

LGA Executive

Agenda

Thursday, 17 September 2015
2.15 pm

Westminster Suite (8th Floor)
Local Government House
Smith Square
London
SW1P 3HZ

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

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This meeting is



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LGA Executive
17 September 2015

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Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.group@local.gov.uk

Location

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

LGA Contact

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LGA's 2015 Spending Review Work

Purpose of report

For information and direction.

Summary

This report highlights the LGA's formal submissions to the 2015 Spending Review process and sets out the planned programme of engagement and media work throughout the autumn.

Recommendation

That the LGA Executive note the content of the report and recommend any amendments to the engagement strategy set out from paragraph 13 onwards.

Action

LGA Officers to proceed as directed.

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LGA's 2015 Spending Review Work

The terms of reference for the 2015 Spending Review

1. The Chancellor of the Exchequer announced that the Spending Review will be delivered on 25 November 2015. It will be a four-year plan and will set out departmental spending limits across government and is looking for £20 billion of savings by the end of 2019/20.
2. Interested parties had until 4 September to submit formal representations. This is in line with the deadline for government departments to submit initial analysis to the Treasury.
3. For local government in particular, the Spending Review can have a number of different effects:
 - 3.1. The local government departmental expenditure limit will set the amount of general government grant.
 - 3.2. Settlements for other government departments might have an effect on specific grants received by local government.
 - 3.3. The Spending Review will announce a series of devolution deals.
 - 3.4. Other policy announcements in the Spending Review could affect local authorities as well. For example, the 2013 Spending Round announced the creation of the Better Care Fund.
4. In its terms of reference, the Government has committed to the following protections:
 - 4.1. The NHS budget will continue to be protected in real terms. In addition, an extra £2 billion will be added to its budget in every year of the Spending Review, amounting to an increase of £8 billion, in addition to inflation, by 2019/20.
 - 4.2. Spending on schools will continue to stay fixed on a per pupil basis, indicating growth of overall funding as pupil numbers are set to increase.
 - 4.3. The defence budget will rise in line with inflation + 0.5 per cent.
 - 4.4. The International Development budget will continue to be fixed as a share of GDP.
5. As a result of the protections above, unprotected government departments were asked to model scenarios of 25 per cent and 40 per cent real terms cuts to their funding over the next four years, indicating that ultimately the settlement is likely to be within that range.
6. Finally, the Government has set itself five guiding principles for spending decisions:
 - 6.1. promoting innovation and greater collaboration in public services;
 - 6.2. promoting growth and productivity, including through radical devolution of powers to local areas in England;
 - 6.3. delivering high-quality public services, such as the NHS;
 - 6.4. promoting choice and competition; and
 - 6.5. driving efficiency and value for money across the public sector.



LGA’s formal representation

7. The LGA’s work on influencing the Spending Review started with the publication of ‘A Shared Commitment’ at the annual conference on 30 June 2015 which can be downloaded from the LGA website [here](#).
8. This paper built on its predecessors, ‘Rewiring Public Services’ and ‘Investing in our Nation’s Future’ by setting out our broad vision for an array of policy areas. The formal LGA representations built on this vision, but focussed on a smaller set of proposals.
9. The following grid sets out the LGA’s publications which were prepared to meet the Government’s deadline of 4 September. Collectively, they form our corporate representation and the basis of conversations with government over the autumn. The documents will also be sent to all relevant government Ministers, Departments and Parliamentarians.
10. [Spending Smarter: A Shared Commitment](#) is available on LGA website should you wish to view or download the publication. The other three publications listed below are appended to this report as they are not yet in the public domain, pending their publication and launch.

Table 1. LGA’s Spending Review representation

Name of paper	Main recommendations	Cleared by
Spending Smarter: A Shared Commitment	The main LGA submission which is calling for: <ul style="list-style-type: none"> • An appreciation of cost pressures facing local government over the next four years (£10 billion); • Devolution of, or greater local influence over, £60 billion of central government spending to spur local growth, infrastructure and employment; • An introduction of a Single Local Public Services Fund as part of at least five devolution deals; • A sustainable and integrated adult social care and health system (see entry below); • A self-assessment mechanism for administering business rates; and • A managed introduction and implementation of the Government’s housing policies. 	The Chairman, LGA Group Leaders, Lead Resources Portfolio Holders
‘Adult social care, health and wellbeing: A Shared Commitment’ (joint paper	<ul style="list-style-type: none"> • Full funding of the adult social care funding gap, growing by just over £700 million a year on average; 	LGA’s Lead Community Wellbeing

<p>with Association of Directors of Adult Social Services)</p> <p>Attached at <u>Appendix A</u></p>	<ul style="list-style-type: none"> • Introduction of a £2 billion annual prevention transformation fund, with part of the money used to invest in a prevention strategy (see box below); • A considered expansion of the Better Care Fund which learns from what has worked well and what has not. 	<p>Portfolio Holders, (for ADASS) ADASS Trustees and President</p>
<p>'Prevention: A Shared Commitment'</p> <p>Attached at <u>Appendix B</u></p>	<ul style="list-style-type: none"> • This is a supporting document which sets out the case for a new prevention strategy, drawing from smaller scale interventions that have been shown to be successful locally. Research indicates this could generate a net return on investment of 90 per cent over a five year period. 	<p>LGA's Lead Community Wellbeing Portfolio Holders</p>
<p>'A service for the future - 670,000 opportunities to add value' (prepared by the Chief Fire Officers Association but supported by the LGA)</p> <p>Attached at <u>Appendix C</u></p>	<ul style="list-style-type: none"> • This paper has been prepared by the Chief Fire Officers' Association and endorsed by the LGA. It calls for a funding settlement for fire services based on risk, not demand and presents a case for fire and rescue services to play a community wellbeing role due to their reach and trust by the communities they serve. 	<p>The LGA's Fire Services Management Committee</p>

11. These papers were submitted in line with the Government's deadline, but the publication schedule has been staggered over a number of weeks throughout September to maximise potential media coverage of our calls. They have also been formally sent to relevant Government ministers.

12. At the time of writing, officers were also drafting a supporting paper which advocates the case for a Single Local Public Services Fund, drawing on the experience of the previous Parliament to demonstrate that joined-up decision making locally is a way to avoid cost shunting and making decisions which only result in higher costs later. This paper is to be cleared by the LGA's Lead Resources Portfolio Holders.

The LGA's autumn engagement programme

13. While the above is our formal contribution to the Spending Review process, it is only part of a wider work programme aimed at promoting our messages with the public, the Government and stakeholders ahead of the Review announcement on the 25 November.

14. The LGA media activity to influence the Spending Review began at our Annual Conference in July and the publication of 'A Shared Commitment' and will continue right up until November 25.

- 14.1. The Chairman gave his first set-piece interview with the **Financial Times** on the campaign launch in June and the paper ran two back-to-back front pages on the funding pressures facing councils in July. Media work continued with widespread coverage on our initial analysis of the cost pressures of the National Living Wage and social housing rent reductions and the construction skills shortage.
 - 14.2. Our press release launching our cost pressure analysis for the Spending Review submission was reported by the **FT, Telegraph, Guardian, i paper** and **Mirror**. A comment piece on the submission also ran on **Guardian Online**.
 - 14.3. To coincide with the preliminary deadline for local areas to submit devolution deals, we called on the Chancellor to devolve, or hand local influence over, at least £60 billion to local areas in the **Independent, i paper** and **Guardian Online**.
 - 14.4. A detailed media activity grid has planned Spending Review stories over the next 6-8 weeks on business rates reform, adult social care, funding pressures, transport and devolution.
15. A range of political meetings are in the pipeline for the Chairman and other lead members, including:
- 15.1. Greg Clark MP (Secretary of State for Communities and Local Government) – weekly meetings with the Chairman;
 - 15.2. Matt Hancock MP (Minister for Cabinet Office) – 10 September with the Chairman and the Deputy Chief Executive;
 - 15.3. Greg Hands MP (Chief Secretary to the Treasury) - 1 October with the Chairman and the Deputy Chief Executive;
 - 15.4. Officers are also setting up meetings with Jeremy Hunt MP, George Osborne MP, Nicky Morgan MP and others, including LGA Vice Presidents and Select Committee Chairs.
16. Officers are engaged in a number of ongoing conversations with a range of relevant departments in Whitehall. The following are some examples of ways the Spending Review messages are being shared and promoted:
- 16.1. The Deputy Chief Executive has had a series of introductory meetings with senior Government officials which were used to share our Spending Review messages.
 - 16.2. Officers continue to have conversations with DCLG and HMT on local government finance as part of a joint working group as started in the Spring, as well as separately.
 - 16.3. Officers are participating in a number of different DCLG working groups on housing policies.
 - 16.4. Officers from the Local Government Support team are cooperating with DCLG on their programme of council visits as part of the SR process.
 - 16.5. Officers are working closely with DCLG on their digital submission and associated research to ensure that it reflects the sector's needs, in particular that the biggest potential for further savings will come from applying digital tools and approaches to public service transformation.



16.6. Officers are working with the Department of Health on adult social care matters, such as comparing estimates of cost pressures and the future of the Better Care Fund (which is also covered by a Cabinet Office taskforce attended by the LGA).

17. Officers will prepare an on-the-day briefing on the Spending Review on 25 November in line with other government set piece announcements.

Financial Implications

18. This is core work for the LGA and is budgeted for within the 2015-16 LGA budget.

Document is Restricted

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Devolution Deals

Purpose of Report

For discussion and direction.

Summary

As groupings of councils across England submit expressions of interest on devolution, it is timely to consider Whitehall's capacity to match places' ambitions and the LGA's own offer of support to councils. The momentum behind the devolution agenda also raises wider constitutional questions.

Recommendation

That the LGA Executive is invited to consider the questions in paragraphs 5, 8 and 9.

Action

Officers to proceed according to members' steer.

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Devolution deals

Background

1. As part of the Spending Review process, Government invited expressions of interest from groupings of councils looking to take on greater powers and responsibility. This is a new milestone in the devolution debate that builds on the LGA's lobbying for a bottom-up approach, early wins by the sector in securing deals, the early introduction in the new Parliament of the Cities and Local Government Devolution Bill and messages from the Secretary of State for Communities and Local Government at the LGA Annual Conference and elsewhere.
2. The most recent submission of bids follows early devolution deals agreed with Greater Manchester Combined Authority, Sheffield City Region, West Yorkshire Combined Authority, and Cornwall. Around thirty bids have been submitted from groupings of councils across the country. It is understood that a small number of further expressions of interest are likely to be submitted in the coming months and that Government will continue to welcome conversations with all areas interested in devolution.
3. The LGA's DevoNext campaign has made the case for devolution extending to all parts of England so that all communities have the opportunity to benefit from it. The LGA will build on this message through our lobbying on the Devolution Bill and the cross-cutting devolution policy work commissioned by the Leadership Board from the City Regions and People and Places Boards at its July meeting. It is intended that this will support those furthest ahead in building on their early achievements while at the same time ensuring that legislation and the evidence base are broad enough to support the wide range of approaches developing across the sector.

Working with Whitehall

4. The majority of areas in England are now engaged to some degree in discussions about devolution either locally or nationally. Ambitious deals have been submitted by councils and their partners, including significant areas of commonality on the localisation of skills and employment support, transport, and housing and planning. A number include elements of public service transformation, including health and social care and building on local Troubled Families programmes. Some places have included newer areas for devolution such as digital connectivity, culture, and education. A number of bids overtly address the question of a Mayor, with some open to discussion, and a number discuss the formation of a combined authority.
5. Importantly, the bids reflect the different stages at which places find themselves, and Whitehall must recognise this and not adopt a one-size-fits-all approach to negotiations. The themes from the bids suggest that Department for Work and Pensions (DWP), Department for Education (DfE) and Department for Transport (DfT) alongside Department for Communities and Local Government (DCLG) and Her Majesty's Treasury (HMT) will be key Departments in negotiating areas' proposals and that taken as a whole the bids put forward represent significant change to Departments' current ways of working. As we look to a difficult Spending Review period it is more important than ever

that the goodwill expressed by senior Ministers is translated into an openness from departments across Whitehall to innovative solutions to the challenges facing the public sector. However, we must retain our strong message that devolution on its own is not a solution to the funding challenges facing the sector. **Members' views are sought on how we can best focus our lobbying activity to support negotiations and ensure that the powers on offer are significant enough to warrant the investment of councils' resources and changes to local governance arrangements.**

6. The volume of bids submitted to Whitehall requires significant resource from lead Departments to ensure that places are adequately supported throughout the negotiation process. Councils have previously expressed concern about Departments' ability to commit the substantial time needed to properly support their negotiations. This could lead to a de facto prioritisation, with proposals at an earlier stage of development being squeezed out by those judged to be closer to implementation or those seen to be more aligned to Government's priorities. The LGA will continue to monitor feedback from councils and press Government to free up resources where necessary. On our devolution hub (see paragraph 7.4) we have already identified a number of significant agreements between councils and Government, and these could help form a baseline for discussions that avoids re-treading ground that has been covered elsewhere. The relatively tight timeline between now and any announcements being made in the Spending Review on 25 November makes this particularly critical and will remain a high priority for the LGA.

Supporting developing partnerships

7. The City Regions and People and Places Board have commissioned a demand-led programme of support to councils. The offer is open to be shaped by the changing needs of the sector, but reflects the requests received by the LGA to date. Broadly, councils have asked for support in:
 - 7.1. Brokering local conversations with support from member or officer peers.
 - 7.2. Expert support in developing bids and business cases. Initially this has been directly from LGA officers, but the LGA is building a list of expert advisers who can support councils to develop and implement specific areas of their bids and deals.
 - 7.3. Support in negotiating with Whitehall, led by Andrew Campbell, Associate Director on secondment to the LGA from DCLG.
 - 7.4. Knowledge sharing and best practice. The LGA's paper 'English Devolution' has been downloaded around 25,000 times, and its accompanying series of essays on public health around 11,000. The LGA has recently re-launched its devolution webpages.¹ This 'hub' is a resource for technical information, updates on the most recent activity at local and national government level, and key documents from devolution frontrunners. Over time this hub will be developed to include further detail on the evidence base for devolution, progress on deals, and learning from those further ahead in the process.

¹ <http://www.local.gov.uk/devolution>

8. It is expected that the support offered by the LGA will change as different councils and groups of councils move forward at different paces. In particular, we might look to offer more intensive local support to areas at key points and to help councils strengthen their offers on public service transformation. It will also be important to capture the learning, advice, and reflections from places as they move through different stages and ensure this is available to the rest of the sector. **Comments are invited from members as to how the LGA can ensure it is engaging effectively with councils across the country.**

Longer term issues

9. Existing devolution deals and the scale of the bids submitted start to suggest wider constitutional implications for the balance of power in the UK. The LGA will need to consider how it will address this and what steps we could take towards promoting a wider debate about devolution and the constitution of the UK. **The commission from the Leadership Board to the City Regions and People and Places Boards includes constitutional issues and will be discussed at these Boards' meetings next month. The Executive might like to suggest specific topics for these discussions.**
10. The LGA has begun to promote a constitutional debate through our role as secretariat to the All-Party Parliamentary Group on Reform, Decentralisation and Devolution.² The APPG's qualifying officers are Lord Foulkes of Cumnock, Lord Purvis of Tweed, Andrew Rosindell MP, and Catherine West MP. The APPG has recently launched an inquiry into 'Better Devolution for the Whole UK' covering the devolved nations, local government, central powers in the UK and wider constitutional reform. The inquiry panel, chaired by Lord Kerslake, last week took oral evidence from the Rt Hon Gordon Brown, former Prime Minister, Professor Robert Hazell, and Professor Jim Gallagher. The inquiry will continue into early 2016 and is expected to make a significant, high-profile contribution to the constitutional debate in the UK.

Financial implications

11. The work described can be undertaken within allocated resources.

² <http://www.local.gov.uk/all-party-parliamentary-group>



“Investing in our nation’s future, the first 100 days of the new government” – Campaign Update

Purpose

For discussion and direction.

Summary

To look at the achievements and activity of the LGA’s campaign, “Investing in our nation’s future, the first 100 days of the new government”.

Recommendation

That the LGA Executive notes the outcomes of our campaign, “investing in our nation’s future, the first 100 days of the new government.”

Action

Officers to progress in line with Members’ direction.

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“Investing in our nation’s future, the first 100 days of the new government” – Campaign Update

Introduction

1. This paper summarises the activity and outcomes of the LGA’s general election facing campaign “Investing in our nation’s future, the first 100 days of the new government” (“100 days”).

Background

2. We launched “100 days” at our annual conference in July 2014. The campaign was a direct follow up to our “Rewiring Public Services” and the “Future Funding Outlook” campaigns which had been launched in the two previous years.
3. Throughout 2013 and 2014 “Rewiring Public Services” successfully positioned local government, and the LGA, as the progressive part of the public sector willing to look at radical ideas to address the significant funding and demand issues faced by the country. In discussions with politicians of all sides and stakeholders, the campaign was warmly welcomed, but with feedback that it’s more theoretical approach should be followed up by more practical policy suggestions supported by full costings.
4. The result was “100 days” which aimed to build on the success of “Rewiring Public Services” by setting out the concrete steps that the government taking power in May 2015 must take to address demand and funding in a wide range of areas such as housing, social care and skills.
5. The campaign was launched in July 2014, with the following objectives as agreed by the LGA Leadership Board:
 - 5.1. To continue to influence the manifesto formulation process ahead of the May 2015 General Election.
 - 5.2. To give the new government a clear set of actions to help transform public services in a way that will address the current funding gap and give local authorities the powers to deliver better outcomes for residents.
 - 5.3. To ensure that local government is involved in the general election debates in the months leading up to May 2015.
 - 5.4. To ensure that the LGA’s lobbying strategy has momentum beyond May 2015.
6. The campaign focused on number of key areas:
 - 6.1. Housing (affordability, supply and rental sector).
 - 6.2. Skills/employment (including unemployment).
 - 6.3. Infrastructure (including roads).
 - 6.4. Fiscal devolution (including debates on Scottish independence).
 - 6.5. Health and Social Care (including aging population, social care and public health).
 - 6.6. Public service transformation (including community budgets and integration).
 - 6.7. Children/Education (including school places, free schools and academies, inspection and our “Ambition for Children”).

