagement and building strong and productive relationships with councils and groupings of councils – this will be the focus of a member scrutiny review
- acting as conduit between local authorities and central government to ensure a local perspective to emerging policy debate
- securing amendments to emerging legislation and running effective campaigns that deliver real change and improvements for our membership
- developing our suite of communications to provide clear, relevant and up to the minute information that councils value and use
- enhancing benefits and reducing the cost of membership.

### **Business management**

- reviewing our costs with a view to achieving a significant reduction in overheads – this is also the focus of a member scrutiny review
- focusing on value for money, transparency and accountability
- supporting our employees through regular appraisal and investment in their development.



## Outline budget 2012/13

	Pay £m	Non-Pay £m	Total £m
Subscriptions			10.0
RSG England			25.5
RSG Wales			0.3
Specific grants and other ring-fenced funding			8.5
Other income (conferences, seminars, sponsorship)			2.0
Rental income			1.0
Other			1.0
Possible carry forward of prior year underspend			1.4
<b>Total income</b>			<b>49.7</b>
<b>Political support and governance</b>	<b>1.7</b>	<b>1.4</b>	<b>3.1</b>
Programme teams	4.6		6.4
Leadership and Productivity	4.4		9.4
Workforce	1.8		2.8
<b>Policy and Delivery</b>	<b>10.8</b>	<b>7.8</b>	<b>18.6</b>
<b>Strategy and Communications</b>	<b>2.2</b>	<b>2.5</b>	<b>4.7</b>
<b>Total operational costs</b>	<b>14.7</b>	<b>11.7</b>	<b>26.4</b>
<b>Specific grants and other ring-fenced funding</b>	<b>2.8</b>	<b>2.8</b>	<b>5.6</b>
Strategic Management Board	0.7	0.1	0.8
Finance and Resources	1.0	-	1.0
Liberata shared service	-	6.8	6.8
Accommodation	-	2.8	2.8
Other overheads (audit, insurance etc)	-	1.7	1.7
Pensions - past employees	-	0.9	0.9
Pensions - additional contribution	-	3.7	3.7
<b>Total overheads</b>	<b>1.7</b>	<b>16.0</b>	<b>17.7</b>
<b>Total expenditure</b>	<b>19.2</b>	<b>30.5</b>	<b>49.7</b>





## Our Corporate Indicators

	<b>Target 2012/13 (TBC)</b>	<b>Baseline</b>
<b>Membership</b>	<b>September 2012</b>	<b>September 2011</b>
Total membership	422	422
<b>People Management</b>		<b>September 2011</b>
Employees – total headcount	307 (269 estabd posts + posts for grant-funded programmes)	307
Average sick days per employee for 12 months	Maintain or improve (public sector av 9.6 days; local govt av 10.3 days)	4.5 days
Workforce profile		
BME employees % of the workforce		17%
BME - proportion of employees Grade 6 and above	Increase % of BME employees grade 6+ in line with workforce	5.9%
<b>Employee engagement</b>	<b>Survey during 2012</b>	<b>Survey July 2009</b>
Satisfied with their job	Maintain or improve	79%
Good place to work		66%
Kept well-informed		80%
Line manager helps them achieve their potential		61%
Organisation is committed to equality and diversity in its services		69%
Organisation is committed to equality and diversity in its employment practices		66%
<b>Debtors</b>	<b>March 2013</b>	<b>March 2011</b>
0 – 2 months	80%	56%
3-12 months	20%	10%
13-24 months	0%	14%
Over 24 months	0%	20%
	100%	100%
<b>Liberata customer satisfaction</b>	<b>Survey Nov 2012</b>	<b>Survey Nov 2010</b>
HR and Payroll	80%	66%
Finance and accounting	80%	72%
ICT	80%	58%
FM	80%	80%
Print and design	80%	68%
Overall	80%	61%
<b>Carbon emissions</b>	March 2013 reduce by 6% from 07/08 baseline of 1,450 CO2 tonnes	March 2011
	1,363	1,373



## **Public Policy Challenges in 2012**

### **Purpose of report**

For discussion and direction.

### **Summary**

1. The Government announced they would conduct a 'social policy review' of their current public policy agenda in the wake of the recent riots to ensure that they are geared towards fixing "broken society". This has recently taken a back seat with the increasing problems in the European economy, but retuning the relationship between citizen and state remains a key priority for the Coalition.
2. It is likely therefore that much of the public-policy debate for the next twelve months will focus on this, in counterpoint to continued global economic turbulence. This paper sets out potential opportunities for future LGA campaigns.

### **Recommendation**

That the Leadership Board comments on and provides a steer to officers on the issues set out in the report.

### **Action**

Officers to proceed as directed.

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## **Public Policy Challenges in 2011**

### **Background**

1. The coalition agreement, whilst in place for five years, only contains at best 24 months of public policy commitments and will need to be “renewed” within a year. Some have suggested the 2012/13 legislative agenda will only last for a single year and will cover the current list of draft bills and any legislation introduced in the current session which needs to be carried over.
2. The Government announced they would conduct a 'social policy review' of their current public policy agenda in the wake of the recent riots to ensure that they are geared towards fixing “broken society”. This has recently taken a bit of a back seat with the increasing problems in the European economy, but retuning the relationship between citizen and state remains a key priority for the Coalition.
3. It is likely therefore, that much of the public-policy debate for the next twelve months will focus on this, in counterpoint to continued global economic turbulence.
4. The recent Autumn Statement has also presented the Government with difficulties in managing major public-policy announcements. Further spending cuts in departmental budgets to fund national infrastructure investment will limit the ability of the Government to spend this money on major new initiatives. Without a change in the national receipts for the Exchequer the Government only retains this ability of transferring money within existing revenue/capital budgets as a way to pay for new initiatives.
5. The Prime Minister’s decision to “veto” changes to European treaties presents a challenge for Conservative-Liberal Democrat relationship but having survived this issue, most political commentators believe that the coalition Government will last for the full five years. For local government, though, this presents an opportunity to use the Liberal Democrat assertion that they “act as a brake” on the Conservative Party.
6. Meanwhile, with regards to the Opposition, it is likely that the current Labour Party policy review will continue throughout 2012 but will not report on specific outcomes. This again presents a further opportunity for the LGA to influence public-policy development on that side of the Westminster village.

### **The economy and jobs**

7. This issue will dominate public-policy debate in 2012. The UK economy entered its worst recession since the Second World War in 2008 and despite growth of 1.2 per cent and 0.8 per cent in the two quarters following the 2010 General

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Election, shrank by 0.5 per cent in the fourth quarter of 2010. In 2011 the UK economy has only grown by 1 per cent.

8. Recently the Bank of England warned that the UK economy had stalled and was likely to stagnate until the middle of 2012. Whilst the 2012 Olympics will provide a boost to the economy, growth for 2012 was expected only to reach 1 per cent nationally, the Bank said.
9. UK unemployment rose by 129,000 between July and September 2011 (hitting 2.62 million) and the unemployment total for 16-24 year olds hit a record high of 1.02 million in the last quarter, a jobless rate of 21.9 per cent. As a percentage of GDP, capital spending was predicted to have halved by 2015 compared with the levels witnessed in 2008. The Office of Budgetary Responsibility is predicting 710,000 job losses in the public sector by 2017. The LGA's prediction of 145,000 local government job losses in the first year of spending cuts was accurate.
10. *Opportunity: Demonstrating that local government has a key role to play in stimulating local economies and generating jobs and growth is a priority for the LGA and there are a number of milestones throughout the year – the Spring Budget, and Queen's Speech for example – which we can use as a focus for a number of campaigns on this issue. The focus on local government as employers will continue*

**Financial pressures on local government**

11. In December 2010, the LGA analysed the future of local government funding with respect to the pressures on council budgets. This work showed that, by 2014-15, a combination of cuts in government grant and rising demand pressures on local services could leave an annual gap between spending and funding of about £20 billion, if no changes were made to the way public services are delivered.
12. It was predicted that the problems could be much worse if inflation continued to rise and if steps weren't taken to address the impact of key demographic changes in the UK population.
13. One of the biggest impacts will be on adult social care, where local authorities currently spend £14.4 billion p.a., an amount predicted to rise to £20 billion by 2015 due mainly to demographic change. The burden of adult social care costs are already becoming acute for many authorities and this is now coupled with the potential of more legal challenges from the public and voluntary groups as eligibility criteria get narrower due to budget cuts. The challenges facing adult social care and those trying to deliver it are an increasingly regular item in mainstream news media and the issue will continue to dominate 2012.