Manifestos and the new government

7. In the lead up to the 2015 General Election the LGA worked to strategically influence the manifesto process using all possible channels into the manifesto formulation process. This work is detailed further in this paper but included:

- 7.1. Direct conversations with Party policy teams through LGA lead members and LGA Group offices.
- 7.2. Contributions through various Party policy boards, working groups (this includes work such as the Labour Local Government Innovation Taskforce), discussions and policy motions alongside significant input into the final manifestos.
- 7.3. Profile raising in Parliament, ensuring that key players in the manifesto process were aware of our “100 days” “Asks”.
- 7.4. Working with stakeholders to build wide coalitions around specific policies.
- 7.5. A significant meeting programme for the Chairman, Group Leaders and officers.
- 7.6. Strong media profile for our “asks”.

8. As a result of this work the following manifesto commitments were achieved:

“100 days” call	Manifesto commitment
Build half a million more homes so people can find a place they can afford.	A commitment from Conservative, Labour, Liberal Democrats, UKIP and Greens to build more homes.
More devolution of power to elected councillors to enable them to rewire public services.	<p>A commitment from five of the political parties (Conservative, Labour, Liberal Democrats, UKIP and Greens) to devolve a range of economic powers to local areas.</p> <p>A commitment from the Conservative Party to review how central government can further reduce ring-fencing and Whitehall burdens to give councils more flexibility to support local services.</p>
Fully integrate the funding for the commissioning of adult social care and health as a step towards the single point of commissioning.	A commitment from the Conservatives, Labour and Liberal Democrats to integrate health and social care funding.
Let councils set rates and discounts for council tax and business rates so they can better respond to local circumstances.	A commitment from the Conservatives, Labour and Liberal Democrats to reform business rates.

"100 days" call	Manifesto commitment
Let councils retain 100 per cent of business rates growth without a corresponding cut in revenue support grant, further incentivising councils to grow local economies.	
Financial settlements tied to the lifetime of Parliament for all of the public sector.	A commitment from the Labour Party to create multi-year budgets so that local authorities can plan ahead.
Scrap the Right to Buy scheme's complex arrangements for councils and ensure the discount offered is in line with the local housing market and stimulates sales, and that the receipts from sales are retained directly by the council to reinvest in replacement housing.	A commitment from the Liberal Democrats and UKIP either devolve full control of Right to Buy or reinvest 100 per cent of Right to Buy sales back into community housing.
Allow councils to retain any savings to the housing benefit bill locally for reinvestment in housing.	A commitment from Labour and the Greens to give councils more freedom over housing benefits and rent reductions.

9. Following the General Election we have worked closely with the new Government to ensure their manifesto commitments that supported our 100 days "asks" are delivered. These include:
- 9.1. A Cities and Local Government Devolution Bill to create enabling powers which deliver on the Government's manifesto commitments on devolution.
 - 9.2. Legislation in the form of the Psychoactive Substances Bill to give councils the powers to make licensing decisions on legal highs.
 - 9.3. A further commitment of £6 million to the One Public Estate Programme.
 - 9.4. A commitment to continue to integrate the health and social care system through the Better Care Fund.
 - 9.5. A commitment to a wide-ranging business rates review and including allowing councils in Cambridgeshire, Greater Manchester and Cheshire East to retain 100 per cent of growth in business rates.

Stakeholders

10. As directed by the Leadership Board, utilising stakeholders was essential to the campaign in order to increase the reach, support and evidence base for of local government's pre-election "asks" of a new government. As a result we targeted a number of high profile organisations such as CBI, NHS Confederation and the Joseph Rowntree Foundation and to date to date; thirty nine stakeholders have supported the campaign.

“Thoughts on”

11. As part of our work with stakeholders we asked organisations to, by publishing a blog on our campaign website, provide their ‘thoughts on’ what they would like a new government to action in its first 100 days. This process enabled these high profile organisations to share their thoughts on public services whilst sharing our campaign with their members. As a result we saw a significant lift in web traffic from these stakeholders to our own campaign site.

Stakeholders we worked with	Twitter followers
Action for Children	96,600
Age UK	78,400
Alcohol Concern	8,103
Asphalt Industry	138
CBI	34,600
Centre Forum	4,389
Centre Point	22,500
CILT	5,219
CLGF	702
Cycle to Work Alliance	184
Electrical Safety First	7,834
FMB	12,700
Guide Dogs	52,100
Home Builders Federation	14,100
JRF	119,000
Living Streets	11,400
Localis	1,909
London Chambers of Commerce	8,118
NatCen	9,734
NCVO	44,000
NFB	4,459
National Obesity Forum	N/a
National Trust	360,000
Prospects	32,000
RAC Foundation	3,378
Ramblers	20,700
Reform	7,918
RSPCA	200,000
RTPI	9,567
Scope	73,300
St Mungo's Broadway	15,900
The Children's Society	44,700
The Kennel Club	42,700

The Kings Fund	75,900
Trading Standards Institute	3,907
UK Health Forum	2,740
Universities UK	49,400
Water UK	4,956
Woodland Trust	93,000
Potential reach	1,576,255

Publications

12. To date, the main “100 days” publication has been download 9,303 times with an additional 4,000 hard copies distributed at conference, party conferences and events throughout the year.

13. Eight further “100 days” publications were also produced as part of the campaign, all of which have been well received:

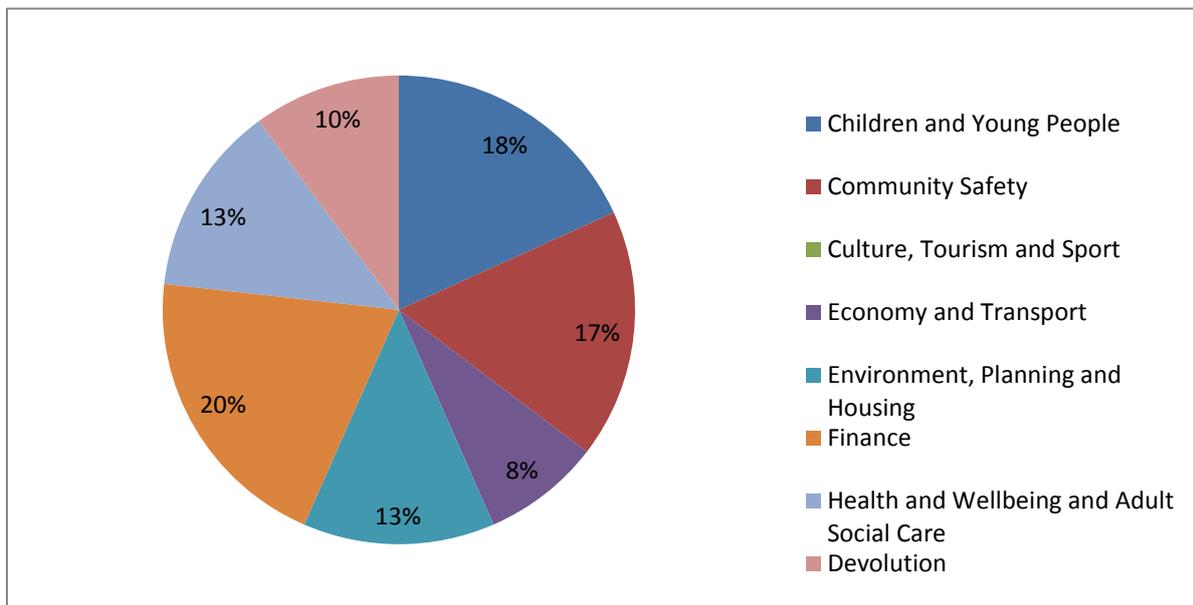
Publication	Downloads	Printed copies
Tackling the causes and effects of alcohol misuse	9,017	200
Tackling tobacco and nicotine dependency	1,180	200
Realising talent: a new framework for devolved employment and skills	2,305	100
Making sure every child has a place at a good local school	896	100
Better roads for England	2,081	N/a
Council tax support: the story continues	4,140	150
Tackling the causes and effects of obesity	10,274	200
The fire and rescue service: making our nation safer	3,851	400
Total	33,744	1,350

Parliamentary profile

14. 2014/15 was the last parliamentary session before Parliament dissolved for the General Election. We worked closely with our Vice Presidents and network of parliamentary supporters to ensure the LGA’s 100 days campaign benefited from a high profile. The LGA was mentioned 1429 times in Parliament in the 2014/15 session, highlighting the significant coverage secured for our 100 days recommendations.

Briefings

15. As a part of this work, we prepared 60 formal written briefings, nearly all of which promoted our 100 days recommendations. The chart below set out the policy areas in 100 days covered by our briefings:

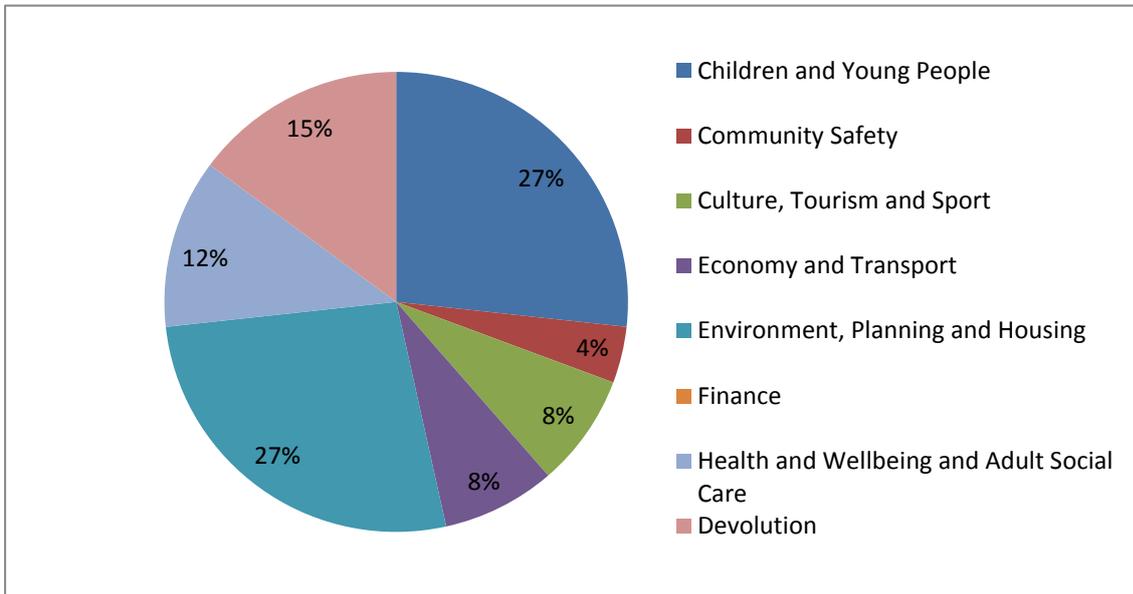


Parliamentary inquiries

16. Alongside our briefings, we provided evidence (either written or oral) to 22 parliamentary inquiries. Our former Chair Cllr Sparks gave evidence to the Political and Constitutional Reform Committee and set out our 100 days policies on devolution. Our former Chief Executive Carolyn Downs gave evidence to the Health Committee and the Public Account Committee, at which she discussed the technical policy detail behind our recommendations on health and social care integration.

17. We also worked with a number of All-Party Parliamentary Groups to promote our 100 days campaign. For example, we provided secretarial support to the All Party Parliamentary Group on Reform, Decentralisation and Devolution in the United Kingdom and worked with the Group on a legacy report, *A Parliament for Reform 2015-2020*, which outlined the constitutional questions that needed to be answered in the new Parliament, including the question of further devolution in England.

18. The graph below sets out the policy subjects covered by our engagement with Select Committee inquiries:



Parliamentary contact programme

19. In addition, as part of our contact programme with parliamentarians; held formal technical briefings for parliamentarians on our 100 days recommendations; tabled a cross-party parliamentary motion on the need for fair funding for local government signed by 30 MPs from across the political spectrum; and worked closely with select committees and All-Party Parliamentary Groups. All of this activity was designed to ensure that the 100 days campaign was shaping and influencing parliamentary debate.
20. In reputational polling commissioned on behalf of the LGA, more than a third (35 per cent) of MPs said they were aware of *‘Investing in Our Nation’s Future: the First 100 days of the Next Government’*. Of those who supported the campaign, reasons for supporting it included ‘a belief our policies would be a key driver of growth’ and/or ‘a concern that local government is currently under-funded’.

Legislation

21. We also lobbied on a number of key pieces of primary legislation in order to secure positive changes that helped support our 100 days campaign recommendations. A key highlight was the Infrastructure Act through which we secured a new statutory provision ensuring that fracking cannot take place unless companies engaged in shale gas extraction provide financial or other benefit for the local area.

Party conferences

22. Following its launch at our 2014 annual conference, we promoted the 100 days campaign across the autumn party political conferences. We held debates at the Conservative, Labour, Liberal Democrat and Independent group conferences on the first hundred days of the next government with senior politicians, both national and local, think tanks and media commentators. We also held evening receptions at each conference.
23. In addition to corporate LGA events, our Lead Members contributed to 141 debates and roundtables held by stakeholders. In all, we contributed to 12 per cent of all fringes held across the three main party conferences, working closely with stakeholders including the British Property Federation, The Kings Fund, NHS Confederation, the Nation Federation

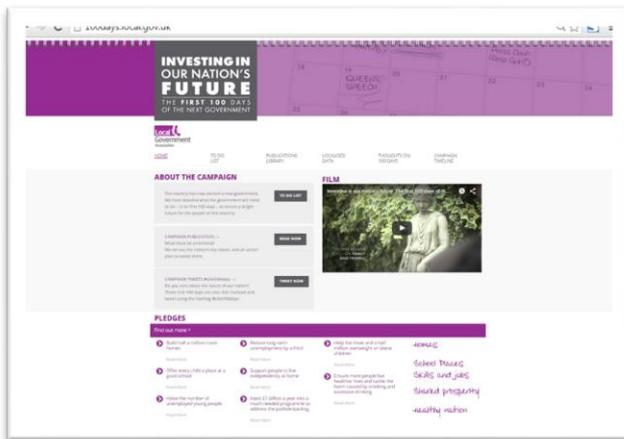
of Builders, Crisis, Age UK, Dementia Friends, the British Parking Association, TCPA and the Woodland Trust.

Film

24. The campaign was launched with a film setting out the key asks and sign posting viewers to the micosite. To date the film has been viewed more than a thousand times on youtube and has been shown a number of LGA events.

Microsite

25. The campaign microsite, developed to host all content relating to the campaign, received 21,529 visits from 15,610 users over the course of the year. The majority of these users were new visitors (73 per cent compared to 27 per cent returning visitors).

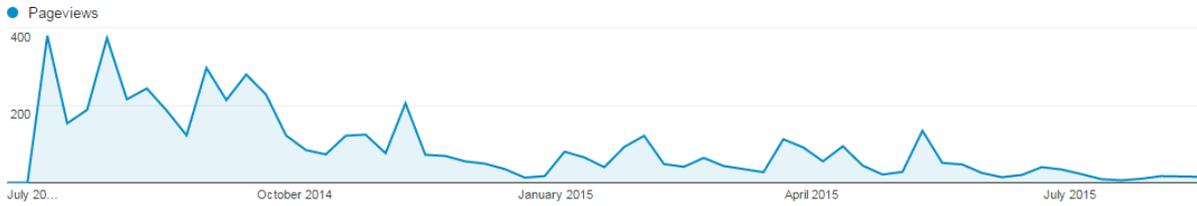


26. Number of visits to www.100days.local.gov.uk between June 2014 and August 2015.



27. The most viewed pages, after the microsite homepage were the localised data tool (13 per cent) – where councils could create their own infographics – the to do list pages (10 per cent) which detailed the policy asks in the ‘100 days’ campaign – and the ‘thoughts on’ page (7 per cent) which included opinion articles from a number of stakeholders.

28. Number of visits to Localised Data page between June 2014 and August 2015.



29. Examples of Localised data on the “100 days” website.

IN NEWCASTLE UPON TYNE...
 Percent of overweight or obese children: 26.3% (Reception), 37.9% (Year 6)
 Percentage of recorded diabetics aged 17 and over: 5.3%
 Our Solution: ...help tackle obesity by reinvesting a fifth of taxes on activity programmes
 Significantly better than England average

IN CORNWALL...
 People who completed Hair & Beauty training: 1,520 (Ratio x0.17), 166
 Our Solution: ...halve the number of unemployed young people and reduce long-term unemployment by a third
 4.6% of 16-18 year-olds are NEETs
 50% reduction in unemployment

IN BOLTON
 Akerley - roads with some deterioration: 21%
 Red - roads in poor condition: 6%
 Our Solution: ...inject £1 billion a year into a programme to address the pothole backlog

IN CAMDEN, IN 2014...
 The average wage rate: £45,807 (Ratio x17.64)
 The average house price rate: £808,061
 Our Solution: ...build half a million more homes
 +500,000 HOMES

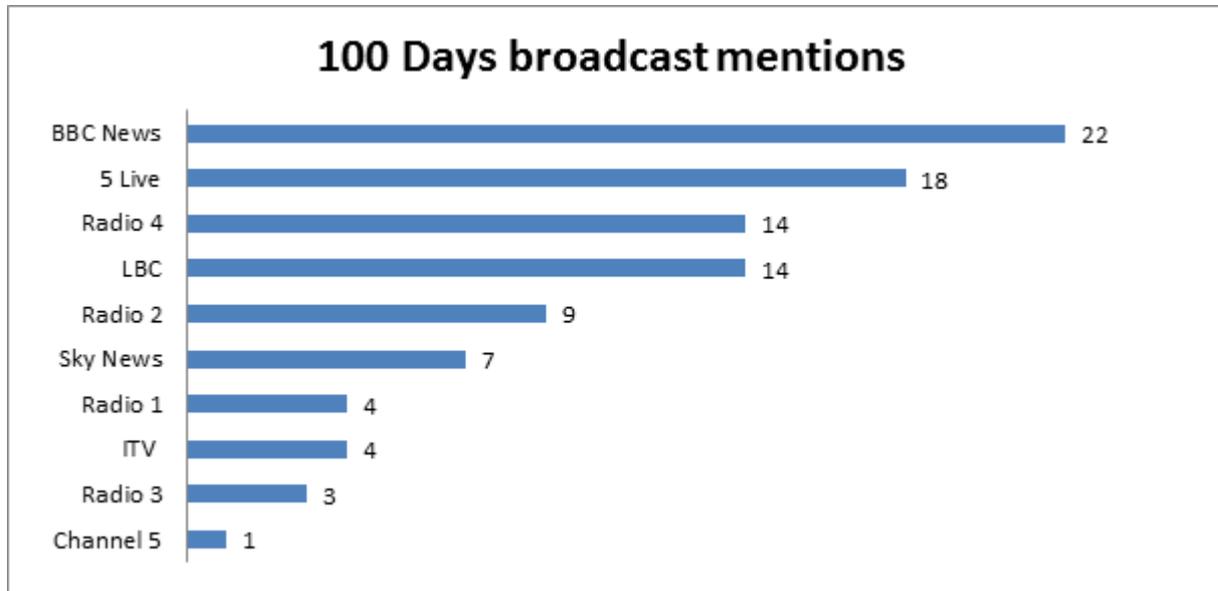
Twitter

30. Over the campaign period, 308 tweets were sent from the @LGAComms account, these tweets were retweeted more than 1,200 times and had a potential reach of 4.6 million.

Media

- 31. Since launching our 100 Days campaign at the 2014 LGA Annual Conference, policies and asks were mentioned **315** times across **23** print and online titles and **11** broadcast channels and programmes.
- 32. Our call for English devolution featured twice on the front page of the **Observer**, our ask for devolution of skills and employment training to local areas was covered on the front page of the **Independent** and 100 Days stories were reported **8** times on **Radio 4's Today Programme**.





100 Days story	Media hits
School places	81
Devolution	51
Fuel duty - potholes	40
Obesity/Alcohol/Tobacco	40
Skills	35
Ofsted review	18
Housing	16
Schools accountability	11
Council tax	11
Concessionary bus fares	4
Social workers recruitment	3
Business rates	2



'100 Days' related headlines

NO SUCH THING AS A FREE LUNCH

Can £1bn to fund free school meals for infants save the Lib Dems? As a new term starts, Jay Rayner joins Nick Clegg in the dinner queue

The first day of the autumn term at Walnut Tree Walk Primary School in Lambeth and there are some special people queuing for lunch...



THE TIMES Switch £1bn VAT from junk food to fight obesity

At least £1 billion should be taken from VAT receipts on fast food and sweets and ploughed into local territories to fight child obesity, council chiefs say today...



The INDEPENDENT Two million children are referred to social services

Staggering numbers of children are being referred to social services because of abuse and neglect, with two million brought to the attention of councils in the last year...

The chair of the Local Government Association, Councillor David Sparks, told the conference an urgent review was needed of the "high-risk" facing the profession...



£6bn to fill potholes on 'decaying' road network

It is said £6 billion will be available as an initiative from 2015 to reward councils who deliver voluntary improvements to their roads...



Volunteers could be rewarded with £200 off council tax bill

Councils could reward their volunteers with a £200 discount on their council tax bills, a new proposal says...



A CLASS WAR LOOMS

MORE than 800,000 extra primary school places will be needed in the next decade due to our growing population, says councils' body the Local Government Association...

Membership, Terms of Reference and Appointments to the LGA's Governance Structures for 2015/2016

Purpose of report

To ask the LGA Executive to note its Membership and Terms of Reference for 2015/2016.

Summary

The Executive's Membership (**Appendix A**) and Terms of Reference (**Appendix B**) are attached to this report for noting.

For information, a list of appointments to the LGA's Board and Potfolios for 2015/16 is set out at **Appendix C**.

Recommendations

That the LGA Executive notes: (a) its Membership for 2015/2016; (b) its Terms of Reference; and (c) the appointments to the LGA's governance structures for 2015/2016.

Action

No further action necessary.

Contact officer: Cathy Boyle
Position: Manager, Member Services
Phone no: 020 7664 3205
E-mail: Cathy.Boyle@local.gov.uk

LGA Executive Membership 2015/2016

Councillor and Role	Authority / Representing
Conservative (10)	
Cllr Gary Porter (Chairman)	South Holland District Council
Cllr David Hodge (Vice Chairman)	Surrey County Council
Cllr David Simmonds (Deputy Chairman and Board Chairman)*	Hillingdon London Borough Council
Cllr Philippa Roe (Deputy Chairman)	Westminster City Council
Cllr Peter Fleming (Deputy Chairman)	Sevenoaks District Council
Cllr Sean Anstee (Deputy Chairman)	Trafford Metropolitan Borough Council
Cllr Roy Perry (Board Chair)	Hampshire County Council
Cllr Mark Hawthorne MBE (Board Chair)	Gloucestershire County Council
Cllr Izzi Seccombe (Board Chair)	Warwickshire County Council
Labour (10)	
Cllr Jim McMahon (Vice-Chair)	Oldham Metropolitan Borough Council
Cllr Sharon Taylor OBE (Deputy Chair)	Stevenage Borough Council
Mayor Sir Steve Bullock (Deputy Chair)	Lewisham London Borough Council
Cllr Anne Western (Deputy Chair)	Derbyshire County Council
Cllr Nick Forbes (Deputy Chair)	Newcastle upon Tyne City Council
Cllr Keith Wakefield (Deputy Chair)	Leeds City Council
Cllr Peter Box CBE (Board Chair)	Wakefield Metropolitan District Council
Cllr Claire Kober (Board Chair)	Haringey LB
Sir Richard Leese CBE (Board Chair)	Manchester City Council
Cllr Simon Blackburn (Board Chair)	Blackpool Council
Independent (4)	
Cllr Marianne Overton MBE (Vice-Chair)	Lincolnshire County Council
Cllr Ian Stephens (Board Chair)	Isle of Wight Council
Cllr Peter Reeve (Deputy Chair)	Cambridgeshire County Council
Cllr Bob Dutton OBE (Balancing Member)	Wrexham County Borough Council

* Is eligible for two votes by virtue of his two roles.

Liberal Democrat (3)	
Cllr Gerald Vernon-Jackson (Vice-Chair)	Portsmouth City Council
Mayor Dorothy Thornhill MBE (Deputy Chair)	Watford Borough Council
Cllr Chris White (Balancing Member)	Hertfordshire County Council
Substitutes	
Cllr Jeremy Hilton	Gloucestershire County Council
Cllr Ruth Dombey	Sutton London Borough Council
Cllr David Neighbour	Hart District Council
Cllr Liz Green	Kingston upon Thames Royal Borough Council
Regional and Welsh Representatives (10)	
Cllr Jason Ablewhite	CON East of England Local Government Association (EELGA)
Cllr Nicolas Heslop	CON South East England Councils (SEEC)
Cllr John Hart	CON South West Councils
Cllr Stephen Parnaby OBE	CON Local Government Yorkshire and Humber (LGYH)
Cllr Martin Hill OBE	CON East Midlands Councils
Cllr Roger Lawrence	LAB West Midlands LGA
Cllr Paul Watson	LAB Association of North East Councils
Cllr Barrie Grunewald	LAB North West Regional Leaders Board
Mayor Jules Pipe	LAB London Councils
Cllr Aaron Shotton	LAB Welsh Local Government Assoc. (WLGA)
Named Substitutes	
Cllr Anthony Hunt	LAB Welsh Local Government Assoc. (WLGA)

Non-voting Members of LGA Executive

Councillor	Representing
Sir Stephen Houghton CBE	LAB SIGOMA
Cllr Paul Carter CBE	CON County Councils Network
Cllr Neil Clarke MBE	CON District Councils Network
Alderman Sir David Wootton	INDE Local Partnerships

* Is eligible for two votes by virtue of his two roles.



LGA Executive: Terms of Reference

Provides strategic direction to the work of the Local Government Association and a mechanism to listen and influence national government legislation and public opinion. It supports councils and councillors to serve their communities in the best ways possible and is responsible for:

1. Ensuring that the LGA is focused on serving councils and councillors across England and Wales
2. Maintaining strong links with the sector, including through the sub-national groupings of councils, to ensure LGA priorities are based on the views of members and member councils.
3. Agreeing the LGA's vision and priorities through the LGA business plan, taking advice from the LGA Leadership Board.
4. Determining LGA policy for cross-cutting policy issues, including the localism agenda.
5. Holding the Boards and Portfolios to account and providing a steer on complex policy issues.
6. Setting the annual LGA budget and subscriptions, taking advice from the Leadership Board.
7. Appointing members to relevant European and International Bodies in accordance with the LGA's Political Conventions.
8. Co-ordinating growth and transport policy on the advice of City Regions, People & Places and Environment, Economy, Housing & Transport Boards.
9. Determining finance and workforce policy on the advice of the Resources Portfolio.
9. Maintaining corporate oversight of equalities issues across the LGA.

The Executive can allocate responsibility to one or more of its members for particular areas within its remit and/or establish member task groups.

It can invite Chairs of Special Interest Groups (SIGs) to attend meetings.

1 September 2015

Children & Young People Board

Councillor	Authority
Conservative (7)	
Cllr Roy Perry (Chairman)	Hampshire County Council
Cllr Laura Mayes	Wiltshire Council
Cllr Paul McLain	Gloucestershire County Council
Cllr Dick Madden	Essex County Council
Cllr Ivan Ould	Leicestershire County Council
Cllr Liz Hacket Pain	Monmouthshire County Council
Cllr Ian Parry	Staffordshire County Council
Substitutes	
Cllr Phillip Bicknell	Windsor & Maidenhead Royal Borough
Cllr Peter Evans	West Sussex County Council
Cllr Thomas Garrod	Norfolk County Council
Cllr Ian Hudspeth	Oxfordshire County Council
Labour (7)	
Cllr Richard Watts (Vice-Chair)	Islington Council
Cllr John Merry CBE	Salford City Council
Cllr John Kent	Thurrock Council
Cllr Bob Cook	Stockton-on-Tees Borough Council
Cllr Anne Burns	Cumbria County Council
Cllr Anntoinette Bramble	Hackney London Borough Council
Cllr David Mellen	Nottingham City Council
Substitutes	
Cllr Megan Swift	Calderdale Metropolitan Borough Council
Cllr Bill Turner	Barking and Dagenham London Borough Council
Independent (2)	
Cllr Helen Powell (Deputy Chair)	Lincolnshire County Council
Cllr Paul Cullen	Richmondshire District Council
Substitutes	
Cllr Anne Hawkesworth	Bradford Metropolitan District Council
Cllr Gillian Ford	Havering London Borough Council
Liberal Democrat (2)	
Cllr Liz Green (Deputy Chair)	Kingston upon Thames Royal Borough Council
Cllr Christopher Coleman	Cheltenham Borough Council
Substitutes	
Cllr Jon Hubbard	Wiltshire Council

City Regions Board

Councillor	Authority
Conservative (5)	
Robert Light (Vice-Chairman)	Kirklees Metropolitan Council
Sean Anstee	Trafford Metropolitan Borough Council
Robert Alden	Birmingham City Council
John Beesley	Bournemouth Borough Council
Donna Jones	Portsmouth City Council
Labour (14)	
Richard Leese (Chair)	Manchester City Council
Paul Watson (Vice-Chair)	Sunderland City Council
Peter Rankin	Preston City Council
Jules Pipe	Hackney London Borough Council
Helen.Holland	Bristol City Council
Tudor Evans	Plymouth City Council
Joe Anderson	Liverpool City Council
Jon Collins	Nottingham City Council
Roger Lawrence	Wolverhampton City Council
Albert Bore	Birmingham City Council
Nick Forbes	Newcastle upon Tyne City Council
Ann Lucas	Coventry City Council
Simon Letts	Southampton City Council
Judith Blake	Leeds City Council
Substitutes	
Steve Bullock	Lewisham London Borough Council
Independent (1)	
George Ferguson (Deputy Chair)	Bristol City Council
Substitutes	
Adrian Naylor	Bradford Metropolitan District Council
David Wootton	City of London Corporation
Liberal Democrat (2)	
Iain Roberts	Stockport Metropolitan Borough Council
Abigail Bell (Deputy Chair)	Hull City Council
Substitutes	
Tim Bick	Cambridge City Council

Community Wellbeing Portfolio

Councillor	Authority
Conservative (7)	
Izzi Seccombe (Chairman)	Warwickshire County Council
Colin Noble	Suffolk County Council
Vic Pritchard	Bath & North East Somerset Council
Bill Bentley	East Sussex County Council
Claire-Louise Leyland	Camden Council
Liz Mallinson	Cumbria County Council
Teresa O'Neill	Bexley Council
Substitutes	
Patricia Bradwell	Lincolnshire County Council
Gareth Barnard	Bracknell Forest Borough Council
Graham Gibbens	Kent County Council
Michael Lee	Blackburn with Darwen Borough Council
Labour (7)	
Linda Thomas (Vice-Chair)	Bolton Council
Barbara Cannon	Allerdale Borough Council
Iain Malcolm	South Tyneside Metropolitan Borough Council
Sandra Samuels	Wolverhampton City Council
Lynn Travis	Tameside Metropolitan Borough Council
Rachel Eden	Reading Borough Council
Jackie Meldrum	Lambeth London Borough Council
Substitutes	
Maureen Cummings	Wakefield Metropolitan District Council
Jonathan McShane	Hackney London Borough Council
Independent (2)	
Gillian Ford (Deputy Chair)	Havering London Borough Council
Mark Ereira-Guya	Suffolk County Council
Substitutes	
Adrian Naylor	Bradford Metropolitan District Council
Helen Grant	North Yorkshire County Council
Liberal Democrat (2)	
Richard Kemp (Deputy Chair)	Liverpool City Council
Doreen Huddart	Newcastle upon Tyne City Council
Substitutes	
Lucy Nethsingha	Cambridgeshire County Council

Culture, Tourism & Sport Board

Councillor	Authority
Conservative (7)	
David Burbage (Deputy Chairman)	Windsor & Maidenhead Royal Borough
Tom Fitzpatrick	North Norfolk District Council
Peter Golds	Tower Hamlets Council
Blake Pain	Harborough District Council
Greg Smith	Hammersmith & Fulham LB Council
Barry Lewis	Derbyshire County Council
Colin Organ	Gloucester City Council
Substitutes	
Geraldine Carter	Calderdale Metropolitan Borough Council
Tom Killen	Mendip District Council
David Hall	Somerset County Council
Paul Yallop	Worthing Borough Council
Geoffrey Theobald	Brighton & Hove City Council
Labour (7)	
Simon Henig (Vice-Chair)	Durham County Council
Barrie Grunewald	St Helens Metropolitan Borough Council
Terry O'Neill	Warrington Council
Timothy Swift	Calderdale Metropolitan Borough Council
Faye Abbott	Coventry City Council
Vacancy	TBC
Alice Perry	Islington Council
Substitutes	
Muhammed Butt	Brent Council
David Christie	Newham London Borough Council
Richard Henry	Stevenage Borough Council
Independent (2)	
Ian Stephens (Chair)	Isle of Wight Council
Geoff Knight	Lancaster City Council
Substitutes	
Robert Dutton	Wrexham County Borough Council
Robert Bucke	Tendring District Council
Liberal Democrat (2)	
Mike Bell (Deputy Chair)	North Somerset Council
Stewart Golton	Leeds City Council
Substitutes	
Flick Rea	Camden Council

Environment, Economy, Housing & Transport Board

Councillor	Authority
Conservative (7)	
Cllr Martin Tett (Vice-Chairman)	Buckinghamshire County Council
Cllr Steve Count	Cambridgeshire County Council
Cllr Jim Harker OBE	Northamptonshire County Council
Cllr Jason Ablewhite	Huntingdonshire District Council
Cllr Simon Cooke	Bradford Metropolitan District Council
Cllr Peter Fleming	Sevenoaks District Council
Cllr David Westley	West Lancashire Borough Council
Substitutes	
Cllr Rob Blackman	Lewes District Council
Cllr Mark Mills-Bishop	Broxbourne Borough Council
Cllr Stephen Parker	Hart District Council
Cllr Catherine Rankin	Tunbridge Wells Borough Council
Labour (7)	
Cllr Peter Box CBE (Chair)	Wakefield Metropolitan District Council
Cllr Timothy Moore	Liverpool City Council
Cllr Tony Newman	Croydon Council
Cllr Ed Turner	Oxford City Council
Cllr Alyson Barnes	Rosendale Borough Council
Cllr Gillian Campbell	Blackpool Council
Cllr Simon Greaves	Bassetlaw District Council
Substitutes	
Cllr Sarah Russell	Derby City Council
Cllr Rishi Shori	Bury Metropolitan Borough Council
Cllr Andy Hull	Islington Council
Independent (2)	
Cllr John Northcott (Deputy Chair)	Mole Valley District Council
Cllr Julian German	Cornwall Council
Substitutes	
Cllr Andrew Cooper	Kirklees Metropolitan Council
Cllr Michael Haines	Teignbridge District Council
Cllr Anne Hawkesworth	Bradford Metropolitan District Council
Cllr Geoff Knight	Lancaster City Council
Cllr Graham Whitham	Sutton London Borough Council
Liberal Democrat (2)	
Cllr Keith House (Deputy Chair)	Eastleigh Borough Council
Cllr Adele Morris	Southwark Council
Substitutes	
Cllr Simon Galton	Harborough District Council