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14. Related to this, the transfer of public health responsibilities from former NHS Primary Care Trusts to local government is also likely to put pressure on council budgets. Much work has already been done ensuring the terms and conditions for the transfer of these functions will not simply saddle local councils with more problems, but the challenges of delivering on public health for a whole set of new people – amid the changing demographic landscape and economic squeeze – will be considerable.
15. Increases in the number of school age pupils, higher numbers of child protection referrals in the wake of the death of Peter Connelly and public-policy reforms regarding the provision of housing for lone homeless 16 and 17 year olds are predicted to add £5 billion to the cost of children’s services by 2015. The issue of a lack of timely fostering and adoption for children in care has been much highlighted and is seen as priority issue for the Prime Minister.
16. And waste collection was predicted to cost local authorities an additional £1 billion a year by 2014/15. Equal pay and pension liabilities are also likely to remain significant pressures –the eventual cost to local authorities in equal pay settlements could be up to £4 billion alone.
17. There are also the as yet unknown pressures on local government resulting from the Government’s process of welfare reform. These could include reductions in the amount individuals can receive for housing benefit, changes to ‘affordable rent’ rates and ‘under-occupancy’ rules, and benefit caps.
18. *Opportunity: The LGA and local government are well placed to be able to highlight the financial pressures on public services in a cross-party manner. The previous audit of the pressures on local government could be revisited for example, and other individual campaigns could focus on the impact on hard-working families and other ‘doorstep’ issues due to the financial pressures on local government*

**Crime and policing**

19. Funding cuts to police forces by 20 per cent over the next four years are likely to return to the forefront of political debate in the coming year as crime figures continue to rise. The previous 16-year fall in overall crime in England and Wales started to reverse in October 2011 – and these figures only covered the period up to June 2011 and therefore not the summer riots.
20. Previous records suggest that property crime and robbery all rise during times of economic hardship. Whitehall has made much of reducing the impact of reductions in funding by eliminating red tape and transferring staff from the back office to the frontline.

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21. As local government knows from experience, these kinds of efficiency savings can only help reduce the impact of funding reductions by a small amount and there remain concerns within ACPO and amongst senior police officers that the numbers of active police officers on the street will be reduced.
22. The introduction of directly elected police commissioners is likely to feature in this debate and we are less than a year from the election of the first police commissioners. As we get closer to the beginning of official campaigning, the media will concentrate their focus on the suggestion that this represents the politicisation of the police services and the potential for further political disagreement over funding and the maintenance of police officer numbers.
23. *Opportunity: The LGA has already begun working up options to be the membership body for Police Commissioners. A campaign to support the democratic accountability of the police would therefore fit in well for the 2012 party conference season, given its proximity to the first elections for Commissioners. [To be expanded in more detail during the Board meeting.]*

**City Mayors and constitutional reform**

24. Implementing the Government's commitment to twelve city mayors will mean that eleven local authorities (Leicester has already moved to a mayoral model) will hold a referendum on 3 May 2012. The Government believes that mayors "provide strong and visible local leadership, increase accountability for local decisions, enhance their city's prestige and maximise the potential for local economic growth."
25. Moves to establish mayors in the twelve largest English cities will be supplemented by the 'cities deals' prospectus issued by the new Cities Policy Unit in the Cabinet Office. Individually negotiated deals with city regions will see transport, regeneration, skills and economic development powers devolved to individual councils or groups of councils.
26. Discussions have been held with Graham Allen MP, Chairman of the House of Commons Constitutional and Political Reform Committee, regarding his proposal to establish a codified relationship between central and local government. This would establish financial autonomy and operational independence from central Government.
27. Reform of the House of Lords has been proposed to introduce an elected or partially elected Upper Chamber. The number of Peers will also be reduced
28. *Opportunities: Mayoral candidates will start to come forward from political parties early next year and much of the potential success of the referendums*



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*could be down to whether sufficient high calibre and high profile candidates come forward. The advent of twelve new city mayors also presents a membership and improvement challenge to the LGA as an organisation.*

29. *Proposals submitted by the House of Commons Constitutional and Political Reform Committee for a written constitution with a codified relationship for local government will need to be considered by the LGA. This could present an opportunity for an improved relationship between local and central Government or any proposed deal could actually weaken the powers of local government.*

**The 2012 Queen's Speech and other public-policy developments**

30. The 2012 Queen's Speech will provide further opportunity for local government to engage with the national debate over continued social policy reform, albeit through much more limited avenues than the current session.
31. It is likely that a Special Educational Needs Bill and a Groceries Adjudicator Bill (to address supermarket competition) will be introduced and the Local Government Finance Bill has already been published. Given the length of time it has taken to pass the Health and Social Care Bill, it has been suggested that the proposed Social Care Bill to implement the findings of the Dilnot Commission may slip to a later timetable.
32. The Home Office is due to bring in an Anti-Social Behaviour Bill. Possible employment law/Pensions legislation could present difficulties for local government. The recent announcement of a 1 per cent pay cap in the 2011 Autumn Statement did not necessarily reflected the independence of local government employers in setting conditions around local government employees. The Government appears particularly keen to address the role of full-time trade union officials in the public workplace.
33. *Opportunity: The ability to amend legislation during passage through Parliament has become increasingly difficult under the Coalition Government – a greater emphasis on Coalition unity means that votes in the House of Commons are more tightly whipped and therefore fewer opportunities to change legislation. The 2010-2012 sessions have seen more amendments passed in the House of Lords than the House of Commons.*
34. *However despite significant changes to the Localism Act 2011 and Health & Social Care Bill, other legislation (such as the Education Act 2011) largely achieved Royal Assent without any major amendments. Any opportunity to influence proposed legislation for the parliamentary session for 2012 and beyond is therefore more likely to arise in the preceding few months as Whitehall departments put the finishing touches to their proposals and submit them for Cabinet approval*



**LG *first***

For discussion.

**Summary**

This paper provides information about *first*, the LGA's membership magazine – including its aims, costs, distribution, recent redesign, readership feedback, editorial board, and plans for the future.

**Recommendation**

That Members comment on the information provided in the report.

**Action**

Members/Officers to action in line with Leadership Board discussion.

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## **LG first**

### **Introduction**

1. This paper provides information about *first*, the LGA's membership magazine – including its aims, costs, distribution, recent redesign, readership feedback, editorial board, and plans for the future.

### **Background**

2. *first* has been the LGA's flagship membership publication since its launch in October 1999. It is currently a 16-page colour magazine published fortnightly around 25 times a year, with publication breaks over August and at Christmas. It is distributed free to around 18,100 councillors and chief executives in LGA member councils in England and Wales. Councillors usually receive it at their home address on Saturdays.

### **Aims**

3. Keeping councillors informed about the work of the LGA is *first's* primary function. It also aims to:
  - 3.1 support members in their roles as councillors
  - 3.2 provide opportunities for members to share good practice
  - 3.3 stimulate debate about the issues and challenges facing the sector
  - 3.4 highlight the benefits and value of LGA membership
  - 3.5 ensure editorial coverage reflects the LGA's priorities, as set out in its current business plan, and
  - 3.6 provide this information in a lively, chatty, helpful and accurate way, making good use of case studies.

### **Budget**

4. In February 2011, the magazine went fortnightly and circulation was reduced from around 23,400 to 18,200 copies by excluding all officers except chief executives. This resulted in savings of 40 per cent on the production budget and a reduction in staff days from nine to four.

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5. The magazine currently costs around 44p per copy per reader to produce (excluding staff costs). Each edition costs around £8,000 to print and distribute to 18,100 readers. The production budget for 2011-12 is £230,000, down from £410,000 in 2010-11.

**Redesign**

6. The content was revamped in response to a full readership survey in 2010, which showed that readers wanted more on national issues affecting local government and more news on legislation and regulation. For example, the redesigned magazine includes a new policy page summarising key developments across the range of council responsibilities, from adult social care to winter readiness; and a new 'Parliament' section. The latter was further expanded in response to a mini-survey carried out in the summer of 2011.