Improvement & Innovation Board

Councillor	Authority
Conservative (7)	
Cllr David Simmonds CBE (Chairman)	Hillingdon London Borough Council
Cllr Keith Glazier	East Sussex County Council
Cllr Robert Gould	Dorset County Council
Cllr Stephen Parnaby OBE	East Riding of Yorkshire Council
Cllr Linda Robinson	Wychavon District Council
Cllr Michael Wilcox	Lichfield District Council
Cllr Barry Wood	Cherwell District Council
Cllr Paul Bettison (Observer)	Bracknell Forest Borough Council
Substitutes	
Cllr Dominic Gilham	Hillingdon London Borough Council
Cllr Janet Blake	Aylesbury Vale District Council
Cllr Russell Roberts	Kettering Borough Council
Cllr Harvey Siggs	Mendip District Council
Labour (7)	
Cllr Judi Billing MBE (Deputy Chair)	North Hertfordshire District Council
Cllr Claudia Webbe	Islington Council
Cllr Phil Davies	Wirral Metropolitan Borough Council
Cllr Darren Cooper	Sandwell Metropolitan Borough Council
Cllr Bob Price	Oxford City Council
Cllr Lewis Herbert	Cambridge City Council
Cllr Sue Woodward	Staffordshire County Council
Cllr Bryony Rudkin (Observer)	Suffolk County Council
Substitutes	
Cllr Sue Whitaker	Norfolk County Council
Cllr Colin Glover	Carlisle City Council
Independent (2)	
Cllr Shirley Pannell (Deputy Chair)	North Kesteven District Council
Cllr John Blackie	Richmondshire District Council
Substitutes	
Cllr Michael Haines	Teignbridge District Council
Cllr Laura Conway	North Kesteven District Council

Liberal Democrat (2)	
Mayor Dave Hodgson (Vice-Chair)	Bedford Borough Council
Cllr Cherry Beath	Bath & North East Somerset Council
Cllr Howard Sykes MBE (Observer)	Oldham Metropolitan Borough Council
<i>Substitutes</i>	
Cllr David Neighbour	Hart District Council

People & Places Board

Councillor	Authority
Conservative (12)	
Cllr Mark Hawthorne MBE (Chairman)	Gloucestershire County Council
Cllr Gillian Brown (Vice-Chairman)	Arun District Council
Cllr Philip Atkins	Staffordshire County Council
Cllr Andrew Bowles	Swale Borough Council
Cllr Paul Carter CBE	Kent County Council
Cllr Paul Diviani	East Devon District Council
Cllr Kenneth Meeson	Solihull Metropolitan Borough Council
Cllr Derek Bastiman	Scarborough Borough Council
Cllr Roger Blaney	Newark & Sherwood District Council
Cllr Chris Hayward	Hertfordshire County Council
Cllr Mike Jones	Cheshire West and Chester Council
Cllr John Osman	Somerset County Council
Labour (4)	
Cllr Alan Rhodes (Vice Chair)	Nottinghamshire County Council
Cllr Vince Maple	Medway Council
Cllr Jennifer Mein	Lancashire County Council
Cllr Caitlin Bisknell	Derbyshire County Council
Substitutes	
Cllr Leigh Redman	Somerset County Council
Cllr Frank Radcliffe	North Hertfordshire District Council
Independent (4)	
Cllr John Pollard (Deputy Chair)	Cornwall Council
Cllr Amanda Martin	Council of the Isles of Scilly
Cllr Clive Woodbridge	Epsom and Ewell Borough Council
Cllr Chris Townsend	Mole Valley District Council
Substitutes	
Cllr Helen Grant	North Yorkshire County Council
Liberal Democrat (3)	
Cllr Heather Kidd (Deputy Chair)	Shropshire Council
Cllr Sarah Osborne	Lewes District Council
Cllr Stan Collins	South Lakeland District Council
Substitutes	
Cllr David Bill MBE	Leicestershire County Council

Resources Portfolio

Councillor	Authority
Conservative (7)	
Cllr John Fuller (Vice-Chairman)	South Norfolk District Council
Cllr James Jamieson	Central Bedfordshire Council
Cllr Nigel Ashton	North Somerset Council
Cllr Melvyn Caplan	Westminster City Council
Cllr Adrian Hardman	Worcestershire County Council
Cllr Roger Phillips	Herefordshire Council
Cllr David Renard	Swindon Borough Council
Substitutes	
Cllr Rodney Rose	Oxfordshire County Council
Cllr May Haines	Borough of Poole
Cllr Andrew Leadbetter	Exeter City Council
Cllr Mary Malin	Kettering Borough Council
Labour (7)	
Cllr Claire Kober OBE (Chair)	Haringey Council
Cllr Sue Murphy	Manchester City Council
Cllr Aaron Shotton	Flintshire County Council
Cllr Sharon Taylor OBE	Stevenage Borough Council
Cllr Sian Timoney	Luton Borough Council
Cllr Tom Beattie	Corby Borough Council
Cllr Peter Marland	Milton Keynes Council
Substitutes	
Cllr Norman Keats	Knowsley Metropolitan Borough Council
Cllr Michael Mordey	Sunderland City Council
Independent (2)	
Cllr Clarence Barrett (Deputy Chair)	Havering London Borough Council
Cllr Linda van den Hende	Havering London Borough Council
Substitutes	
Cllr Bob Dutton OBE	Wrexham County Borough Council
Cllr Adrian Naylor	Bradford Metropolitan District Council
Liberal Democrat (2)	
Cllr Claire Hudson (Deputy Chair)	Mendip District Council
Cllr Simon Shaw	Sefton Metropolitan Borough Council
Substitutes	
Cllr David Brown	Borough of Poole

Safer & Stronger Communities Board

Councillor	Authority
Conservative (7)	
Cllr Morris Bright (Vice-Chairman)	Hertsmere Borough Council
Cllr Nick Daubney	King's Lynn & West Norfolk Borough Council
Cllr Joanna Gardner	Kensington and Chelsea Royal Borough Council
Cllr Thomas Fox	Scarborough Borough Council
Cllr Ian Gillies	City of York Council
Cllr Nick Worth	South Holland District Council
Cllr Jo Beavis	Braintree District Council
Substitutes	
Cllr Marc Jones	Lincolnshire County Council
Cllr Tunde Ojetola	Thurrock Council
Cllr Lucy Botting	Mole Valley District Council
Cllr Chris Pillai	Calderdale Metropolitan Borough Council
Labour (7)	
Cllr Simon Blackburn (Chair)	Blackpool Council
Cllr Mike Connolly	Bury Metropolitan Borough Council
Cllr Michael Payne	Gedling Borough Council
Cllr Janet Daby	Lewisham London Borough Council
Cllr Kate Haigh	Gloucester City Council
Cllr Tony Page	Reading Borough Council
Cllr Sophie Linden	Hackney London Borough Council
Substitutes	
Cllr Richard Chattaway	Warwickshire County Council
Cllr Joy Allen	Durham County Council
Liberal Democrat (2)	
Cllr Lisa Brett (Deputy Chair)	Bath & North East Somerset Council
Cllr Anita Lower	Newcastle upon Tyne City Council
Substitutes	
Cllr Christopher Coleman	Cheltenham Borough Council
Independent (2)	
Cllr Philip Evans JP (Deputy Chair)	Conwy County Borough Council
Cllr Colin Mann	Caerphilly County Borough Council
Substitutes	
Cllr Goronwy Edwards	Conwy County Borough Council
Cllr Clive Woodbridge	Epsom and Ewell Borough Council

Annual Review of the Year – LGA Boards/Portfolios

Purpose

For information and discussion.

Summary

Each LGA Board/Portfolio produces an annual report reviewing the work they have overseen during the previous meeting cycle and setting out their key achievements.

As part of its terms of reference, the LGA Executive is responsible for holding the policy Boards/Portfolios to account. The LGA Boards' annual reports from the September 2014 to July 2015 meeting cycle are included as listed below for the Executive's consideration.

- a. Children & Young People
- b. City Regions
- c. Community Wellbeing
- d. Culture, Tourism & Sport
- e. Environment, Economy, Housing & Transport
- f. Improvement & Innovation
- g. People and Places
- h. Resources
- i. Safer & Stronger Communities

Recommendation

That the Executive notes the Boards' achievements and reflections on the 2014/15 meeting year.

Action

As directed by Members.

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Children and Young People Board: Review of the Year

Media

1. Between May 2014 and May 2015, the Children and Young People accounted for almost a quarter (23 per cent) of all LGA media coverage with 340 pieces of coverage.

Education

2. Our campaign for adequate powers and funding to support councils in their education and school place planning role has continued to attract a high profile in the media and in Parliament. Shortly before the Election, we launched a policy and case study report: [Making sure every child has a place at a good local school](#) which called for an end to two-tier school accountability.
3. Our annual analysis of the looming shortfall in school places as a result of sharply increasing demand in many areas continued to receive widespread press coverage and highlighted the pressure that councils continue to face in meeting sharply rising demand for school places. A further year's allocation of £1.2 bn schools capital for new places for 2017/18 was announced to allow councils to plan ahead with 3-year budgets. This followed an LGA campaign for three-year allocations to councils.

Post 16 participation

4. Our Hidden Talents campaign has continued to put councils at the centre of debate for boosting youth engagement in work and learning, regularly gaining high profile coverage in the media, in parliament and among the sector. Activity has included a range of research, analysis and reports available at www.local.gov.uk/post-16.
5. The activity has helped create conditions for the devolution of youth skills and employment funding and powers through a number of city and devolution deals. However it has not yet led to a significant change in the overall direction of government policy, as discussed in more detail in the report on youth unemployment, education and training elsewhere on the agenda.

Children's social care

6. We published new resources to help councils tackle child sexual exploitation, including key lines of enquiry for councillors to pursue and case study examples from around the country. These resources were launched at a high level CSE seminar in January 2015, which brought together over 100 council leaders, chief executives, lead members and directors of children's services and representatives from central government, health, police and the third sector.
7. We secured a £2m grant from the DfE Social Care Innovation Programme to establish a National FGM Centre, working in partnership with Barnardo's. The National Centre will provide a knowledge hub and practice advice and support to councils and partner agencies across the country. A small number of pilot

authorities will also have the option to delegate full social work responsibility for FGM cases to the Centre, under a sliding scale of support that will provide pilot councils with access to specialist social workers following an FGM referral.

8. We published comprehensive research into the role of local safeguarding children boards, finding that the work of boards is at risk from inequitable funding arrangements and the confused expectations of Ofsted and others. We have secured the support of ADCS, Solace and the Association of Independent LSCB Chairs in our call for government to urgently clarify the role that LSCBs are expected to play and the way they are funded.
9. We have successfully lobbied against regulations which would allow private companies to run children's social care services at a profit, ensuring that only non-profit making enterprises are eligible to receive full delegated authority from councils, and are continuing to work closely with government on reforms to key services such as secure children's homes, residential care and adoption.

Improvement

10. For 2014/15, we have held one new lead member induction and 3 political leadership essentials course (formerly leadership academies) for lead Members for children's services.
11. Working directly with councils, we have delivered 7 children's services peer reviews, 5 safeguarding practice diagnostics, 3 care practice diagnostics and 8 Local Safeguarding Children Board diagnostics. We have delivered 4 nationally accredited and quality assured courses for practitioners and associates engaging in peer review, challenge or diagnostic activity providing 65 new peers recruited for the delivery programme.
12. Following continued lobbying from the LGA and partners, Ofsted has announced that it will replace the onerous and resource intensive Single Inspection Framework with 'short, sharp targeted multi-agency inspections' which will be piloted before the end of 2015.

Funding and implementation of 0-5 public health responsibilities

13. The LGA worked with the Department of Health (DH) and NHS England to establish the expenditure baseline for commissioning services for 0-5 year olds in 2014/15 in advance of the transfer of commissioning responsibilities in October 2015. We were successful in securing an additional £2 million to address the identified funding gap. We also secured a commitment that every local authority will receive at least £160 per head (0-5). The additional spend for 2015/16 is likely to be £36m higher than 2014/15 in order to pay for the costs of the government commitment to increase the numbers of Health Visitors and Family Nurse Partnerships.
14. The LGA led a light touch self-assessment process for the transfer, supported by nine local government-led regional oversight groups. The 100 per cent response showed high levels of confidence from councils about the transfer and strong joint working with NHS local teams and providers. The LGA has delivered nine

regional events to support councils and is also developing briefings for members and officers to update them on the transfer and the opportunities to join up and transform services, in addition to delivering further events to support councils.

Child and Adolescent Mental Health (CAMHS)

15. The Children and Young People's Mental Health and Wellbeing Taskforce was established in September 2014 to propose ways to make it easier for children, young people, parents and carers to access help and support and to improve how children and young people's mental health services are organised, commissioned and provided. In March, the DH and NHS England published the report of the Taskforce, which sets out the changes needed at both local and national levels to improve the system. CYP lead members made an important contribution to this work.
16. The LGA is keen to work with DH and NHS England to take forward work on CAMHS and are having early discussions to establish next steps.

Special Education Needs and Disabilities (SEND)

17. Real progress is being made and effective practice is emerging across key areas of the new legal framework to support children and young people aged 0 – 25 with special educational needs and disabilities. Parents, young people and practitioners are reporting positive experience of the new system, but it will take time to implement the changes fully and transition will not be complete until 2018. A regional peer learning approach to support implementation of the SEND reforms was agreed with grant funding from the Department for Education from 1 April 2015 so that councils are able to get support in ways that best meet local needs. At a Ministerial 'stocktake' the LGA raised concerns about the capacity of councils to deal with the volume of transfers of SEN statements to new Education Health and Care Plans, and the DfE has announced that they are extending the timescale for the transfer from 16 to 20 weeks, matching the timescale for new assessments. This will take effect from 1 September 2015.
18. A formal two-year review of dispute resolution for education, health and social care is also underway following LGA lobbying in Parliament for a single complaints and appeals process for parents and young people.

Early years education and childcare

19. The LGA gave evidence to the House of Lords Affordable Childcare Select Committee, and to the Education Select Committee's inquiry into Children's Centres setting out the case for early years' services to be determined locally and calling for a review of the early years funding system with the aim of reducing the complexity. The reports from both select committees reflect our concerns about the need for more coherent thinking on early years' funding. We also called for councils to be given a stronger role in improving the availability and quality of early education particularly in deprived areas.

20. A review of early years' funding was announced by the new Government in June 2015 to coincide with the publication of the Childcare Bill which proposes doubling free early education for 3 and 4 year old children of working parents. LGA's lobbying on the Bill in the House of Lords raised concerns about the aims, funding, eligibility and delivery of additional free childcare. We suggested an amendment to give councils more flexibility in providing childcare, particularly in deprived areas where there is little market interest and public sector provision may be the only viable option. Evidence shows that participation in early education remains lower for disadvantaged groups, even though they have the most to gain from early education and childcare

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City Regions Board: Review of the Year

Background

1. In January 2014, two new Boards were created by the LGA General Assembly: one for city regions and one for non-metropolitan areas. Both Boards were asked after two years to review the way they operate and their effectiveness. For the City Regions Board, this meeting signals the end of its first eighteen months of operation and presents a timely opportunity to discuss whether the original intention of having a clear voice and resource for city regions within the LGA is being achieved.
2. The paper sets out the context for establishing the Board and it offers some reflections to assist members' discussion. The paper also looks briefly at the work that has been delivered since 2014, as the LGA Executive has asked for short reports on the work of all of the Boards over the past year.

Context

3. The City Regions Board was established in February 2014, following a review of the LGA's governance arrangements after some months of concern about the role of city regions within the LGA. There were serious doubts about the ability of the LGA's Urban Commission to provide work and support which reflected the emerging makeup of local government and pace of developments in the wider public policy agenda. As a result, the new Board was created.
4. The Board was given a mandate by the LGA Executive to create its own work programme and play a greater influencing/advocacy role on behalf of English cities and city regions. The Board was also allocated specific staff and financial resources to support the delivery of its mandate.
5. Members may wish to consider the following issues in their reflections on whether the Board is meeting its original purpose: the rapidly changing geography and governance of city regions, the continued need for a strong urban influence within the LGA and the use of allocated resources.

Changing nature of city regions

6. In designing the original membership of the Board, it was recognised that the political geography of English city regions was changing and that that needed to be reflected in the composition of the Board. Thus those organisations which represented our changing urban geography in Jan 2014 formed the original membership: Core Cities, Key Cities, SIGOMA and London Boroughs. The Board's political proportionality reflecting urban councils, differing from other LGA policy boards whose make-up reflects the political proportionality of the Association as a whole.
7. From the outset, the Board's work programme was developed in close consultation with advisers from all the constituent bodies to ensure that its work

added value to that being undertaken by our respective organisations and that we would collectively be in a stronger position to assert the authority of the urban voice in the UK's major public policy debates. Feedback was that this collaboration was valued and the LGA played an important role in bringing these bodies together.

8. The political geography of city regions in England has continued to evolve. There are now five Combined Authorities covering the city regions of England, with three more proposed schemes advancing through the statutory process. Members may wish to consider how Combined Authorities and other new bodies should be reflected in the membership and the ongoing work of the Board.

A strong urban voice and lens with the LGA

9. In creating the Board, there was a clear desire for a strong and distinct cities' voice within the LGA which would cast an urban lens on priority work. There was also a desire to ensure that LGA's positions on important issues such as devolution reflected those at the cutting edge of policy rather than the collective capacity of all councils.
10. Over the last year, the Board has been asked to lead a number of important policy issues on behalf of the LGA. For example, our recent devolution report reflects a clear steer from this Board and recognises the needs for LGA advocacy to reflect councils working at very different paces. This demonstrates a change of approach within the LGA.
11. If we look to the future, bespoke local deals will drive the devolution agenda and there is a risk of the sector appearing fractured. There has been strong pressure on the LGA and this Board to continue to pull together a united voice for councils, especially given the unprecedented financial constraints that are expected. In developing the recent devolution work, the City Regions and People and Places Board have demonstrated that they are able to act collectively and unite behind a common set of propositions which reflect different geographies when local government's collective voice needs to be heard. Members may wish to consider those policy areas where there needs to be more joint working with the non-mets Board and those where specific urban advocacy is needed.
12. Much work has been undertaken on ensuring that there is a much better urban voice within the LGA on its policy making and its lobbying. Whilst there has been some advocacy to business organisations, less work has been developed to ensure that the LGA's distinct urban voice is expressed to outside bodies. Members may consider that this is the next stage of development, through this would need to be achieved in conjunction with other distinct urban voices.