**First Editorial Board**

7. As part of the changes made to the magazine earlier this year, an editorial board was set up to provide strategic direction and guidance and ensure the views of elected members are fed into *first's* content. The board is made up of an elected member and group officer from each of the LGA's political groups and members of the LGA comms team. The board meets quarterly, and its last meeting took place on 7 December.

**Reader feedback**

8. The most recent 'snapshot' readership survey (summer 2011) found that:
  - 8.1 44 per cent read every issue, and a further 27 per cent are regular readers (reading two or three issues out of every four).
  - 8.2 Readers find *first* very or fairly useful for providing up-to-date coverage of news and issues (80 per cent); informing them about what the LGA does (73 per cent); providing an analysis of policy issues (66 per cent); and overall in their role as a councillor (62 per cent).
  - 8.3 Readers most like to read about national issues affecting local government (58 per cent); council good practice (44 per cent); and new laws and regulations (44 per cent).
  - 8.4 The letters (34 per cent) and by-elections sections (33 per cent) are also popular with readers.
  - 8.5 58 per cent prefer to receive *first* as a printed magazine, with 23 per cent interested in emailed alternatives.

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8.6 58 per cent of readers are aged 50-plus, and 70 per cent are male.

8.7 In the last full survey, carried out in 2010, 80 per cent of readers surveyed said *first* maintains a political balance in its content.

**firstonline**

9. firstonline ([www.local.gov.uk/first](http://www.local.gov.uk/first)) historically has been used as a place to upload editorial copy. Plans are in hand to make the site more interactive, and to commission around a dozen regular bloggers for the sector. The First Editorial Board considered a report on these proposals at their December meeting.





## **Local Government Finance Task & Finish Group**

### **Purpose of report**

For decision.

### **Summary**

This paper seeks the Leadership Board's approval of the Terms of Reference for a Task & Finish Group to oversee more detailed work on local government finance over the next six months.

### **Recommendation**

Members are asked to approve the Terms of Reference set out in this report.

### **Action**

Director of Finance and Resources

**Contact officer:** Stephen Jones  
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## Local Government Finance Task & Finish Group

### Background

1. The recent review of the LGA's governance identified members' wish to provide opportunities for more in-depth discussion of local government finance issues. When this matter was discussed at the December Leadership Board, it was agreed that:
  - 1.1 a new Finance Task Group be established with responsibility for Finance Policy, and for the National Fraud Framework, reporting to the LGA Executive;
  - 1.2 the new Finance Task Group should be chaired by the Chairman, Cllr Sir Merrick Cockell;
  - 1.3 consideration be given to the establishment of a new Finance Programme Board, to replace the Finance Task Group, in due course: this is expected to require a report to the General Assembly.
2. The next six months will be a particularly busy time for local government finance issues, with the passage through Parliament of the Local Government Finance Bill. The draft Terms of Reference attached are therefore flexibly drawn but anticipate that work related to the Bill will be the main priority.
3. The discussion at the December Leadership Board concluded that responsibility for further work related to fraud prevention should move to the Task Group from the Improvement Programme Board, and the draft Terms of Reference give effect to this.
4. The forthcoming Executive meeting will take a report recommending that work on a local authority bond collective agency should be taken to the next stage. There is already a Task & Finish Group overseeing this work and it will be suggested that this group should continue. An alternative would be to take that work within the new Finance Task Group.

### Recommendation

5. Members are recommended to approve the Terms of Reference for the Finance Task group as set out in **Appendix A** to this report.

## **PROPOSED FINANCE TASK GROUP**

### **TERMS OF REFERENCE**

The Task Group will be chaired by the LGA Chairman and its role is, subject to the overarching remit of the LGA Executive:

- to consider issues relating to the financing of local government expenditure;
- to consider issues related to the prevention and detection of fraud against local authorities;
- to establish positions on those issues for the LGA, and
- to oversee the LGA's representational, media, Parliamentary campaigning, and improvement work on those issues.

### **SUGGESTED PRIORITIES FOR JAN – JUNE 2012**

Top priorities for the Task Group in the first half of 2012 will include:

- influencing Parliament's consideration of the Local Government Finance Bill;
- supporting councils as they prepare to implement the provisions of the Bill from April 2013, including the localisation of reliefs from council tax;
- monitoring the strategic impact of reductions in councils' grant income and making councils' case as future government spending plans are developed;
- developing the LGA's position on an equitable model for distributing funding between the nations of the United Kingdom;
- taking forward the LGA's work on infrastructure funding;
- considering the future financing of adult social care, working with the Community Wellbeing Programme Board
- developing the LGA's position on the future funding of schools and services in support for schools, working with the Children and Young People Programme Board;
- developing the LGA's position in relation to the support of member authorities in the prevention and detection of fraud, in the light of the proposed national strategy on local fraud.

The Group will also consider other topical finance issues as they arise and exercise general oversight of the LGA's finance programme.

## **LGA annual conference and exhibition 2012**

### **Purpose of report**

For discussion and direction.

### **Summary**

This report updates office holders on progress to date on the LGA Annual Conference, taking place in Birmingham from 26-28 June 2012. The Leadership Board's views are sought.

### **Recommendation**

This report is primarily for information although it provides the Leadership Board with an opportunity to comment on and contribute to the draft programme.

### **Action**

Senior Events Organiser.

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## **LGA annual conference and exhibition ‘the local government event of the year’**

### **Conference programme structure and other information**

1. The objectives of the LGA annual conference and exhibition are to:
  - 1.1 support the LGA’s lobbying and influencing agenda ;
  - 1.2 help showcase local authority best practice;
  - 1.3. provide an opportunity to profile the LGA’s lobbying, research, publications, and the work of the programme areas;
  - 1.4 support the LGA’s policy work and membership strategy and help to promote local government reputation;
  - 1.5 raise income for the LGA.
  
2. As previously reported, this year’s conference will build on the importance of the event as ‘the Local Government event of the year’. The conference will be built around three key themes of interest to our members and the wider local government community:
  - 2.1 Economy and growth;
  - 2.2 Local political leadership;
  - 2.3 New models of local government.
  
3. Invitations have been extended to the three party leaders and to the Secretary of State for Local Government. In addition to the **Local Government Challenge question time** session, we have five other policy themed plenary sessions. These are as previously agreed and, whilst speakers and session briefs are still to be finalised, will broadly look at the following:
  - 3.1. **Keynote opening session.** The invitation to Governor Christie has been declined and an invitation has gone to the Mayor of London to open the conference, draw together all three themes above in a keynote opening session and highlight the advantages that the imminent Olympic and Paralympic Games will bring to communities across England and Wales.
  - 3.2. **Health and well-being boards – the new crucibles of change?** As the driver for promoting a collaborative approach to commissioning across health and social care, health and well-being boards will bring together local commissioners across the health and social care sector to secure better outcomes for the people in their areas.
  - 3.3. We will be inviting speakers from the Department of Health, the Kings Fund and a lead elected member to take part in this session which will be

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chaired by a journalist.

- 3.4. **Community budgets.** At the LGA's annual conference 2011, the Deputy Prime Minister announced support for areas to develop two 'whole-place' community budgets and two others to do the same at a neighbourhood level.
- 3.5. Six months on from their successful selection, two places who are taking a leading role in shaping the future of public service delivery will share their experiences with delegates. The conference will hear from the council leader in each place, followed by a discussion session with other public service representatives, on what difference community budgets are making to people in their area.
- 3.6. **Driving local growth.** To share and discuss the work of the Local Growth campaign and building on the Town Hall debates. Our Green Paper on Growth will be presented to conference as part of this session. . There are opportunities to pull in some Olympics themes in this session.
- 3.7. Invited speakers will be drawn from the CBI, a Local Enterprise Partnership, a high profile private sector chief executive and will be chaired by Cllr Peter Box CBE.
- 3.8. **Preparing for Police and Crime Commissioners.** This session will provide an opportunity to explore how community safety partnerships have prepared for police and crime commissioners; how panels can provide a robust check and balance to police and crime commissioners and to hear from potential candidates what they will be looking for in their relationships with councils.
- 3.9. Invited speakers will include: Nick Ross, Kit Malthouse and Jacqui Smith.
- 3.10. The winner of the Local Government Challenge will be announced at the closing session of the conference followed by a reception.
- 3.11. The current draft conference programme is attached at **Appendix A**.