Use of resources

13. At its creation, the Board was provided with a dedicated secretariat and a commissioning budget for research. Broad priorities were set for its work programme which aimed to enhance the evidence base for the case for devolution for both individual city bids and for more general national lobbying by the LGA. Again given the pace of change in English urban governance,

members may wish to reflect on how its resources are used in future years to ensure city regions are supported. For example, members may wish to focus the research and evidence base in service and policy areas where Whitehall's views needs to be challenged (for e.g. fiscal devolution and constitutional reform). More resource may need to be dedicated to supporting the improvement and development of cities and city regions as they move from deals to delivery.

14. This paper is offered not as a comprehensive review of the Board, but as a starting point to provoke discussion. Members' views are welcome on any issues which could strengthen the LGA's work for city regions.

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Community Wellbeing: Annual Review of Year

Overview

1. The LGA has continued to promote the vital leadership role of local government in the health and care system, building on the proposals developed in [The First 100 Days](#). Several of the key proposals in the document are priorities for the Community Wellbeing Board.
2. During the year, the Board has discussed a number of important issues, including adult social care funding, public health including the transfer of commissioning responsibilities for 0-5 year olds to local government winter pressures, the future of Health and Wellbeing Boards (HWBs), the Better Care Fund (BCF) and Deprivation of Liberty Safeguards (DoLS). The year has included joint meetings with Lead Members from Resources (Skills for Care) and Children and Young People. In addition the Board received updates on the BCF and Care and Health Improvement Programme throughout 2014/15.

CWB events and publications

3. The statistics below give an indication of the reach of the Boards activities with LGA member authorities and other key stakeholders:
 - 3.1. 1,965 Twitter followers on @lgawellbeing;
 - 3.2. 33 publications produced;
 - 3.3. 98,714 downloads of health and social care publications from the LGA website.
 - 3.4. 900 attendees at the National Children and Adult Services Conference 2014;
 - 3.5. 22 other events delivered by the Community Wellbeing Team, attended by 1,368 people;
 - 3.6. 1,429 mentions of CWB issues in Parliament: a significant proportion of these related to health and social care issues; and
 - 3.7. Between March 2014 and February 2015 LGA achieved 251 media mentions on health and adult social care issues, with the overwhelming majority of which were positive: 87 per cent positive and 13 per cent negative.
4. At the 2014 main political party conferences, LGA lead members spoke at fringe events and contributed to roundtable debates on 141 occasions, 22 of which involved CWB Members. These included events hosted by stakeholders including The Kings Fund, NHS Confederation, Crisis, Age UK, Dementia Friends, the British Medical Association, Reform, the National Council for Palliative Care, the Royal College of Physicians, Drinkaware and the Royal College of General Practitioners, Swansell and the Mental Health Policy Group.

CWB activity in Parliament

5. Senior LGA members have engaged ministers and parliamentarians to promote our policy priorities. Below we summarise our parliamentary activity in 2014/15:
 - 5.1. In November, LGA Chair Cllr Sparks met the Secretary of State for Health to discuss the pressures facing adult social care funding. In March 2015, he met the Shadow Minister for Care and Older People to discuss adult social care funding, the Better Care Fund (BCF) and integration of health and social care services.
 - 5.2. In October 2014, the LGA and ADASS submitted written evidence to the Health Select Committee inquiry into public expenditure on health and social care. The following month, LGA Chief Executive Carolyn Downs gave evidence to the Committee, alongside ADASS and the NHS Confederation.

- 5.3. In December 2014, the LGA Chief Executive gave evidence to the Public Accounts Committee inquiry into planning for the Better Care Fund.
- 5.4. In February 2015, Cllr Seccombe and Andrew Webster, Director of Integration, spoke to the All-Party Parliamentary Group on Housing and Care for Older People about integration in health and social care.
- 5.5. The LGA's analysis on the future of health and social care was quoted during a debate in the House of Commons on adult social care.
- 5.6. In December 2014, the LGA submitted written evidence to the Health Select Committee inquiry into the impact of physical activity and diet on public health.
- 5.7. The LGA report, *Tackling Tobacco*, on local government's work delivering smoking cessation programmes was quoted in a House of Commons debate on the standardised packaging of tobacco.
- 5.8. Keith Vaz MP (Labour, Leicester East) Sir Bob Russell MP (Liberal Democrat, Colchester) and Peter Bottomley MP (Conservative, Worthing West) sponsored a motion to support the recommendations in the LGA report, *Tackling the Causes and Effects of Obesity*.

Work plan priorities for 2014/15

This section summarises the activity in 2014/15 to achieve the CWB priorities.

6. Influencing the spending review in 2015

- 6.1 The LGA has continued to be vocal in highlighting the severe funding pressures facing adult social care and the need to put the service on a sustainable financial footing. The LGA is currently developing its overarching corporate submission for the forthcoming Spending Review, in which care and health features prominently. A separate thematic submission – focused on just care and health – is also a development. The LGA activity on adult social care funding is summarised below.
- 6.2 The LGA has continued to have a strong media presence on a range of issues impacting on adult social care funding. These include, provider fees, the impact of underfunding on people who need care and support, workforce and the National Minimum Wage, the duration of care visits and commissioning. Over the last year the LGA received 103 mentions for adult social care in national media, including front page coverage in print media.
- 6.3 As a result of LGA work with ADASS to model the costs of the Care Act in 2015/16, the Department reallocated funding within the total to provide more money for carers. The LGA conducted its own separate analysis and was vocal in highlighting a potential funding gap of £50 million.
- 6.4 In October 2014 the LGA (jointly with ADASS) published [Adult social care funding: 2014 state of the nation report](#). This set out the impact of cuts to local government on adult social care funding, highlighted current and future pressures, and made proposals for what needs to happen next to secure the ongoing sustainability of care and support. The report received considerable national media coverage and was downloaded more than 8,600 times.

- 6.5 LGA Chief Executive, Carolyn Downs, gave oral evidence to the Health Select Committee's inquiry on public expenditure in November 2014. The LGA emphasised the funding pressures facing adult social care and the consequences – for people, services and partners – of not addressing them. LGA evidence also focused on the need to integrate care and health and the platform for this provided by the BCF. Criticisms of the BCF process were firmly made.
- 6.6 Winter pressures -The LGA firmly rebutted media coverage that deficiencies in adult social care were one of the main reasons for delayed transfers of care. The LGA lobbied extensively behind the scenes and briefed all lead members, directors and chief executives to set the record straight on social care funding pressures and the vital role councils play in helping to mitigate pressure on the NHS.
- 6.7 In January, the LGA was successful in securing £25 million of grant funding to councils with high levels of delayed transfers and a further £12 million to the remaining councils. In March, as a result of LGA lobbying, the DH announced an additional £12 million for councils to take forward their winter pressures work into 2015/16.
- 6.8 Deprivation of Liberty Safeguards (DoLS) .The LGA and ADASS estimate additional cost to councils of at least £98 million following a Supreme Court judgement in March 2015. Cllr Seccombe, Cllr Hall and David Pearson, ADASS President met the Minister to discuss the need for Government to fund this as a new burden. In March 2015, the Minister announced that the DH would provide local authorities with a non-recurrent contribution of £25m in 2015/16. The LGA is continuing to press for the costs of any new burdens to be fully funded.

7. Preparing for implementation of the Care Act in April 2015 and beyond

- 7.1 The LGA collaborated with ADASS and the DH through a joint Programme Management Office to support the implementation of the Care Act, a model of implementation praised by the National Audit Office. This provided an extensive suite of tools and support, bespoke support where requested and regional networks to share good practice. It also provided support to care providers to enable them to work with their local authorities to implement the Act. In June, the LGA published [Get in on the Act: The Care Act 2014](#).
- 7.2 Three readiness Stocktakes were conducted in 2014, capturing councils' accounts of their preparedness to implement the Care Act. Over the year councils reported increasing confidence to implement the legislation from April 2015 and cautious confidence to implement funding reforms from April 2016. Although the number of councils reporting that they are on track to deliver the Care Act has increased, the stocktakes also show that total implementation costs and uncertainty about additional demand from carers remain key risks to delivery.
- 7.3 The LGA has continued to lobby on policy matters related to the legislation. The LGA submitted technical submissions on several consultations concerning the Act, including: the 2015/16 allocation formula; regulations and statutory guidance; and the 2016/17 funding reforms. The LGA has also continued to raise the need to fully-fund the cost of the reforms. This has led to DH agreeing to monitor the costs of the Act in 2015/16.

8. The Better Care Fund (BCF) and integration

- 8.1 BCF plans for all areas are now approved; two 'approved with support'. We have developed a support programme including regional events, 'how to' guides, a [Better](#)

[Care online sharing platform](#), as well as bespoke support. Proposals for the future of BCF are being developed as key part of the LGA's Spending Review work.

- 8.2 A further 11 *Integrated Care and Support Pioneer* sites were announced in January – adding to the 14 announced in November – to pilot approaches to join up care around the needs of people. In March, 29 *NHS Vanguard* areas were chosen from more than 250 submissions. This was the first phase of partnerships to take forward plans to develop an integrated care model to transform how care is delivered locally. The LGA continues to provide direction and support to the development and implementation of these initiatives, encouraging alignment of activity across the sector and supporting partners and stakeholders.

9. Public health transformation and health protection

- 9.1 Health protection and global health became the focus of intense media attention last year. The Ebola crisis in West Africa, and concern about the challenges of tuberculosis and hepatitis C and the need to identify new ways to tackle the diseases have been particular concerns.
- 9.2 The LGA's First 100 Days campaign work called for a slice of existing VAT raised on sweets, crisps, takeaway food and sugary drinks to go to boost council initiatives to tackle obesity. It also called for a slice of the existing tax on alcohol and tobacco to be used to tackle alcohol misuse and tobacco control and smoking cessation.
- 9.3 The LGA's fourth Annual Public Health Conference in February 2014 highlighted the innovative work already being undertaken by councils and public health teams, with their partners and communities. It also looked at how to build on existing best practice to identify and tackle the challenges and opportunities of the new public health landscape.
- 9.4 In December, the Government confirmed that in 2015/16 local authorities will receive a ring-fenced public health grant of £2.79 billion, the same as 2014/15. This is equivalent to a two per cent decrease in real terms. The LGA has consistently maintained that local government can only fulfil these new duties if it is adequately resourced to do so. Investing in prevention ultimately saves money for other parts of the public sector by reducing demand for hospital, health and social care services.
- 9.5 The LGA has been visible in the media on a range of public health topics ranging from calls for improved food and drink nutritional labelling, a change in UK law to stop "legal highs" being sold in shops, and responding to MPs voting in favour of standardised cigarette packaging. Our lobbying work contributed to the inclusion of The Psychoactive Substances Bill in the Queen's Speech, which will introduce a ban on the sale of 'legal highs' by making it an offence to produce, supply, offer, possess with intent, import or export psychoactive substances.
- 9.6 The LGA worked with the commissioners in local government, Public Health England (PHE), NHS England (NHSE) and DH to the develop support for councils in the commissioning sexual health, reproductive health and HIV services.
- 9.7 The LGA developed the Cold Weather Planning and Heatwave Planning with PHE, NHSE, the Voluntary and Community Sector and other stakeholders to support health and social care professionals to manage the impact on services of both cold and hot weather.
- 9.8 The LGA has also produced publications and tools to support the public health role of councils.

- 9.8.1 Public health transformation twenty months on: adding value to tackle local health needs;
- 9.8.2 Making every contact count: Taking every opportunity to improve health and wellbeing;
- 9.8.3 Healthy Homes, healthy lives;
- 9.8.4 Making the case for public health interventions;
- 9.8.5 Making it work: a guide to whole system commissioning for sexual health, reproductive health and HIV; and
- 9.8.6 Public Health Opinion Survey;

10. Funding and implementation of 0-5 public health responsibilities

- 10.1 The LGA worked with the DH and NHSE to develop a national process to establish the expenditure baseline for commissioning services for 0-5 year olds in 2014/15 in advance of the transfer of commissioning responsibilities in October 2015. We were successful in securing an additional £2 million to address the identified funding gap. We also secured a commitment that every local authority will receive at least £160 per head (0-5). The additional spend for 2015/16 is likely to be £36m higher than 2014/15 in order to pay for the costs of the commitment to increase the numbers of Health Visitors and Family Nurse Partnerships. Only a small number of councils require further adjustments to their allocations.
- 10.2 The LGA continue to make the case that from 2016-17 funding needs to move to a needs-based formula. In March the LGA responded to the Advisory Committee on Resource Allocation (ACRA) consultation on the 0-5 element of the public health grant.
- 10.3 The LGA successfully influenced the wording of the [final regulations for the five mandated universal health checks delivered by health visitors](#) (published by DH in January 2015) to make it clear that councils are expected to only take a reasonably practicable approach to delivering the checks, with continuous improvement over time. The regulations are time-limited and will be reviewed after 12 months.
- 10.4 The LGA led a light touch self-assessment process for the transfer, supported by nine local government-led regional oversight groups. The 100 per cent response showed high levels of confidence from councils about the transfer and strong joint working with NHS local teams and providers. The LGA is working with partners to address issues raised by councils on data collection and reporting requirements, improvements to the Child Health Information Services and technical issues around the move from registered to resident population. The LGA is also developing briefings for elected members and officers to update them on the transfer and on the opportunities to join up and transform services.

11. Influencing and shaping the national system for health and care

- 11.1. **Reform and integration** Integration has been a key theme of all CWB activities throughout 2014/15. It has worked closely with the NHS to shape its joint vision and proposals on the future of integration. The LGA and NHS Confederation set out the shared ambition for health and social care integration in a report [All together now: Making integration happen](#), published in July 2014. The report outlines a common vision for the future of the integration of health and social care, identifies the barriers and highlights what government needs to do to incentivise and promote integration.
- 11.2 **The Future of Health and Wellbeing Boards** -the LGA and NHS Clinical Commissioners have developed an ambitious future vision for Health and Wellbeing Boards (HWBs). The document, which will be launched at the LGA's

Annual Conference on 30 June, will issue a challenge and a call to action to local commissioners, government and national bodies to support health and wellbeing boards to achieve a radical transformation in the health of their communities. It has been prepared in consultation with members of HWBs across the country through a series of consultative events. CWB Lead Members have been influential in developing the vision and key messages.

- 11.3 **Integrated Personal Commissioning Programme**-In July 2014 NHSE and the LGA, working in partnership with ADASS and Think Local Act Personal, established the Integrated Personal Commissioning (IPC) programme to blend health and social care funding for individuals, and allow them to direct how it is used. Nine demonstrator sites have been selected and will pilot a radical approach to joining up health and social care for people with complex needs. This proposal makes a triple offer to service users, local commissioners and the voluntary sector to bring health and social care spend together at the level of the individual. The IPC Programme Board is co-chaired by NHSE and the LGA.
- 11.4. **Shared principles for redesigning the health and social care landscape** The [First 100 Days](#) included proposals for the LGA to promote ‘five tests for health and social care redesign’ as best practice to support local consultation on redesigning services. It has piloted the tests in three areas with key stakeholders from health, social care and community voice groups and will be published in the summer.
- 11.5 In October 2014 the LGA held a successful national conference for key national and local stakeholders to hear how local health and care services can be redesigned to provide greater integration, better services and better outcomes for people in a challenging financial climate.
- 11.6 In December, NHSE, Monitor, Trust Development Authority, PHE, Health Education England (HEE) and the Care Quality Commission (CQC) published [The forward view into action: Planning for 2015/16](#) which outlines the action needed to transform the NHS to ensure it is sustainable and effective. The LGA is represented at senior officer level on the Forward View Extended Oversight Group and the work streams leading each aspect of the Forward View. The LGA continues to highlight the interdependencies across health and social care, and the importance of strong system leadership through HWBs to drive transformation locally.

12. Child and Adolescent Mental Health (CAMHS)

- 12.1 The Children and Young People’s Mental Health and Wellbeing Taskforce was established in September 2014 to propose ways to make it easier for children, young people, parents and carers to access help and support and to improve how children and young people’s mental health services are organised, commissioned and provided. In March, the DH and NHS England published the report of the Taskforce, which sets out the changes needed at both local and national levels to improve the system. CWB lead members made an important contribution to this work. The report highlights some key priorities:
- 12.1.1 Improving awareness and capacity to support early intervention in non-specialist settings, including in maternal and early years health services and professionals working with vulnerable groups;

- 12.1.2 Improving communication and referrals, including having named points of contact in schools, GP services and specialist mental health services;
 - 12.1.3 Local transformation plans covering the range of children's mental health needs from prevention to crisis care;
 - 12.1.4 Improved care for children and young people in crisis so they are treated in the right place at the right time and as close to home as possible;
- 12.2 The LGA is keen to work with DH and NHS England to take forward work on CAMHS and are having early discussions to establish next steps.
- 12.3 The Government announced in the budget over £1 billion to improve child and adolescent mental health services over the next five years. This includes: £118 million by 2018- 19 to complete the roll-out of the Children and Young People's Increasing Access to Psychological Therapies; investing £75 million over the next 5 years in maternal mental ill health services; £1.5 million from DfE towards piloting joint training for designated leads in CAMHS and schools to improve access to mental health services.
- 12.4 The LGA has welcomed the plans to invest additional funding to improve access. However, we will continue to lobby for proper funding for the whole system and a more integrated approach. We will work with partners at national and local level to implement the recommendations from the Taskforce.
- 13. Influencing Government on support for citizens who need health and care services**
- 13.1 **Alzheimer's and Dementia** The LGA have supported councillors to promote dementia friendly communities. Revised guidance on Dementia Friendly Communities is being launched on 13 July 2015.
 - 13.2 The LGA has been involved in various forums to improve services and support for people with Dementia. This has included the Prime Minister's Champions on Dementia, the Dementia Action Alliance, involvement with the Alzheimer's Society's and British Standards Institution (BSI) code of practice for communities working towards becoming dementia-friendly and working with PHE to develop a Promoting Dementia Equality tool kit for commissioners. In October, the LGA hosted the Dementia Action Alliances Carers Call to Action Conference.
 - 13.3 **Mental Health** In March, the LGA and ADASS published research on how local authorities and their partners are implementing the mental health crisis concordat. The [Mental Health Crisis Concordat: Local authority provision and practice](#) gives examples of good practice on the commissioning and delivery of support for people experiencing a mental health crisis. The research demonstrates a high level of commitment amongst local authorities and their partners to develop high quality and innovative solutions to meeting the needs of people at risk of developing mental health crisis.
 - 13.4 A self-assessment framework on mental health for health and wellbeing boards and safe-guarding boards has been developed and is due to be further tested and launched later in 2015.
 - 13.5 **Older people** A Task and Finish Group on Ageing was set up in 2014, chaired by Cllr Izzi Seccombe, with representatives from across LGA Boards and key organisations. Their purpose was to explore the challenges and opportunities for councils of an ageing population, now and over the next 20-30 years. The Group has published [Need to](#)

[Know: Local Government and the Demography of Ageing](#), a literature review of the evidence looking at the implications from a local government perspective. The Group will also be publishing a report, *ageing: a strategic opportunity for local government*, which highlights the positive work by councils on 24 June 2015.