**Breakout sessions**

4. Sessions have been put together by a variety of staff from across the LGA – with the annual conference project group overseeing the quality and content to ensure that our priorities, as agreed by the Leadership Board are given prominence.



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5. Invitations have been sent to identified speakers and the sessions details are being finalised with a view to having a completed programme by the end of January 2012.
  - 5.1 In addition to this, Local Authorities and key stakeholders have been provided with opportunities to run breakfast and evening fringe sessions. Hot topic sessions have been held back and suggestions will be reviewed and decided upon at the end of May.
  - 5.2 We will ensure that key campaigns and products are promoted widely at conference through relevant sessions, the exhibition stand and through other innovations.
  - 5.3 The Olympic and Paralympic Games will feature throughout the conference with a stand alone workshop and other opportunities via the exhibition stand, strands of other plenary sessions and fringe sessions.

**Marketing and bookings**

6. Conference fees have again been frozen and are now lower than they were in 2008. We currently have around 200 delegates booked to attend and this is comparable with last year. We will continue to actively target those councils who have not attended the conference for the past few years in order to increase delegate numbers.
7. In addition the 2011-12 Next Generation cohort have been offered a free place at the conference as part of the programme. We are working to both increase the audience and improve the diversity of our audience. Whilst Leaders and Chief Executives remain the core audience, it is clear that there are excellent opportunities to engage other tiers of members and officers with the work of the organisation.
8. Sponsorship is progressing well with almost 50 per cent of the 2011 total already sold. We are working with the exhibition contractor to ensure that the exhibition continues to thrive and it is currently selling well.
9. The conference dedicated website will go live in early January and will include all conference updates and details.

**Innovation and promotion**

10. We will look across the project group at new ways to showcase the value of continued membership to authorities, perhaps through individual policy surgeries, a policy and practice marketplace and/or good use of the exhibition stand for launches and other presentations.

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11. Staff organising sessions have already been asked to think about what key messages will be important before and during the conference to raise the profile of the Association's work with the national and trade press. The press and public affairs team will work closely with the online communications and events teams to deliver these messages through a detailed communications plan drawn up over the coming months.
12. The LGA will again provide live and interactive web coverage of the annual conference through its contract with PRTV to provide LG Intelligence TV. This service provided contact for delegates who were unable to attend the conference and will be invaluable for colleagues across the country giving access to the annual conference speeches, presentations, interviews and downloadable podcasts plus all the documents presented at conference without the need to travel to the event.

**Conclusion and next steps**

13. Work continues to finalise speakers, increase delegate numbers and to identify press and media opportunities around the conference. Comments and suggestions around speakers and innovations are welcomed.

**Financial Implications**

14. The conference continues to generate the largest profit of all the events held across the Association – around £400,000 in 2011 – however, the conference project group is mindful of the need to ensure that delegates attending the conference receive value for money and ensuring that we can provide added value throughout the sessions. We have also limited the payment of speaker fees this year and will continue to identify efficiencies where we can without affecting the nature of this high profile conference.
15. It is important that the conference programme is finalised within the next 6-8 weeks to allow a strong lead time for marketing the event. This will help to ensure that the delegate numbers compare or improve on the 2011 event and that this event retains its status as the key local government conference of the year.

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**Appendix A**

**LGA annual conference and exhibition  
26-28 June 2012, ICC Birmingham  
Conference programme**

**For internal use only – as at 21 December 2011**

All venues are within the ICC unless otherwise specified – venues are tbc and for illustration purposes only. General Assembly and all plenary sessions take place in Hall 1

**Tuesday 26 June 2012**

From 9.00	<b>Registration, refreshments and exhibition viewing</b>	
From 11.00	<b>Political group meetings</b>	
	LGA Conservative Group	Hall 1
	LGA Labour Group	Hall 4
	LGA Liberal Democrat Group	Hall 8B
	LGA Independent Group	Hall 7A
	District Chief Executives Network (x20)	Executive Room 1
12.30-13.30	<b>Sandwich lunch</b>	
	LGA Conservative Group	Hall 3
	LGA Labour Group	Hall 4 foyer
	LGA Liberal Democrat Group	Hall 3
	LGA Independent Group	Hall 7 foyer
13.30	<b>General assembly meeting</b>	Hall 1
	To include Chairman's speech	
	<b>Rt Hon David Cameron MP</b> (invited)	
15.10	<b>Refreshment break</b>	Hall 3
15.50	<b>Conference opening</b>	Hall 1
	Mayor of Birmingham	
	Main conference sponsor	
15.55-16.40 (45 minutes)	<b>Conference plenary 1</b>	Hall 1
	Governor Christie (declined)	
	Mayor Boris Johnson (invited)	

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**Appendix A**

16.45-17.45	<b>Workshop sessions</b> W1 – Housing W2 – Creative councils – the discipline of innovation W3 – Members and officers: rethinking the relationship W4 – Putting the people back into participation – the changing role of councils in sport W5 – What are your council staff worth? The changing face of pay bargaining in local government W6 – The third sector perspective W7 – Tackling metal theft W8 – hot topic	
17.45-18.30	<b>Civic drinks reception</b>	Hall 3
18.30	<b>Exhibition closes</b>	
From 18.30	<b>Evening fringe meetings</b> <ul style="list-style-type: none"> <li>• District Councils Network</li> <li>• The Leadership Support Offer</li> </ul>	
From 19.30	<b>Political group social events</b> LGA Conservative Group LGA Labour Group LGA Liberal Democrat Group LGA Independent Group	Hall 4 Hall 11 Hall 9 Hall 10
<b>Wednesday 27 June 2012</b>		
8.30	<b>Registration and exhibition opens</b>	
9.15-10.00 (45 minutes)	<b>Plenary session 2</b> <b>Health and well-being boards</b> (timing and title tbc)	Hall 1
10.00-10.30 (30 minutes)	<b>Plenary session 3 – Political spokesperson</b> <b>Rt Hon Nick Clegg MP</b> (declined)	Hall 1
10.30-11.15	<b>Refreshments</b> <b>LGA smoothie reception</b>	LGA group stand

**Item 6**

**Appendix A**

11.15-12.15	<p><b>Workshop sessions</b>  W9 - Can we learn from the private sector? How did TESCO reduce workforce costs and still drive innovation?  W10 – Be a Councillor – Councillors as talent spotters  W11 – Civil disturbances and gangs 10 months on  W12 – Members workshop on upcoming finance changes  W13 – Beyond books and buildings: should councils close their libraries to save money?  W14 – Education  W15 – Using planning to deliver for – and with – your communities  W16 – Productivity and procurement</p>	
12.15-14.00	<b>Lunch and exhibition viewing</b>	Hall 3
12.45-13.45	District Councils Network Executive Forum for new leaders (details tbc)	Executive Room 1 Executive Room 2
14.00-14.45 (45 minutes)	<b>Plenary session 4</b> <b>Local Government Challenge</b>	Hall 1
14.45-15.30 (45 minutes)	<b>Plenary session 5</b> <b>Community budgets</b> (timing and title tbc)	Hall 1
15.30-16.15 (45 minutes)	<b>Plenary session 6</b> <b>Driving local growth</b> (timing and title tbc)	Hall 1
16.30-17.45	<b>Political group meetings</b> LGA Conservative Group LGA Labour Group LGA Liberal Democrat Group LGA Independent Group	Hall 1 Hall 4 Hall 8B Hall 7A
17.45-18.30	<b>Drinks Reception</b>	Hall 3
18.30	Exhibition closes	
18.45	External evening fringe sessions	Various

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**Appendix A**

**Thursday 28 June 2012**

8.30	<b>Registration and exhibition opens</b>	
9.15-10.15	<b>Workshop sessions</b> W17 – Self improvement – more than an “add on” W18 – Are we nearly there yet? The care and support White Paper and the prospects for real reform W19 – Welfare reform W20 – hot topic	
10.15-11.00	<b>Refreshments</b>	
11.00-11.30 (30 minutes)	<b>Plenary session 7</b> <b>Political spokesperson</b> <b>Rt Hon Ed Miliband MP</b> (invited)	Hall 1
11.30-12.15 (45 minutes)	<b>Plenary session 8</b> <b>Police and crime commissioners</b> (timing and title tbc)	Hall 1
12.15-14.00	<b>Lunch and exhibition</b>	Hall 3
13.00-13.45	<b>Lunchtime fringe meetings</b> F1 – Energy and water efficiency in public buildings F2 - The evolved role of peer challenge in improving councils F3 - Place-based leadership and public service innovation F4 – hot topic F5 – hot topic F6 – hot topic F7 – Districts network assembly	ER1 ER 2 Hall 7A Hall 7B Hall 8A Hall 8B Hall 1
14.00-15.15	<b>Political group sessions</b> LGA Conservative Group LGA Labour Group LGA Liberal Democrat Group LGA Independent Group	Hall 1 Hall 4 Hall 8B Hall 7A