- 13.6 **Autism and learning difficulties** Cllr Fay Howard attends the Ministerial Group on learning difficulties. The purpose of the group is to coproduce policy with key delivery agents and those with learning difficulties. The CWB contributed to the [revised statutory guidance on the Autism Strategy](#). As part of this, councils are currently undertaking a self-assessment on progress in implementing the Autism Strategy. As a result of LGA lobbying, the self-assessment will also be used to identify good practice case studies. The good practice case studies will be launched in June 2015.
- 13.7 **Housing and vulnerable people** Cllr Linda Thomas chaired a Task and Finish Group on Housing and Vulnerable People to explore the role of housing in enabling positive health and wellbeing outcomes for people with care and support needs and show how housing can support an integrated approach. The key objectives were to: identify and explore the issues for councils; show case examples of best practice; and identify a potential future work programme for the LGA. The report will be published in the summer 2015.
- 13.8 **Armed Services** Cllr Andrew Gravells represents the CWB on the Armed Forces Community Covenant Reference Group, which monitors progress on existing commitments and considers where other commitments need to be established, independent of government. As a result of the Board's involvement, more information is now available to councils about the number of veterans in their local area, enabling them to respond proportionately. In November 2014 the LGA launched ["Lest We Forget": councils supporting the armed forces community](#) to share good practice on the Community Covenant. The Board has also supported three regional and a national London events on the Covenant, as well as supporting the promotion of National Armed Services Day.

14. Sector-led improvement on health and care for health and care

- 14.1 In 2014/15 the LGA secured almost £7m from the DH for a range of sector-led improvement programmes. Information on Integration and the Better Care Fund and Implementation of the Care Act is given above. More information on Towards Excellence in Adult Social Care and Transforming Care (formerly Winterbourne Joint Improved Programme) and the Health and Wellbeing System Improvement is below. All local authorities engaged with one or more of the programmes during the course of the year.

Towards Excellence in Adult Social Care (TEASC)

- 14.2 [Towards excellence in adult social care: progress with adult social care priorities England 2013-14](#), is the LGA's third annual assessment on the provision of care and support. It shows how councils have continued to improve and deliver services in the context of 26 per cent savings requirement over the last four years, in part as a result of the transformation of adult social care through increased personalisation of services.
- 14.3 Together with Think Local Act Personal (TLAP), the LGA published a revised [Use of resources](#) self-assessment toolkit designed to support councils make the best use of their resources and promote personalisation.

- 14.4 [Making Safeguarding Personal](#) was a sector led initiative to develop an outcomes focus to safeguarding. It concluded with all local authorities engaging to fully mainstream working with people to identify their individual needs and then assessing the extent to which they were achieved.
- 14.5 [Commissioning for Better Outcomes](#), published in October 2014, aims to meet people's desired care requirements by working with providers to meet statutory obligations and reflect good practice, including payment of the national minimum wage. The LGA piloted three peer challenges in Nottingham, Solihull and Haringey. Learning from the pilots will be used to refine the commissioning standards developed by Birmingham University in collaboration with ADASS, DH, TLAP, providers and service users.

Winterbourne View Joint Improvement Team

- 14.6 The work of the Winterbourne View JIP is now complete. The LGA, ADASS, CQC, DH, HEE, LGA and NHSE have committed to a single new *Transforming Care Programme* with new governance arrangements. This will be delivered through five joint work streams - Getting the Right Care in the Right Place (new models of care), Data and Information, Workforce, Regulation and Inspection, and Empowering People and Families. The LGA's contribution focuses on the models of care and empowerment.
- 14.7 Improvement work across 34 areas is now complete, with most now having strong implementation plans in place. In January the LGA published the [Mental Capacity Act 2005 guides](#) in partnership with the Care Provider Alliance. It also contributed to three other key documents:
 - 14.7.1 [Winterbourne View: transforming care two years on](#) report published by DH;
 - 14.7.2 Response to the Sir Stephen Bubb report, [Transforming Care for People with disabilities – next steps](#) published by NHSE; and
 - 14.7.3 [Health and wellbeing boards: leading local response to Winterbourne View](#) report published by NHS Confederation.

Health and Wellbeing Systems Improvement

- 14.8 Achievements for the grant funded programme this year include:
 - 14.8.1 Highly successful HWB Chairs and Vice Chairs Leadership Essentials programme;
 - 14.8.2 18 peer challenges delivered involving around 90 peers, including an increased number of NHS peers;
 - 14.8.3 Launch of support tools such as the [interactive map of HWB priorities](#) and [Making an impact through good governance: a practical guide for health and wellbeing boards](#);
 - 14.8.4 A monthly Health and Wellbeing System Bulletin with 853 subscribers; and
 - 14.8.5 Improving engagement with the regions, including enhancing the voice of HWB Chairs through national networking and the introduction of the Ambassadors who are CWB Board members who are themselves Chairs of HWB.
- 14.9 The Shared Intelligence report, [Stick with it: A review of the second year of the health and wellbeing improvement programme](#) evaluated the effectiveness of HWBs and

provides a firm foundation for developing the programme in 2015/16. The LGA is working with NHS CC and NHS Confederation to focus on strategic leadership, with particular emphasis on developing the skills of Chairs and Vice Chairs. The LGA will build in flexibility to be able to respond to additional leadership support needs created by new Government policy priorities. The 2015/16 programme will also focus on supporting HWBs to navigate the complexity and challenges in two-tier areas and will identify good practice in this part of the sector.

- 14.10 In March, the second Health and Wellbeing Board (HWB) Chairs and Vice Chairs Summit considered HWBs' readiness to act as the single point of commissioning. The evaluation report highlighted the future focus on developing the strategic leadership of HWBs. The national event was chaired by Cllr Linda Thomas.
- 14.11 ["On the Board" support programme](#) for Local Healthwatch representatives was well-received and over-subscribed. The LGA also conducted 13 Healthwatch mentoring sessions with health and wellbeing representatives to complete the activities under this programme of work.

15. Additional initiatives

- 15.1 The LGA also commenced a new informatics initiative with ADASS and others to promote the enhanced use of information and technology to support the delivery of adult social services and its wider integration with health.
- 15.2 From October, the LGA provided senior management resource to DH to scope and inform Ministerial and partner resolution of the hospital winter pressures crisis. This ensured the local authority perspective was represented at the weekly Cabinet Office meetings that considered the response to the delayed transfers of care. The approach included providing support to many of the 65 councils identified by NHSE as having the highest number (not necessarily highest percentage rates) of cases.
- 15.3 The LGA worked with the Centre for Public Scrutiny (CfPS) and the Local Government Ombudsman (LGO) to provide support to elected Members on their role in health and social care complaints. In June 2014, it jointly published with CfPS a guide for councillors on [Advising residents about health and social care complaints](#) to support them in their work with the public and to promote the use of complaints data to drive service improvements. It is currently working with the LGO to produce a work book for councillors to develop their skills and knowledge of the health and social care complaints process. It will be published in June 2015.

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Culture, Tourism and Sport Board Annual Review 2014-15

Overview and headline achievements

1. From William Sieghart's independent review of public libraries to the future of English Heritage and the Triennial Review of VisitEngland and VisitBritain, the Board has shaped the national political agenda and made decisive interventions on priority issues for councils. We have continued to offer practical support to councillors, assisting over 150 portfolio holders to lead transformational change through leadership seminars and other events.
2. Given continued budget pressures, the Board has also raised the national profile about how culture, tourism and sport can drive economic growth, help to prevent costly pressures such as poor health and inactivity, and benefit from greater devolution. As such, the Board has contributed towards the achievement of LGA corporate priorities and campaigns, and has worked very closely with the LGA Executive and other Boards on shared policy interests.

Magna Carta, the Visitor Economy and Heritage

3. The Board has continued to lead on supporting wide local government involvement with the Magna Carta 800 anniversary, which is an important opportunity to promote democratic renewal and attract visitors. The Barons' challenge to an over-mighty King 800 years ago also resonates with the LGA's own campaign to reverse years of centralising top-down government by devolving powers and funding to a constitutionally independent and rejuvenated local government.
4. The Board has represented councils' interests to the national committee, Ministers and VisitEngland, and supported them to develop plans by sharing the latest practical information. Lord Bew, Co-Chair of the Speaker's Advisory Group on the 2015 Anniversaries, hosted the Board at Portcullis House in December 2014, and the LGA Chair met Sir Robert Worcester, Chair of the Magna Carta 800 Committee, in November.
5. The visitor economy is one of this country's strongest performing economic sectors and we have kept a high national profile on councils' leadership role. We used our written and oral evidence to the Culture, Media and Sport Committee to argue that future growth from tourism will be unlocked by supporting industry to improve the quality of its offer so that visitors stay longer and spend more in destinations. We also set out how the visitor economy stands to benefit from the LGA's devolution campaign. The Board successfully made the case for a refocused and stronger VisitEngland to support local destinations as part of the Triennial Review of VisitEngland and VisitBritain.
6. In April 2015, English Heritage split into two organisations – an independent charity to care for the 420 properties in the national collection that will become self-funding (English Heritage) and a non-departmental body with responsibility for discharging the government's statutory planning and regulatory functions in the historic environment (Historic England). The LGA helped to shape the new arrangements through its involvement in the consultation and Historic England's first corporate plan. The Board

emphasised that local government will want to maintain a relationship with both bodies, and that there was an opportunity to build upon existing partnerships and embed the positive use of planning to boost growth through heritage assets. The Board also highlighted the challenge of English Heritage becoming self-financing and the absolute importance of the properties remaining in public ownership.

7. The Board has continued to support councils to involve communities in other historic anniversaries. In particular, the online First World War resource, which signposts councils to funding sources and sharing case studies, continues to be one of the most popular LGA web pages. We have also met the Local Government Women's Society to discuss how we can work together to promote and encourage involvement in the 2017 suffragettes' anniversary.

Libraries and culture

8. The Board was very engaged with William Sieghart's Independent Review of Public Libraries, which was commissioned by DCMS and CLG Ministers. Through meetings with Mr. Sieghart and oral evidence to his Panel, the Board secured recommendations that recognised the local accountability of public libraries, emphasised the importance of supporting libraries to be as relevant as possible to as many people as possible, and built on existing locally-led good practice.
9. Mr. Sieghart also recommended setting up a local government-led Task Force, jointly accountable to LGA elected Members and Ministers, to take forward the recommendations. The Task Force met in March and May and its early achievements included securing £7.4 million to fund the rollout of Wi-Fi to all public libraries in England. The Board continues to work closely with, and receive regular progress reports, from the Task Force Chair, Paul Blantern, Chief Executive of Northamptonshire County Council.
10. On culture more generally, the Board has continued to represent local government's interests in high profile national programmes and debates, including the Cultural Commissioning Programme and the Warwick Commission into Cultural Value. Our relationship with Arts Council England goes from strength to strength and we reinforced our shared commitment to supporting effective local political leadership, seeking out and sharing the latest innovation and making a compelling case about how culture can help councils to achieve wider community outcomes.

Sport and Physical Activity

11. The LGA's campaign for greater Premier League investment in grassroots football attracted significant media coverage and ensured that local government had a strong voice in this high profile issue. In response to lobbying, the Premier League pledged an extra £1 billion for the grassroots game.
12. The Board quickly forged a positive relationship with the new Chair of Sport England, reaffirming shared priorities, including our joint Sport Leadership Essentials Programme, supporting links with health and securing greater recognition that investing in sport can save money upstream by preventing costly ill health.



LGA Executive
17 September 2015

Improvement

13. We have supported over 150 portfolio holders to lead transformational change through leadership seminars and peer support covering sport and physical activity, culture, libraries and heritage. Given continued austerity, our events are valued opportunities to share learning about new delivery models and more efficient ways of working. The Board's improvement programme is funded by, and delivered in partnership with, Arts Council England and Sport England.

2015 Culture, Tourism and Sport Annual Conference and Relationships

14. Over 150 councillors and senior officers attended this year's annual conference in Durham, confirming its status as the definitive event for the councillors and senior officers leading culture, tourism and sport. The Chairs of Arts Council England, VisitEngland, Historic England and Sport England participated in a lively debate on devolution. Other high profile speakers included Rosie Millard, journalist and Chair of Hull UK Capital of Culture 2017, Roly Keating, Chief Executive the British Library and Steve Cram CBE, Chancellor of Sunderland University and former athlete.
15. The Board Chair met the Culture Minister to agree priorities for the Libraries Task Force and has maintained very positive relationships with the DCMS agencies through meetings with the Chairs of Arts Council England, VisitEngland, Historic England and Sport England.

Next Year

16. The new Government will need to work closely with councils to achieve its manifesto commitments for culture, tourism and sport. A number of CTS Board priorities are reflected in the manifesto, including supporting libraries, investing in grassroots football, school sport, promoting tourism, building on the Olympic and Paralympic legacy, and growing the creative industries. We have requested a meeting with the new Secretary of State, new Sport and Tourism Minister and to re-affirm our relationship with the Culture Minister.
17. The Board will work to ensure that national policy reinforces and supports the locally-led nature of much of this agenda and LGA priorities. The Board will take this forward in partnership with the LGA Chair, Leadership Board, and other relevant policy boards.
18. Given the continued very challenging fiscal climate, and the wider reform agenda, the Board will continue to support culture, tourism and sport portfolio holders to implement new delivery models, work more efficiently and be ready to shape and benefit from devolution and further change in health and social care.

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Environment, Economy, Housing and Transport Board: Review of the Year

Background

1. The Environment, Economy, Housing and Transport Board provides strategic oversight of the LGA's policy, regulatory and improvement activity in relation to the economy and environment, including transport, employment and skills, economic development and business support, housing, planning, waste and climate change, in line with the LGA priorities and any specific regulatory and LGA European lobbying priorities as they relate to this activity.
2. The Board was formed in 2014 by combining the remits of the former Economy & Transport and Environment & Housing Boards.
3. At its first meeting, the Board took a decision to develop Task and Finish Groups to ensure that there was wider involvement in the work of the Board that the four meetings per year would allow. Four T+F Groups have been running and their work is detailed in this report.

Economy

4. The Board commissioned research to examine the success of the Government's intention to join up local economic funding into a single pot. Whilst there was recognition that Growth Deals were a good first step in devolving funding, research showed that there continued to be over 120 separate funding streams for growth in local areas. This research has been presented to civil servants in BIS and other relevant Government departments. This research has also been used by councils in the development of local deals to provide an evidence base for the joining up of local growth resources.
5. The Task and Finish Group on Apprenticeships has worked with a range of partners to explore how councils can support employers to create apprenticeship opportunities for young people. The Group worked with the Federation of Small Businesses, Construction Industry Training Board, Federation of Master Builders, the Engineering Employers Foundation, Association of Colleges, the Department for Business, Innovation and Skills, training providers, and an apprentice. To finalise its work, the Group fed into a report commissioned from IPPR which is detailed in the work programme update (Item 6). This report has recently been published and has been presented to Government to influence the implementation of the manifesto commitments on apprenticeships.

Environment

6. In order to influence future EU regulation on waste and recycling, the Board has been working in Brussels to ensure that local government's views are considered early as the Commission consider the next generation of waste regulation. A separate report

on this agenda details this work. Further lobbying on these issues will continue, with consultation on new proposals in the near future.

7. The Task and Finish Group on Energy has led a project to highlight councils work on developing renewable and low carbon energy schemes and explore and promote opportunities for councils to secure revenue and community benefit from renewable energy, including a case study library to promote action taken by councils and a report examining the potential for councils to reduce their energy costs through energy efficiency and generation and what is needed to enable councils to realise the benefits. Proposals for the project, to be delivered in conjunction with the Innovation and Improvement Board, will be completed by Summer 2015.
8. Further funding for the Climate Local programme was secured from the EA/Defra to continue the full time secondee arrangements into 2015/16. Currently, 102 councils are signed up to the programme, with a wider network of 440 members.
9. New national policy on Sustainable Drainage Systems (SuDS) took effect from 6 April 2015, with Lead Local Flood Authorities (LLFAs) becoming statutory consultees to provide technical advice on surface water drainage and SuDS. The Board has lobbied against new unfunded duties on councils, securing £10 million in upfront funding.

Housing

10. As part of its work on influencing manifestoes of all parties, Sir Michael Lyons attended the EEHT Board in December 2014 to discuss his housing review. His report contained proposals on planning for housing, large scale development, community engagement, quality and sustainability.
11. The work on housing is detailed in a full report to this Board meeting.

Transport

12. The Infrastructure Bill became law on 12 February 2015. Following extensive LGA lobbying, it includes the requirement for the successor to the Highways Agency, Highways England, to produce route strategies on which to base future investment plans. Statutory guidance and license terms set out how it must consult and work with councils.
13. Secondary legislation in the Deregulation Act 2015 outlined a ban on CCTV for issuing automated fines except in no-parking areas around schools, bus stops, bus lanes and red routes. These exemptions were secured through LGA lobbying supported by the British Parking Association, Living Streets and disabled groups.
14. Following formal consultation, the Department for Transport announced individual allocations of funding for highways maintenance in January 2015. LGA lobbying ensured that there was a greater level of funding certainty than in previous years with 80% (£4.8 billion) allocated on a needs based formula basis, and at 10% of total funding (£580 million), the amount subject to competitive bidding is smaller than the original 25% of total funding proposed.

15. The work of the Task and Finish Groups on Active Travel and Community Transport is ongoing and further reports to the Board will be considered in due course.

Financial Implications

16. All work programmes are met from existing budgets and resources.

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Improvement and Innovation Board: Review of the Year

Sector-led improvement

1. A significant focus of our work this year was to **review the approach to sector-led improvement** in the light of the wide-ranging evaluation and political thinking in the run up to the General Election. The review was initiated at a workshop for members of the Improvement and Innovation Board and representatives of other LGA Boards last year, following which we spent some time engaging sector representatives in the development of a consultation paper to local authorities. “Taking stock: where next with sector-led improvement?” was launched on 20 January 2015 with the consultation closing on 13 March 2015.
2. There was a strong response from the sector, with a total of 160 individual responses, covering 37 per cent of authorities. When responses from representative regional bodies were taken into account, 65 per cent of authorities were covered by the responses received. In addition, responses were received from a wide range of national stakeholders, professional bodies and regional local authority representative/improvement bodies. A response was also received from the Secretary of State for Communities and Local Government. A full analysis of the responses was presented to our meeting in May 2015 and we are currently considering how to take the results forward in the context of a new Government.
3. The timing of the consultation coincided with the Leadership Board’s decision that sector-led improvement should be one of the LGA’s **campaigns** for 2014/15. This has led to: a revamp and greater prominence to the website content on sector-led improvement, the exploration of alternative ways of promoting the benefits of the LGA’s support offer to councils, the development of some infographics and the use of social media leading to greater engagement. A short film/podcast was also produced and launched half way through the consultation period. The film captured a range of different views on some of the key issues in the consultation with a view to promoting debate and stimulating responses. The film was hosted on the LGA YouTube channel and on the LGA website.
4. Alongside the consultation, the results from the **LGA Perceptions survey** further demonstrated the sector’s continuing support for the approach and the value attached to the support offer. More than three-fifths (63 per cent) of respondents agree that sector-led improvement is the right approach in the current context. This is consistent with results in 2013. Overall, more than four in five respondents (83 per cent) think that the support provided by the LGA for sector-led improvement is useful, increasing to 89 per cent of Leaders and Chief Executives. Four fifths of respondents (80 per cent) believe that the support and resources offered by the LGA for sector-led improvement will have a positive impact on their own authority’s capacity to monitor its own performance and continuously improve – consistent with the 2013 figures.

Innovation

5. Once again this year a key element of LGA Innovation activity has been the **Innovation Zone** at the LGA’s Annual Conference in 2015. Over 50 councils showcased their innovative approaches under the following themes: political leadership, commercialisation, digital, community action, integration and partnership working. We have also developed a searchable database of the innovative examples featured in the past two years’ Innovation Zones. The database was launched in March 2015 as part of

the new [LGA Innovative Councils](#) website, which signposts councils to all innovative work that the LGA is involved in.

6. In addition, in an exciting new partnership with the Design Council, the LGA has agreed to part fund “Better by Design” pilots in two regions - the South West and East of England. Each cohort will have 16 participants with six to eight councils selected to participate in each regional cohort clustered around particular geographic and cross sectorial issues. Delegates will be exposed to critical design leadership content and supported to identify design-led opportunities. This programme aims to equip councils with tools and confidence in this area.

Improvement

7. We continue to deliver a large number of **peer challenges** to the sector – 132 peer challenges in total in 2014/15 across a wide range of service areas, including 38 corporate peer challenges. By March 2015, councils had contributed more than 3,200 days of senior councillor and officer time to Corporate Peer Challenge teams representing a considerable investment by the sector in its own improvement, equivalent to millions of pounds of consultancy.
8. Working through the LGA’s Lead Member Peers and Principal Advisers, we have provided **targeted support to individual councils** and groups of councils, for example: change of control support to 32 councils, bespoke peer mentoring support to 63 councils, follow-up support to 45 councils who received peer challenge and direct improvement support to 112 councils, eg around financial sustainability or where councils are facing specific improvement challenges.
9. **Public Sector Audit Appointments (PSAA)** has been successfully established by the LGA (though independent from it), and commenced business on 1 April 2015. It is a transitional body established to manage the current audit contracts with private sector audit firms carrying out external audits of a range of local NHS bodies, the police and local authorities. The contracts will run until at least 2017. We are currently consulting the sector on the desirability of extending the current contracts (thereby locking in estimated savings in the region of £24m a year in total) and the potential appetite for the establishment of a sector-led body that would procure external audit on authorities’ behalf when the contracts expire.

Productivity

10. Through our productivity programme we have been supporting councils with pooling resources and redesigning services, identifying the key productivity gains for local government and making sure councils deliver these savings quickly. For example:
 - 10.1. We have captured and promoted good practice of councils **sharing services**. Our interactive web-based map includes examples from 416 shared service arrangements between councils resulting in £462 million of efficiency savings.
 - 10.2. We launched the **National Procurement Strategy** and initiated a programme of work to implement it, including instituting national category plans for high spending types of work.
 - 10.3. The joint LGA/Cabinet Office **One Public Estate programme** to help local and central government asset holders rationalize assets across central and local government is proving successful. To date the programme has seen the 32 local

- authorities involved save £129 million in capital receipts and £77 million in running costs, with further long term savings expected.
- 10.4. Following the conclusion of the Adult Social Care Efficiency (ASCE) Programme with a final report and event last year, we have initiated a **Health & Social Care Integration programme** with a view to identifying the benefits of integrated working at local level.
 - 10.5. The **Productivity Expert programme** provides councils with expertise in a skills area of their choice in order to support them to deliver ambitious efficiency savings or income generation projects. Over three years, the programme has supported 54 councils across 36 projects and has contributed to £72 million in efficiency savings and income generation. The programme will support a further 20 projects this financial year.
 - 10.6. Our evaluation of the **Customer-Led Transformation programme**, which provided support to 63 projects, highlighted that the programme delivered over £331 million of financial benefit to the public and public services.

Supporting Political and Managerial Leadership

11. The LGA's refreshed leadership development support offer "Highlighting Leadership" has proved very popular - www.local.gov.uk/councillor-development. The offer provides: better targeting with clear, differentiated audiences, a more cohesive offer with new content and formats, and the flexibility to respond to changing local government agenda. Political leadership is at the heart of the refreshed offer and we have continued to support councillors through our highly acclaimed leadership programmes, with 577 councillors attending programmes in 2014/15.
12. During the year, we also introduced a number of additions to the offer including:
 - 12.1. **Tailored Community Leadership sessions at councils** run with LGA member peers and linked to the wider sector-led improvement offer on a variety of themes such as being an effective ward councillor, chairing skills, scrutiny, effective personal impact, effective meetings and licensing
 - 12.2. Community Leadership **e-learning modules** with over 2400 people signed up to the e-learning portal and over 350 councils with access to the platform - currently available are e-modules on being an effective ward councillor, facilitation and conflict resolution, and handling complaints for service improvement
 - 12.3. **a Next Generation programme for Independent Group councillors**, sitting alongside the Conservative, Labour and Liberal Democrat programmes, all of which aim to support and encourage ambitious and talented councillors in becoming bold political leaders
 - 12.4. **new modules** on commissioning, finance and digital leadership (for the Leadership Essentials programme) and effective opposition modules (for the Focus on Leadership programme).
13. The **National Graduate Development Programme** (ngdp) continues to be successful in attracting new talent into local government. The 2014 ngdp intake (Cohort 16) is coming to the end of their first year on the programme, with 110 graduates working in over 50 councils across England and Wales. Demand from councils to take part in the 2015 intake (Cohort 17) continues to be strong, with over 120 placement requests received from over 50 councils across England and Wales.

Transparency

14. We have continued to help councils get to grips with the implications of the Local Government Transparency Code and have published practical guidance to help authorities in implementing the Code. There were between 1600 and 2400 downloads for each of the various guidance documents during the first two months of publication. Based on our lobbying, local authorities received between £7,000 and £13,000 of new burdens funding from DCLG to pay for the ongoing cost of publications, depending on the type of authority.
15. We also secured £2.64 million between 2013 and 2015 in open data funding for authorities, via BIS' local open data Breakthrough Fund and the Cabinet Office Release of Data Fund, to help authorities release and use data in meaningful, practical ways to engage with local people and improve local services. Over 30 local authorities received grant funding to support the release and use of open data over the last two years.
16. **LG Inform**, our on-line data and benchmarking service, has increased its reach. It now has 97 per cent of councils registered and over 3,000 registered users. Since its launch, the public site has had over 93,000 visits from 53,000 unique visitors. We have continued to promote the new LG Inform to councils and to work with the sector to develop a free local benchmarking club. Now around 140 authorities are regularly taking part in this exercise, to collect and compare data that is not available elsewhere or is available quicker through LG Inform. Good progress has been made with **LG Inform Plus** (formerly known as esd-toolkit), our subscription package for local authorities offering a range of additional data tools and access to ward-level data. This met its income target for the year and brought in a small surplus.

Oversight of LGA Improvement activity

17. Members have agreed that it is important for the Improvement and Innovation Board to retain a strategic or "overarching" perspective on the improvement activity currently undertaken across LGA Boards. This will help ensure consistency with the key principles underpinning the approach to sector-led improvement and help avoid any potential duplication. We have received regular reports on the improvement activity of LGA Boards and had the opportunity, amongst others, to provide strategic input to the on-going work of the Planning Advisory Service and views on the development of the integrated Care and Health Improvement Programme for 2015/16.

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People & Places Board: Review of the Year

Background

1. The People and Places Board was established in February 2014 alongside the City Regions Board and first met in April. Its purpose was to represent the interests of the non-city areas; develop greater clarity on the role of non-metropolitan authorities in driving economic growth for the long term benefit of residents; and give guidance on how transformation of public services and devolution to non-metropolitan England can enable that growth. At the end of its first eighteen months, it is appropriate to reflect on this purpose, work to date, and future direction.
2. This paper is offered not as a comprehensive review of the Board, but as a starting point to provoke discussion. Members' views are welcome on any issues which could strengthen the LGA's work for non-metropolitan areas.
3. Members may wish to consider the following issues in their reflections on whether the Board is meeting its original purpose: the continued need for a strong non-metropolitan influence within the LGA, areas for further development and the changing geography and governance of non-metropolitan areas.

Context

4. The Board was established following a review of the LGA's governance arrangements and with a need expressed by members for non-city areas to have a focused platform to shape LGA policy.
5. The Board was given a mandate by the LGA Executive to create its own work programme and play a greater influencing/advocacy role on behalf of non-metropolitan areas in England. The Board was also allocated specific staff and financial resources to support the delivery of its mandate.
6. The Board has been an authoritative voice for the non-metropolitan areas. Supported by the work of the influential Non-Metropolitan Commission, which it commissioned, the Board has made a strong representation for devolution to, and public service reform in, the non-metropolitan areas. This has balanced the case for additional powers to be devolved to the major cities of England that has to date been more widely accepted by Whitehall and has brought a broader perspective to the national and local debate about devolution within England. A full list of the Board's activities and achievements is included at Appendix A.

Maintaining a strong non-metropolitan voice in the LGA

7. In creating the Board, there was a clear desire for a strong and distinct voice within the LGA which would cast a non-metropolitan lens on priority work. There was also a desire to ensure that LGA's positions on important issues such as devolution reflected those at the cutting edge of policy rather than the collective capacity of all councils.

8. Over the last year, the Board has been asked to lead a number of important policy issues on behalf of the LGA. For example, our recent devolution report reflects a clear steer from this Board and recognises the needs for LGA advocacy to reflect councils working at very different paces. This demonstrates a change of approach within the LGA.
9. If we look to the future, bespoke local deals will drive the devolution agenda and there is a risk of the sector appearing fractured. There has been strong pressure on the LGA and this Board to continue to pull together a united voice for councils, especially given the unprecedented financial constraints that are expected. In developing the recent devolution work, the People and Places and City Regions Boards have demonstrated that they are able to act collectively and unite behind a common set of propositions which reflect different geographies when local government's collective voice needs to be heard. Members may wish to consider those policy areas where there needs to be more joint working with the City Regions Board and those where specific advocacy on behalf of non-metropolitan areas is needed. This will be particularly important in the context of the devolution debate, where there remains some uncertainty about Government's offer to non-metropolitan areas and the governance arrangements that might be required.

Working with other Boards

10. Over the course of the year, there has been some duplication of work with other Boards, particularly the Environment, Economy, Housing and Transport Board. This has led to members receiving a preponderance of update reports, limiting the scope for value-added debate and decision-making. As we move forward, members might like to consider how to shift the Board's emphasis towards developing a work programme, with the Cities Regions Board where appropriate, that focuses on wider strategic issues and avoids duplicating work being undertaken in other Boards.

Changing nature of non-metropolitan areas

11. In designing the original membership of the Board, it was recognised that the political geography of non-metropolitan areas needed to be reflected in the composition of the Board. Thus the Board's membership is drawn from the County Councils Network, District Councils' Network and other non-metropolitan unitary authorities. The Board's political proportionality reflects non-metropolitan councils, differing from other LGA policy boards whose make-up reflects the political proportionality of the Association as a whole.
12. The political geography of non-metropolitan areas in England has continued to evolve. There are now three non-metropolitan areas¹ moving forward at pace to form combined authorities, with work also well underway in Cornwall and discussions taking place in many more areas. Members may wish to consider how combined authorities and other new bodies should be reflected in the membership and the ongoing work of the Board.

¹ In Derbyshire, Nottinghamshire, and Bournemouth, Poole and Dorset

APPENDIX A

The work programme

1. During the year, the Board has focused on the following priorities:
 - 1.1. Public service reform;
 - 1.2. Housing;
 - 1.3. Planning and infrastructure to support growth (in particular rural broadband);
 - 1.4. Jobs and skills; and
 - 1.5. Devolution and the report of the Non-Metropolitan Commission
2. The Board has been keen to see English devolution high on the new Government's agenda and has worked closely with the City Regions Board to that end, but recognised the need to provide balance to the government focus on devolution to city regions alone. As such the Board asked Sir John Peace to lead an independent Commission to examine the prospects for economic growth and the future of public service in non-metropolitan England. The Commission's final report was published in March 2015 and complements the work of the Cities Growth and Finance Commissions. In addition the Board has contributed to the development of an LGA paper on English Devolution, which, building on the work of the three Commissions, is designed to inform the Government's programme for devolution in England.
3. At its March meeting, the Board welcomed Viscountess Cobham, Chairman of Visit England, who was a Member of the Commission and embraced the Commission's final report, which was published early in March. At its October 2014 meeting, the Board also received the report on the Review of Local Authorities' Role in Housing Supply by the joint authors Natalie Elphicke and Councillor Keith House.

Independent Commission on Economic Growth and the Future of Public Services in Non-Metropolitan England

4. The independent Non-Metropolitan Commission was established in May 2014. It was led by Sir John Peace, Chairman of Standard Chartered Bank and Burberry and also Lord Lieutenant of Nottinghamshire, supported by senior figures from the voluntary and community sector, health, academia, tourism, environment, transport and housing. It met six times and received evidence from over 60 contributors. The Commission published an interim report in November 2014 and a final report, [*Devolution to Non-Metropolitan England: seven steps to growth and prosperity*](#), in March 2015.
5. The Commission decided to focus on just seven clear recommendations for reform designed to shape the way economic growth and public service transformation are supported in the future. The recommendations were specifically designed to be readily adoptable and deliverable by any new government early in its term in order to give the country a further boost along the road to recovery. The Commission noted that they were also as applicable to city regions as to non-metropolitan areas.
6. The recommendations covered prosperity (skills and foreign direct investment); infrastructure (planning and transport, housing, digital connectivity and investment

in infrastructure); and governance. The Commission was very clear that they considered the way we take decisions in England is holding us back.

7. The Commission's work has played a key role in building the evidence base for the LGA's lobbying for devolution to be extended to all corners of England.

Skills, Employment and Welfare Reform

8. At the end of March, the LGA put forward the case for groups of councils to have the power, funding and responsibility to integrate and commission employment and skills provision to plan employment and skills investment across places to get more people into work, help low paid people progress in work, and address the skills demand for achieving local growth.
9. Championed by the chairs of the City Regions, People and Places and Children and Young People Boards, the recommendations in [*Realising Talent: a new framework for devolved employment and skills*](#) set out how a localised system of employment and skills provision might work. It is the final in a [*series of three reports*](#) commissioned to the Centre for Economic and Social Inclusion to analyse the skills and employment challenges to be faced by an incoming or returning Government, and offer a proposed localised solution. As a result, the LGA is now in a strong position to try to influence decisions about the re-commissioning of the Work Programme in 2016.

Broadband

10. The Board has kept broadband high up on the Government's agenda and set out a clear way forward for new Ministers. Digital connectivity is as important as electricity, planning, housing and transport for living and doing business in the twenty-first century. Members have emphasised the critical need for the mainly rural communities who are already lagging behind in the publicly funded broadband and Wi-Fi rollout to get access to fast and reliable digital connectivity as soon as possible. Broadband is also an essential enabler for wider public service reform which involves staff, residents and businesses communicating, sharing information, accessing services and working online.
11. Members have strengthened our ability to influence Broadband Delivery UK (BDUK) by forging a productive relationship with the new Chief Executive, Chris Townsend. Mr. Townsend spoke at LGA Annual Conference and visited councils across the country to get a better understanding of their concerns. As a result of LGA lobbying, councils in the Superfast Broadband Extension Programme benefitted from additional local flexibility over funding. Members set out a compelling vision for the importance of digital technology to driving economic growth and service transformation in our response to the Government's consultation on Future Digital Communications Infrastructure Needs and Select Committee responses throughout the year. The Non-Metropolitan Commission report reinforced the Members' view that we need a radical overhaul of the current funding and commercial model for broadband that promotes competition and recognises the investment potential of rural connectivity. In response to Members' steer, the Planning Advisory Service produced a guide for councils on BDUK's Mobile Infrastructure Project to assist with the rollout and balancing economic and social benefits with the environmental impact.