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**Appendix A**

	Chief Executives and officers session (tbc)	Hall 5
15.30-16.00 (30 minutes)	<b>Plenary session 9</b> <b>Political spokesperson</b> <b>Rt Hon Eric Pickles MP</b> (invited)	Hall 1
16.00	<b>Conference close</b> <b>Local Government Challenge award</b> <b>and reception</b>	Symphony hall foyer





## **Chief Executive's Monthly Report – January 2012**

### **Purpose of report**

For discussion and direction

### **Summary**

The LGA business plan 2011/12 centres on two top priorities –

- Achieving greater devolution for local government and
- Helping councils tackle their challenges.

This report sets out the key achievements over the past month of each of the nine programme boards and of the Executive whose remit includes local government finance and localism. It also sets out our performance against key corporate indicators, including membership and budget.

### **Recommendation**

The Leadership Board is asked to receive the Chief Executive's report for January 2012.

### **Action**

**Contact officer:** Carolyn Downs  
**Position:** Chief Executive  
**Phone no:** 020 7664 3213  
**E-mail:** carolyn.downs@local.gov.uk



## **Chief Executive's Monthly Report – January 2012**

### **Part 1 - Achievements against our business plan priorities**

#### **Children and young people**

##### **Helping councils tackle their challenges**

- Following an LGA-led consultation with councils over the summer on the use of additional DfE funding to the Children's Improvement Board (CIB), a further programme of **sector-led youth service improvement** was announced to coincide with the government's 'Positive for Youth' statement on 19 December. It includes funding for four Youth Innovation Zones - Devon, Hammersmith and Fulham, Haringey and Knowsley.
- Following LGA lobbying, government announced there will be no change in the amount to be removed from formula grant to pay for central education functions for **academies** (£148m in 2011-12 and £265m in 2012-13). This is a considerable improvement on the previous consultation which proposed an increase of hundreds of millions of pounds but still overstates the amount that should be deducted from councils. The LGA will continue to fight for a fairer method of academy funding.
- The Children's Improvement Board (CIB) secured agreement from all 9 regions to participate in the local delivery of **sector-led improvement for children's services**. Councils will be able to access devolved CIB funding from January onwards.

#### **Community Wellbeing**

##### **Achieving greater devolution for local government**

- Held first of three roundtables with parliamentarians on **social care reform** and funding ahead of the Spring White Paper. Good alliances made with Liberal Democrat MPs with request for further meetings in the New Year. Labour and Conservative sessions booked for January and February.
- Secured commitment from Public Health Minister, Anne Milton to work with LGA finance advisers to obtain an accurate estimate of the current **costs of public health**. The Minister also gave a commitment that Public Health Grant allocations should be based on the level of public health needs, deprivation and inequalities rather than on historic PCT spend.
- Secured commitment from Public Health Minister, Anne Milton to work with LGA advisers prior to the public consultation on the **death certification process** to ensure a comprehensive impact assessment on the potential financial and reputational costs to local government.

### **Helping Councils tackle their challenges**

- Met Equality and Human Rights Commission ahead of their publication on **home care** to give local government's perspective to the report's recommendations, and secured a better balanced reporting of the issues.
- Secured national coverage of the LGA's rebuttal of the story that councils are unreasonably or unfairly restricting **eligibility to care services**. David Rogers, Chairman of the Community Well Being Programme Board, quoted on the need for reform, more funding and the extremely difficult resource situation councils are facing.

### **Economy and transport**

#### **Achieving greater devolution for local government**

- Launched the **Local Growth Campaign** to promote role of councils in driving economic prosperity in conjunction with the British Chamber of Commerce who called for business/councils to work together to localise skills agenda.
- Successfully lobbied DfT to run real-time localism programme to develop agenda for the **devolution of transport delivery**. Programme will begin in February with joint seminar of LGA members and DfT ministers
- LGA dominated press coverage of the launch of the Portas **high-street review**, highlighting the importance of councils in managing high streets.

### **Environment and housing**

#### **Achieving greater devolution for local government**

- Based on our evidence the CLG Select Committee will endorse many of the LGA's proposals for the National Planning Policy Framework. In particular they recommend that appropriate transition arrangements should be put in place and that the definition of sustainable development should be balanced.
- Following LGA lobbying, the **green deal** consultation acknowledged a strong role for councils to ensure successful delivery and we are now lobbying for full access for councils to the range of financial support tools and incentives. Green Deal conference on 29 November was fully booked.
- The Local Housing Delivery Steering Group (LHDG) co-created created by the LGA and Home Builders Federation (HBF) has been widely-cited as the preferred successor model to regular government-produced **planning and housing policy guidance**.

### **Helping Councils tackle their challenges**

- Initiated successful campaign on betting shops, building on Councillor Parsons' oral evidence at the CMS Select Committee, with widespread media coverage and recognition of the problems in the Portas review on high streets.
- Secured funding for and re-launched the Gypsy and Traveller National Awareness Training Programme for local authorities
- LGA have influenced Defra's approach to the Judicial Review brought by a group of recycling companies. Defra agreed to pursue an adjournment to allow an amendment to the **waste collection regulations** to be agreed between the parties. This avoided the regulations being watered down – a move that would have disadvantaged councils that carry out co-mingled collection.
- Following discussions with the LGA, government have allocated £20 million to enable councils to **improve energy efficiency** and reduce fuel bills for those most vulnerable to cold weather

### **Safer and Stronger Communities**

#### **Achieving greater devolution for local government**

- Ongoing support to councils preparing for transition to **Police and Crime Commissioners** (PCCs) has included visits to councils, publications on *Setting up Police and Crime Panels* and *Implications for Community Safety Partnerships* and participation in Association of Police Authorities seminar on Transition to PCCs
- Government has responded to the LGA's calls for reforms to the **Scrap Metal Dealers Act** 1964 to strengthen councils' ability to regulate scrap metal dealers. The issue has attracted considerable media attention over the past month.
- Significant progress in shaping and redefining the national-local relationship between central Government and **Fire and Rescue Authorities** in the context of a new National Framework. The revised document sets out expectations but contains much less prescription on the approach. In particular we influenced the prescriptive rules on scrutiny to focus on outcomes and reflect existing good practice in the sector.

### **Helping Councils tackle their challenges**

- Home Office **Ending Gang and Youth Violence** Team adopted the LGA's peer review methodology and agreed a more supportive approach in the 22 target areas. The LGA will assist with accrediting the practitioners supporting the Home Office team.
- Agreement reached between LGA and Chief Fire Officers Association on a strengthened programme of **peer challenge for fire authorities**. The offer includes Key Areas for Assessment, corporate health and leadership, member and officer peer training and a quality assurance framework.

### **Culture tourism and sport**

#### **Achieving greater devolution for local government**

- Successfully lobbied the London 2012 Organising Committee (LOCOG) to give more councils the opportunity to stage flame festivals leading up to the **2012 Paralympic Games**. Instead of one flame festival per English region LOCOG has now agreed to support as many councils as possible, to raise awareness and promote participation.

#### **Helping Councils tackle their challenges**

- Secured agreement from Arts Council England (ACE) to continue our joint sector led **improvement programme for libraries**.
- Launched the **Libraries Development Initiative** – a £200,000 fund to build on our already successful Future Libraries Programme. Received over 100 expressions of interest for projects that explore new and more efficient ways of delivering library services, with LGA capturing and sharing the learning.

### **European and international**

#### **Helping Councils tackle their challenges**

- Work to safeguard councils against **EU fines legislation** was successfully concluded on enactment of Localism Bill. We will continue to campaign to ensure that Government's consultation on a policy statement results in sufficient protections for the sector in line with LGA proposals.
- The LGA led work on **reform of EU budget** has now been adopted by pan EU advisory body for local government, the EU Committee of Regions.
- LGA concerns on how to protect councils from new financial and administrative burdens from **EU energy regulation for public buildings** has been adopted by the Committee of the Regions as the pan-EU local government lobbying position.

## **Workforce**

### **Achieving greater devolution for local government**

- Completed this year's round of **pay briefings** for the mainstream local government workforce. The summary of Councils' views, submitted to the Employers' side of the NJC on 14 December, left no doubt about the difficult financial climate facing local authorities.
- The process for appointing Directors of Public Health in the run up to **the transfer of public health** functions remains contentious. As a result of intense lobbying at the highest level, the Department of Health and LGA have agreed a joint letter setting out key considerations and emphasizing the importance of local discretion and decision-making.
- The newly agreed Employer Standards for **employers of social workers** are being hosted by the LGA and a first meeting of the Advisory Implementation Group was held on 19 December.

### **Helping Councils tackle their challenges**

- Secured joint agreement with the trade unions, supported by government, on a new way forward for the **local government pension scheme**. The objective is to roll the requirements for short term savings and long term reform into a 'one step' process which will result in a new scheme being introduced in April 2014.

## **Improvement**

### **Helping Councils tackle their challenges**

- The first tranche of new-style **corporate peer challenges** is complete and feedback from those receiving and providing the challenge has been overwhelmingly positive. We are in active discussion with around 100 councils wishing to book challenges next year.
- We received an excellent response to our Adult Social Care Efficiency Programme, with applications from over 50 authorities, 1 region and 2 sub-regions.
- We have so far this year provided training and development to over 850 councillors.

## **Local government finance**

### **Helping Councils tackle their challenges**

- The **Local Government Resource Review** conclusions show the impact of our advocacy in stronger proposals for funding stability and a greater emphasis on fairness than the original proposals;
- The government's decisions on **council tax discounts** reflect the arguments put to Ministers by LGA elected members and will allow councils to raise some revenue to offset the cut to council tax benefit subsidy.
- Ministers and the Chairman have agreed to pilots of local delivery of direct face-to-face support for **Universal Credit customers**, in line with the LGA Executive's view.
- The government has, finally, agreed to legislate for **Tax Increment Financing**, in line with a longstanding LGA position.

## **Localism**

### **Achieving greater devolution for local government**

- In response to our request on behalf of the sector, there will be more **community budget pilots** and neighbourhood community budget pilots than the government originally announced.
- In response to our arguments, the new **Tackling Troubled Families Unit** has put councils at the centre of its way of working and is explicitly building on the progress councils have already made in addressing the issue.
- A successful chief executive-level summit with the **voluntary sector** national body ACEVO, an organisation that has been loudly critical of councils in the last year, generated a new and positive commitment to joint working between councils and voluntary organisations.
- Published "Keep it Real (Responsive Efficient Accountable Local) ", setting out the ways councils are in advance of the rest of the public sector in **reforming public services**. The publication has been noticed in the Westminster village and praised by Ministers.



**Item 7**

**Part 2 – Corporate Performance**

**Membership**

1. Membership subscriptions were agreed by the Leadership Board on 7 December. Since then Test Valley and Bassetlaw have withdrawn their notice to leave the LGA and the London Borough of Richmond has rolled over to 2013/14.

**Table 1 – shifts in membership**

Membership	Sept 10	Mar 11	Sept 11	Jan 12	Shift
Total current membership	422	419	419	422	+3
Councils out of membership	4	7	7	4	-3
Notices to withdraw: WEF 1/4/12	10	10	19	16	-3
Notices to withdraw: WEF 1/4/13	1	21	12	14	+2

**Table 2 – Councils out of membership/on notice**

Out of membership	Notice to withdraw 1/4/12	Notice to withdraw 1/4/13
Doncaster MBC	Birmingham City Council	Broads Authority
London Borough of Bromley	Brighton and Hove City	Cambridgeshire Fire and Rescue Service
Royal Borough of Windsor & Maidenhead	Broxtowe Borough Council	Darlington Borough Council
Slough Borough Council	Cotswolds District Council	East Staffordshire Borough Council
	Elmbridge Borough Council	Hartlepool Borough Council
	London Borough of Greenwich	London Borough of Hammersmith and Fulham
	London Borough of Sutton	London Borough of Richmond
	London Borough of Barnet	London Borough of Wandsworth
	Rochford District Council	Northumberland National Park Authority
	Rossendale Borough Council	Runnymede Borough Council
	Royal Borough of Kingston Upon Thames	Vale of White Horse District Council
	Rutland County Council	Waverley Borough Council
	Sefton Metropolitan Borough Council	West Berkshire Council
	Southampton City Council	Worthing Borough Council
	West Lancashire Borough Council	
	West Sussex County Council	

**Item 7**

**Budget**

2. The LGA's financial performance to the end of November shows a surplus at the 8 month point of £4.5m. Of this, £2.8m relates to grant-funded programmes which are expected to break-even at year-end, leaving an operating surplus on RSG-funded activity of £1.7m. Once transition costs of £1.8m have been added back in, the operating surplus for the first 8 months is £3.5m. This needs to be set in the context of quieter summer months and a cautious approach to spending the aftermath of the substantial reduction in core funding.
3. On current projections, an underspend of up to £3.0m (up to 5% of turnover) is forecast for the year. This is a positive financial result for the LGA, given the significant reduction in core funding that came into effect from the start of this financial year, and which led to significant steps to reduce the LGA's cost base. Any operating surplus from this financial year will give us the flexibility in future years to direct resources to new and emerging priorities such as our work on Community Budgets and support for councils as they face increasing financial pressures. Any additional flexibility will be welcome given the LGA's own tightening finances, as RSG top-slice is further reduced over the next three years.
4. The final position for 2011/12 will be largely determined by the extent to which agreed programme budgets are spent in the last quarter of the financial year. The position will be closely monitored with budget holders over the coming weeks. Strategic Management Team will also be reviewing patterns of spend after nine months in developing proposals for the 2012/13 business plan to ensure that pay and non-pay budgets are allocated appropriately to achieve the LGA's priorities.

## **Visits to member councils**

### **Purpose of report**

For review and discussion

### **Summary**

Each month members of the Leadership Board and senior LGA's managers visit member councils across England and Wales. The **attached** schedule sets out for information the Chairman and Chief Executive's forthcoming visits. For future meetings a schedule of all Leadership Board members' visits will be included.

### **Recommendation**

Member are invited to review the attached schedule and agree a co-ordinated approach and priorities for future visits.

### **Action**

Officers to arrange programme of visits

**Contact officer:** Claire Holloway  
**Position:** Head of Corporate Governance  
**Phone no:** 020 7664 3156  
**E-mail:** claire.holloway@local.gov.uk



Date	Visiting	LGA lead	Region	Authority Type	Meeting
6 Jan	East Sussex, then Brighton and 5 districts	Carolyn Downs	<b>South East</b>	County	East Sussex CX Becky Shaw, Brighton CX John Barradell; 5 District CXs
9 Jan	Lancashire CC	Sir Merrick Cockell	<b>North West</b>	County	Leader - Jeff Dirver
9 Jan	NWIEP Strategic Forum	Sir Merrick Cockell	<b>North West</b>	IEP	CXs & Leaders
17 Jan	Barking & Dagenham	Carolyn Downs	<b>London</b>	London Borough	CX Stella Manzie
17 Jan	West Midlands Councils AGM	Sir Merrick Cockell	<b>West Midlands</b>	LGA	West Midlands council leaders
19 Jan	Hampshire	Sir Merrick Cockell	<b>South East</b>	County	Leader - Ken Thornber/Group Members
20 Jan	Welsh LGA	Marianne Overton and Carolyn Downs	<b>Wales</b>	LGA	Leader John Davies/ CX Steve Thomas
24 Jan	Bournemouth	Sir Merrick Cockell	<b>South West</b>	Unitary	LGC Visit
24 Jan	Elmbridge	Carolyn Downs	<b>South East</b>	Shire District	Leader and councillors
25 Jan	Worcestershire	Sir Merrick Cockell	<b>West Midlands</b>	County	
26 Jan	Southend on Sea	Carolyn Downs	<b>East of England</b>	Unitary	LGC visit
26 Jan	Chelmsford	Carolyn Downs	<b>East of England</b>	Shire District	LGC visit
31 Jan	Buckinghamshire	Sir Merrick Cockell	<b>South East</b>	County	Leader/Group leaders
06 Feb	Barnsley	Sir Merrick Cockell	<b>Yorkshire &amp; Humber</b>	Met District	Leader - Steve Houghton
16 Feb	LG Yorkshire & Humber	Sir Merrick Cockell	<b>Yorkshire &amp; Humber</b>	LGA	Yorkshire & Humber leaders
16 Feb	Northern Ireland LGA	Carolyn Downs	<b>Northern Ireland</b>	LGA	CX Derek McCallan
17 Feb	West Lindsey	Carolyn Downs	<b>East Midlands</b>	Shire District	CX Manjeet Gill
17 Feb	Lincolnshire	Carolyn Downs	<b>East Midlands</b>	County	W Lindsey arranging
20 Feb	Suffolk		<b>East of England</b>	County	CX Deborah Cadman
20 Feb	South Tyneside	Sir Merrick Cockell	<b>North East</b>	Met District	Leader - Iain Malcolm
20 Feb	Association of North East Councils (ANEC)	Sir Merrick Cockell	<b>North East</b>	LGA	NE Leaders
24 Feb	Solihull	Carolyn Downs	<b>West Midlands</b>	Met District	CX
05 Mar	Manchester	Carolyn Downs	<b>North West</b>	Met District	CX Howard Bernstein
06 Mar	ANEC	Carolyn Downs	<b>North East</b>	LGA	NE Council CXs
06 Mar	West Sussex	Sir Merrick Cockell	<b>South East</b>	County	
19 Apr	Kettering	Sir Merrick Cockell	<b>East Midlands</b>	District	Leader - Russell Roberts
Mar tbc	Dudley	Carolyn Downs	<b>West Midlands</b>	Met District	TBC
Mar tbc	Sandwell	Carolyn Downs	<b>West Midlands</b>	Met District	TBC
Mar tbc	Kings Lynn & Norfolk	Sir Merrick Cockell	<b>East of England</b>	Shire District	TBC



## Note of decisions taken and actions required

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<b>Title:</b>	<b>LGA Leadership Board</b>
<b>Date and time:</b>	7 December 2011 at 2.00pm
<b>Venue:</b>	Smith Square Rooms 1 & 2

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### Attendance

<b>Position</b>	<b>Councillor</b>	<b>Council</b>
Chairman	Sir Merrick Cockell	RB of Kensington & Chelsea
Vice-chairman	David Sparks OBE	Dudley MBC
Vice-chairman	Gary Porter	South Holland DC
Vice-chairman	Gerald Vernon-Jackson	Portsmouth City
Vice-chairman	Marianne Overton	Lincolnshire CC
Deputy-chairman	Robert Light <b>by video conference</b>	Kirklees Council
Deputy-chairman	Sharon Taylor	Stevenage BC
Deputy-chairman	Steve Reed	Lambeth LB
Deputy-chairman	Mayor Dorothy Thornhill MBE	Watford BC
<b>Apologies</b>	Andrew Lewer	Derbyshire CC
	Robert Gordon DL	Hertfordshire CC
<b>Also present</b>	Keith Mitchell CBE <b>by video conference</b>	Oxfordshire CC

<b>Item</b>	<b>Decisions and actions</b>	<b>Action by</b>
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Cllr Sir Merrick Cockell, Chairman, opened the meeting and welcomed Carolyn Downs, who took up her new role as Chief Executive on 21 November.

The Leadership Board asked that their congratulations be passed on to Councillor Andrew Lewer and his wife Gaby on the birth of their son, Francesco Philip.

### 1. Meeting between SOLACE and LGA

The Chairman welcomed Derek Myers, Chair of the SOLACE Management Board and Kathryn Rossiter, Managing Director of SOLACE.

SOLACE were keen to establish a 'refreshed understanding' between the LGA and SOLACE, focussing on four areas

- a refreshed relationship between the LGA and SOLACE
- public education
- the importance of both political and professional management
- getting on the front foot.

During a positive discussion, members endorsed the benefits of developing a closer working relationship between the two organisations.

### Decision

#### *The Leadership Board*

- **agreed** the thrust of the recommendations and asked LGA Chief Executive, Carolyn Downs to take forward discussions with Derek Myers and bring back proposals in due course.

### Action

Officers to take forward in line with members' discussion.

**Carolyn Downs**

## **2. The Sustainable Communities Act**

Councillor Keith Mitchell CBE, Chairman of the Selector Panel presented this report, seeking members' views on the LGA's involvement in the Selector Panel under round two of the Act.

Members made a number of detailed comments which were noted by officers.

Councillor Gary Porter, on behalf of the Leadership Board, thanked Councillor Mitchell and the Selector Panel for their work under round one of the Sustainable Communities Act.

### Decision

#### *The Leadership Board **agreed***

- *that in future the Selector Panel is extended to include a representative from Localworks;*
- *that the LGA formally communicates to Localworks the view that a statutory duty on local government to consult with local communities is unnecessary and would be counter productive.*



## Action

Officers to progress in line with the Board's decisions.

**Gemma Vale**

### **3. Local Authority Bonds**

Stephen Jones, Director of Finance and Resources, presented the report on behalf of Councillor Edward Lord OBE JP, who was unable to attend due to illness. The report set out the emerging conclusions of the Task & Finish Group who were commissioned to look into the potential for councils to establish a collective agency to raise funds direct, following the Public Works Loans Board decision to increase its interest rate to 1% above gilt rate.

The Leadership Board discussed the report and made number of detailed comments/asked questions on issues including:

- how a 3 AAA rating can be achieved;
- avoiding the need for cross guarantees;
- quantifying risk;
- how other types of authorities can benefit eg. Fire & Rescue Authorities and Integrated Transport Authorities;
- lending to wholly owned local authority companies;

Members stressed the need for a detailed report to the Executive in January, setting out clearly what the proposals were, what they would achieve and including a full business case and risk analysis.

## Decisions

### *The Leadership Board*

- **noted** the work to date and the key conclusions;
- **asked** that they be fully briefed ahead of the January meeting of the LGA Executive; to ensure informed decision making at that meeting.

## Actions

Officers to prepare detailed business case and risk analysis in conjunction with the member task and finish group.

**Mark Luntley**

Officers to arrange further briefing for Leadership Board

**Mark Luntley  
HGOs**

#### 4. The Localism Act 2011

Paul Raynes, Head of Programmes, introduced the report, which summarised the LGA's wins on behalf of the sector and the support we are offering member councils on the new Act.

Members made a number of detailed comments which were noted by officers. In particular, Members stressed the importance of ensuring that no new burdens are placed on local government without appropriate funding.

Members discussed the revised approach to Standards contained in the Act. They agreed that, as part of its offer to member councils, the LGA should prepare a simple code of conduct which councils could adopt or amend to suit their own local circumstances but stressed that any legal implications should be checked before the Code is disseminated

#### Decisions

##### *The Leadership Board*

- **noted** the wins achieved by the LGA on behalf of members and the support to member councils in respect of the new legislative environment and also the issue of senior pay;
- **agreed** that the Chairman should write to all member councils informing them of the wins achieved by the LGA in this area of work;
- **agreed** that the LGA should publish a simple template Code of Conduct for member councils to use should they wish to do so;
- **asked** officers to ensure that our views are not diluted by secondary legislation.

#### Action

Officers to action in line with the Board's steer.

**Paul Raynes**

#### 5. Disqualification for election to councils Review of section 80 of the Local Government Act 1972

Claire Holloway, Head of Corporate Governance, introduced a short report outlining the scope of a high level review of the rules governing disqualification for election to councils, set out in Section 80 of the Local Government Act 1972.

Members acknowledged the complexity of the issue and made a number of detailed comments which were noted by officers, including.

- There should be consistency in the approach to employees of all types of school;
- Rules on exclusion due to criminal conviction should be extended to include EEC convictions;
- Exclusions should be kept to a minimum encourage as wide a cross-section of people as possible to stand for election;
- Employees of an authority should not be permitted also to be a councillor at the same authority and should resign if elected.

#### Decision

##### *The Leadership Board*

- **asked** that a draft of their initial comments be circulated for further input

#### Action

Officers to feed members' comments into the review team

**Claire Holloway**

#### **6. LG First**

This item was deferred by the Leadership Board for a full discussion at the Board's next meeting.

#### Action

Officers to resubmit this item to the Board's January meeting.

**Luke Blair**

#### **7. LGA Membership Subscriptions**

Stephen Jones, Director of Finance and Resources, introduced a report which sought the Leadership Board's agreement to the levels of LGA membership subscriptions for the year commencing 1 April 2012.

Cllr David Sparks asked whether the LGA, via the Resources Panel, should investigate corporate memberships for sub-national grouping of councils as is done with Welsh LGA.

#### Decision

##### *The Leadership Board*

- **approved** the 2012/13 set out in the report;

### Action

Officers to notify councils of their 2012/13 subscriptions.

**Stephen Jones  
Andrea Patrick**

## **8. Review of Governance – roles of the LGA Leadership Board, LGA Executive and Programme Boards**

Claire Holloway, Head of Corporate Governance, introduced a report which set out proposals for the Leadership Board to consider prior to submitting their recommendations to the LGA Executive.

### Decision

*The Leadership board **agreed** to recommend to the Executive that:*

- *a new Finance Task Group be established with responsibility for Finance Policy, and for the National Fraud Framework, reporting to the LGA Executive;*
- *that the new Finance Task Group be chaired by the Chairman, Sir Merrick Cockell;*
- *that consideration be given to the establishment of a new Finance Programme Board, to replace the Finance Task Group, at an appropriate time;*
- *the roles and responsibilities of the Executive, Leadership Board and Programme Boards are amended to reflect the new integrated LGA (paragraph 3 of the report);*
- *the Programme Boards are renamed Boards.*

### Action

Officers to prepare a report to the Executive reflecting the Leadership Board's discussions and conclusions.

**Claire Holloway**

## **9. National Association of Local Councils**

Claire Holloway introduced a paper which briefly summarised interactions with NALC in recent years, and the LGA's associated membership scheme for larger town and parish councils.

### Decision

*The Leadership Board **agreed** to invite representatives of NALC to a Board meeting in the New Year, to discuss closer working between the two organisations.*

Action

Officers to arrange for NALC representatives to attend a Leadership Board meeting

**Claire Holloway**

**10. LGA Forward Plan**

The Leadership Board were invited to consider items for future Leadership Board agendas and the critical and cross cutting issues that should be brought to the Executive and Councillors' Forum in 2012.

Action

Officers to liaise with the Heads of Group Office to agree future topics for LGA Leadership Board, LGA Executive and Councillors' Forum.

**Cathy Boyle  
HGOs**

**11. LGA Executive agenda for 8 December**

Carolyn Downs, Chief Executive, took the Leadership Board through the LGA Executive agenda for the following day.

Item 3 – Children's Improvement Board

Members confirmed the importance of the work of the Children's Improvement Board and sector-led children's improvement.

Item 4 – Autumn Statement update

Members discussed the implications for councils arising from the Autumn Statement pending fuller discussion at the Executive the following day.

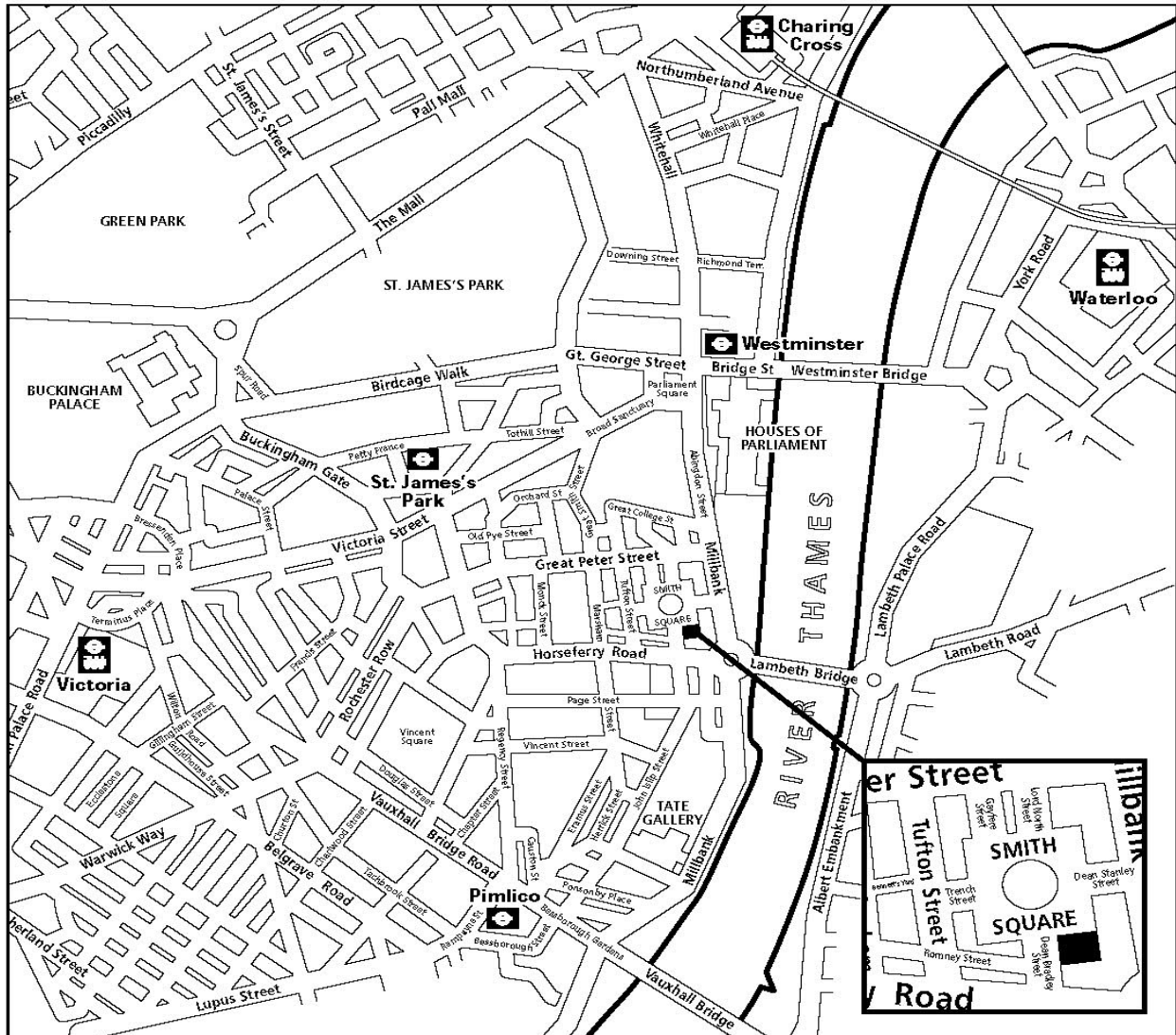
**12. Note of the last meeting**

*The Leadership Board **agreed** the note of the last meeting.*

**Next meeting: Wednesday, 11 January 2012 at 2.00pm.**

**CLOSE OF MEETING**

## LGA Location Map



### Local Government Association

Local Government House  
 Smith Square, London SW1P 3HZ  
 Tel: 020 7664 3131  
 Fax: 020 7664 3030  
 Email: [info@lga.gov.uk](mailto:info@lga.gov.uk)  
 Website: [www.lga.gov.uk](http://www.lga.gov.uk)

### Public transport

**Local Government House** is well served by public transport. The nearest mainline stations are;

#### Victoria

and **Waterloo**; the local underground stations are **St James's Park** (District and Circle Lines); **Westminster** (District, Circle 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 goes close by at the end of **Dean Bradley Street**.

### Bus routes - Millbank

**87** Wandsworth - Aldwych **N87**  
**3** Crystal Palace - Brixton - Oxford Circus

### Bus routes - Horseferry Road

**507** Waterloo - Victoria  
**C10** Elephant and Castle - Pimlico - Victoria  
**88** Camden Town - Whitehall - Westminster - Pimlico - Clapham Common

### Cycling Facilities

Cycle racks are available at Local Government House. Please telephone the LGA on 020 7664 3131.

### Central London Congestion Charging Zone

Local Government House 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**  
 Great College Street  
**Horseferry Road Car Park**  
 Horseferry Road/Arneway Street