Other Issues

12. On housing, in addition to receiving the report on the Review of Local Authorities' Role in Housing Supply, the Board, in conjunction with the Environment, Economy, Housing and Transport Board focused on:
 - 12.1. Modelling the impact of a locally led approach to housing;
 - 12.2. Pressing for financial flexibilities to enable local authorities to build housing directly and in partnership;
 - 12.3. Developing case studies and sharing good practice that demonstrates the role councils play in increasing housing supply.
13. The Board agreed that the public service transformation strand of the Board's work programme had two objectives:
 - 13.1. To set out a way forward for the transformation of public services in the geographies represented on the Board; and
 - 13.2. To ensure that the future momentum of service transformation is locally and democratically led.
14. In order to progress these objectives, in conjunction with the City Regions Board, it commissioned independent research from Rand Europe to develop further an evidence-based way forward for public service transformation and what can be achieved for residents through a community budgeting type approach at the local level. It also agreed an input to the Independent Service Transformation Panel. Both of which added weight to the argument for devolution and for reform of the way we deliver public services.
15. The Board considered the final report on the Independent Commission on Local Government Finance and amongst other things emphasised that local authorities needed fiscal independence that would come from beyond just the retention of business rates.

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Resources Board: Review of the Year

Background

1. The Resource Board was formed in 2014 by combining the remits of the former Workforce Board, Finance Panel and the finance elements of the European & International Board.
2. The Resources Board provides strategic oversight of the LGA's policy, regulatory and improvement activity in relation to: Local Government Finance; Welfare Reform; European Structural Investment Funding and Workforce issues.

2014/15 Meeting Cycle

3. At its first meeting on 17 October, the Board agreed its priorities for the year, which were structured into 5 areas, each with a elected member lead as follows:

3.1. Local Government Finance	Cllr Claire Kober
3.2. Workforce	Cllr Roger Phillips
3.3. Welfare Reform	Cllr Claire Hudson
3.4. Municipal Bonds Agency	Cllr Clarence Barrett
3.5. EU Funding	Cllr Sue Murphy
4. The Board's work programme is set out below, with progress made during the 2014/15 meeting cycle set against each work area.
5. Members are invited to reviews the Board's work and achievements over the past year, consider lessons learned and suggested improvements. Additionally, the Board's views are sought on suggested areas of focus for the next 12 months to inform the Board's 2015/16 work programme.
6. In considering the focus for the local government finance and welfare reform work streams for 2015/16, Members may wish to refer to the Work Plan Priorities report that the Board agreed at its most recent March meeting. This report provides a more detailed overview of future priorities for the year ahead for these two areas. The report is available here:
<http://lga.moderngov.co.uk/ieListDocuments.aspx?CId=251&MId=440&Ver=4>.

WORK STREAM: WORKFORCE

2014/15 Priorities		2014/15 Achievements	2015/16 Milestones
Pay negotiations	Primary responsibility for negotiations lies with the various employers' sides but the Board will receive updates on all negotiating groups and provide comments and. The key challenges are to ensure the relevance of national bargaining and to help in developing modern, flexible terms of employment.	<ul style="list-style-type: none"> Successfully concluded pay agreement running to April 2016. 	<ul style="list-style-type: none"> About to commence consultation and discussion on pay beyond April 2016 and develop a fresh set of priorities for the National Joint Council.
Pensions	Reform of the pension system is continuing and the Board will receive regular updates and be invited to discuss development.	<ul style="list-style-type: none"> Implemented new Local Government Pension Scheme benefit and governance structure. 	<ul style="list-style-type: none"> Assisting authorities with the financial and resource implications of the ending of pension schemes contracting out as a result of the new state pension.
Strategic pay issues	Local Government has challenges around the low paid, effective recruitment of key professionals and probity in senior pay all of which will be the subject of Board discussion.	<ul style="list-style-type: none"> Continued to monitor adoption of the Living Wage within the sector and issued guidance to councils on it. 	<ul style="list-style-type: none"> Working with research team to carry out data gather on senior management pay within the sector. Continue to gather intelligence on the Living Wage. Work with CLG to ensure that proposals to claw back public sector exit payments develop in a fair way with minimal bureaucracy.
Social work career development	Support the work of the task-and-finish group looking at improving the recruitment and retention of social workers.	<ul style="list-style-type: none"> Published a well-received guide for members on social work recruitment and retention. 	<ul style="list-style-type: none"> Continue to develop a campaign around social work recruitment and retention.
Workforce dimensions of public service reform	The reorganisation and integration of many services, especially in health and social care brings many workforce challenges over fairness in terms and conditions for example and the workforce team continues to focus on these.	<ul style="list-style-type: none"> Delivered six Decision Making and Accountability (DMA) reviews for councils and identified £2m worth of savings. Delivered a well-received series of pilot talent management programmes for Public Health in partnership with Public Health England. 	<ul style="list-style-type: none"> Working with policy team to deliver a better coordinated national offer on the adult social care workforce in partnership with ADASS and Skills for Care. Research into the HR & OD implications of delivering local

2014/15 Priorities		2014/15 Achievements	2015/16 Milestones
		<ul style="list-style-type: none"> Research completed into the HR & OD implications of delivering local government services through new organisational models, leading up to a well-received national conference. Delivered consultancy services and maximising income opportunities with income exceeding £600k. 	<p>government services through next generation shared services.</p> <ul style="list-style-type: none"> Running a pilot programme for 6 councils on Innovative flexible working practices with Timewise.

LOCAL GOVERNMENT FINANCE

Priority		2014/15 Achievements	2015/16
A fair settlement for local government	The LGA will produce submissions, and seek to influence, the 2014 Autumn, the Chancellor's Budget, and the first Spending Review of the next Government (2015).	<ul style="list-style-type: none"> Produced and promoted the LGA's corporate submissions to the 2014 Autumn Statement, the 2015/16 Local Government Finance Settlement and the March 2015 Budget. Launched and continue to promote the LGA's 'Future Funding' campaign which builds a case for local government funding in advance of the Spending Review and beyond. Continue to engage with member councils in policy development and information sharing through stakeholder groups. Held the annual local government finance conference in January 2015. 	<ul style="list-style-type: none"> Continue work on the Spending Review. To highlight the positions set out in '<i>A Shared Commitment: Local Government and the Spending Review</i>' which will be used as a basis for further conversations with government and stakeholders in the run-up to the announcements in the autumn. This will be followed by further work on the Autumn Statement and the LGFS in late 2015.
	The LGA will respond to the 2015/16 Local Government Finance Settlement and publicise the impact on authorities.		
	The Future Funding Outlook model will be refreshed for 2015 to: reflect Government announcements and changing economic conditions; set out the true impact of on-going austerity and growth pressure on local government; and aid councils' financial planning		
<i>First 100 Days</i> document as they relate to local government finance	Supporting place-based finance as the "default delivery mechanism" by providing analysis and insight on the potential financial benefits, and outlining how the money flows would work in practice.	<ul style="list-style-type: none"> Launched '<i>A Shared Commitment: Local Government and Spending Review</i>' which is the LGA's position statement in advance of the Spending Review and includes finance-related asks many of which were part of the '100 days' report. As part of the 2015/16 	
	Providing financial analysis to support the LGA's call for further		

Priority		2014/15 Achievements	2015/16
	<p>devolution.</p> <p>Support for improved financial distribution arrangements, replacing financial distribution by Ministers with an independent distribution body.</p> <p>Developing methodology for new budget arrangements linking to the life of the Parliament.</p> <p>Other <i>First 100 Days</i> activities that emerge following national and local debate.</p>	<p>settlement, secured simultaneous publication of local service budgets (eg. CCGs). The government also committed to exploring long-term settlements for health and local government services.</p>	
Independent local taxation	<p>Updating our reviews of Business Rates Retention and Council Tax Support for the second year, identifying and lobbying on areas where the system should be improved.</p>	<ul style="list-style-type: none"> • Published 'Council tax support: the story continues' and 'Business rate retention: the story continues', which examined how implementation of these April 2013 reforms develops and what can be done to make sure that they continue in a sustainable and predictable way. • Responded to the government's consultations on business rate reform, arguing for changes to the tax system which would make it more predictable and locally administered. 	<ul style="list-style-type: none"> • Business rate review. Government is expected to announce its proposals by Budget 2016 and work will continue to get the best deal for local government which would put the finance system on a more sustainable and predictable basis.
Sustainable funding for service delivery and investment	<p>Ensure that on-going reviews of adult social care funding and education funding reflect the LGA's values and agenda; continuing to lobby for new burdens funding for welfare reform, the Care Bill and other significant issues increasing costs to local authorities; whilst also recognising and helping to manage the increased financial risk to local authorities from such reforms.</p>	<ul style="list-style-type: none"> • Together with the CWB Board participated in discussions with government on sustainable implementation of Phase 1 of the Care Act, with on-going conversations in relation to Phase 2, integration with health and the Spending Review set to continue further. • Continued discussions with DWP over the roll pout of the Single Fraud Investigation Service and the associated assessed New Burdens payment to councils. • Commenced discussions 	<ul style="list-style-type: none"> • Social care funding and integration with health. This continues to be an important policy area, with Resources and CWB elements and will require continued cross-Board working in the next political cycle.

Priority		2014/15 Achievements	2015/16
		over financial costs to councils of the roll out of Universal Credit.	
The Independent Commission for Local Government Finance (ICLGF)	Continue to provide secretarial and administrative support to the Independent Commission for Local Government Finance.	<ul style="list-style-type: none"> • Provided support to the ICLGF, which published its final report in February 2015. Many recommendations of the report have been taken forward as part of 'A Shared Commitment' while others are being analysed – for example the proposals due to be presented in the seminar following the meeting of the Board. 	
Municipal Bonds Agency (MBA)	The Board will be provided with periodic updates on progress with establishing the MBA.	<ul style="list-style-type: none"> • The MBA was successfully launched and become an independent entity: Local Capital Finance Company. 	<ul style="list-style-type: none"> • NA – Local Capital Finance Company is now an independent entity.

WORK STREAM: EU FUNDING

2014/15 Priorities		2014/15 Achievements	2015/16 Milestones
EU Structural Funds for 2014-20	<p>England's £5.3 billion European Structural and Investment Fund (ESIF) programme for 2014-2020 is set to be major source of local regeneration funding to stimulate growth and employment in our towns and cities over the next seven years.</p> <p>The LGA will be at the forefront of efforts to ensure arrangements are designed and agreed in a way that delivers Ministers' commitment to devolve and allow local areas to have real influence over spending decisions.</p>	<ul style="list-style-type: none"> • Successful LGA lobbying initially committed Government to much greater levels of local control and decision-making for local partners. • The LGA pushed as far as it could in making the case for allowing local areas to have real influence over spending decisions; however central Government's decision in February 2015 to limit local partners' role to 'advisory' and place funding decisions in the hands of Whitehall officials has undermined local confidence in the programme. • LGA members have led efforts to scrutinise Ministers' decisions on the National Growth Board, worked with sector to continually put forward solutions to Whitehall obstacles, forged alliances with LEPs and others to 	<ul style="list-style-type: none"> • It is anticipated that as part of the July Budget, some areas will be awarded freedoms and flexibility to manage EU programmes as part of wider devolution deals. • With the programme going fully operations in summer 2015, the LGA will maintain pressure on central government to ensure that the powers and freedoms granted to the selected English local areas are given to all other areas that wish to have them. • Ensure strong local government representation at future European Programme Management Committee (PMC) meetings and relevant policy and operational delivery Sub-committees during

		<p>speak with one voice.</p> <ul style="list-style-type: none"> • Influenced outcome of ESF programme by ensuring local government priorities including in fundable interventions. • Kept LGA lines firm, with and public correspondence and press receiving significant media attention. • Commissioned research on effectiveness of model for economic development. • Launched the "2014 – 2020: A guide to EU funding for councils" publication in July. 	<p>operational phase of EU Structural Funds and during the review of governance arrangements.¹</p>
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WORK STREAM: WELFARE REFORM

2014/15 Priorities		2014/15 Achievements	2015/16 Milestones
Welfare Reform and Universal Credit (UC)	Ensure that councils have a central role in the design, delivery and implementation of Universal Credit.	<ul style="list-style-type: none"> • Secured opportunity to directly impact on the UC programme via place on Business Design Authority and Programme Board. This has involved helping to shape key documents such as TOM, national rollout preparation. • Delivered the trials programme which has now been further extended to enable councils to directly impact on UC design. • Worked with councils and DWP to deliver national rollout of UC. • Published reports on the Universal Credit local authority pilots. • Held a national conference on UC attended by the Minister for Welfare Reform (December 2014). 	<ul style="list-style-type: none"> • Clarify funding for delivery of USdl. • Develop vision for what benefits services look like in the future.
	Press for councils to have a central role in the commissioning and delivery of support for skills, work readiness and employment to ensure	<ul style="list-style-type: none"> • Successfully delivered series of ESF UC pilots with councils which have delivered real examples of councils getting harder to reach groups back into 	<ul style="list-style-type: none"> • Reform of Work Programme / Work Choice to more closely reflect local needs. • Develop a follow on from <i>Realising Talent</i> to

¹ The Government have agreed to review the position on the governance model in the next twelve months and has agreed to work with local partners during this time to develop proposals for greater local responsibility.

	<p>that Universal Credit can deliver on its stated aim of improving work incentives and employment outcomes.</p>	<p>work.</p> <ul style="list-style-type: none"> • Published guidance on UC and the European Social Fund March 2015. • Developed a wide ranging offer for the incoming Government on how it can design more effective, locally commissioned employment and skills provision. • Worked with leading think tank and advisory group of councils to produce a series of 3 reports called 'Realising Talent' including: <i>Employment and skills for the future; Realising Talent for Everyone; and A new framework for devolved employment and skills.</i> The report recommendations have traction with Ministers, with discussion still ongoing. • Working with ERSA, employment provider network, to develop and align thinking on how to ensure more effective relationships between providers & councils locally. 	<p>model a devolved employment support programme for people who face multiple barriers to employment.</p> <ul style="list-style-type: none"> • Work with DWP and One Public Estates team to deliver further co-location and integration of Jobcentre and council sites.
	<p>Ensure that councils are supported with local implementation and managing the wider impacts of welfare reform.</p>	<ul style="list-style-type: none"> • Successfully lobbied for government to reverse its decision around Local Welfare Assistance securing £74million. • Published report on Local Impacts of Welfare Reform. 	<ul style="list-style-type: none"> • Emerging detail on £12 billion cuts (from 08/07/15 onwards).
	<p>Ensure that the council role in Housing Benefit administration during and beyond Universal Credit roll out is appropriately recognised and resourced.</p>	<ul style="list-style-type: none"> • Got DWP to deliver UC data sharing regulations. • Secured key role for Partnership Forum to work with DWP to shape future housing benefit administration. • Agreed a process with DWP for analysing future of housing benefit administration including membership of working group to agree all key figures. 	<ul style="list-style-type: none"> • Fully funded and negotiated package for housing benefit administration within local government. • Clear indication of what future housing benefit administration will look like and phasing of client base.
	<p>Work to understand and manage the implications</p>	<ul style="list-style-type: none"> • Secured involvement of LGA in proposals for the 	<ul style="list-style-type: none"> • Extension of RTB to RSLs.

	<p>for the housing market; continue to press for greater freedom and flexibility for councils to address the undersupply of appropriate, affordable housing with Environment, Economy, Housing&Transport Board.</p>	<p>extension of Right to Buy (RTB) to RSLs.</p> <ul style="list-style-type: none"> • Prepared an internal report on the impact of reforms to date on HB, housing costs and broader housing market to inform current and future lobbying and policy design. 	<ul style="list-style-type: none"> • Proposals and timescales for further cuts to HB / restrictions on access to social housing.
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Financial Implications

7. All work programmes are met from existing budgets and resources.

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Safer and Stronger Communities Board: End of Year Review

Background

1. Although the state of the economy, health services, the availability of housing and improving standards in education have dominated the political headlines over the last year as well as the general election campaign, crime has remained a consistent concern for the public, especially the protection of vulnerable children and young people from sexual exploitation, female genital mutilation (FGM) and new psychoactive substances.
2. The Business Plan for 2014/15 set out a number of priorities for the Safer and Stronger Communities Board. These included: supporting economic growth by helping councils to strike the right balance between reducing red tape and protecting the community; improving the ability of fire and rescue authorities to protect people and places from harm, as well as increasing collaboration across bluelight services; promoting partnership work to tackle anti-social behaviour, protect vulnerable people and deal with organised crime, and support councils in improving their community safety work.
3. At the same time the Board had to respond to a number of unanticipated events over the year including continued access for councils to communications data, addressing the role of taxi licensing in child sexual exploitation, and issues arising from two police and crime commissioner by-elections.

Strategic Issues

4. The core of the Board's work over the last year has included helping councils to improve their response to FGM and submitting a joint bid with Barnardo's for funding to establish a national centre of excellence; making the case for new legislation to tackle the sale of new psychoactive substances; completing the work of the Betting Commission the Board established to look at the clustering of betting shops and the growth in the number of fixed odds betting terminals; amending provisions in the Deregulation Bill around taxi licensing; supporting Westminster City Council's case in the Supreme Court on licensing fees; and developing a 100 Days fire sector offer. There has also been work to assist councils in implementing the new tools and powers to tackle anti-social behaviour, lobbying around the role of councils in preventing terrorism, work on how councils can assist in tackling organised crime groups, and support for police and crime panels to improve their scrutiny of police and crime commissioners.

Achievements

Regulation

5. We lobbied successfully for an amendment to remove the provisions in the Deregulation Bill that would have deregulated taxi licensing and allowed anyone to drive a private hire vehicle when it is 'off-duty'.

6. We submitted a witness statement in the Supreme Court case of Hemming v Westminster City Council which outlined the impact a decision to exclude compliance costs would have on councils' ability to undertake licensing enforcement action. The Supreme Court judgement in April upheld Westminster's appeal and ruled that they could recover the cost of compliance and enforcement activity from licences.
7. We were successful in making the case to government for the introduction of a key proposal from our Rewiring Licensing work of a single online application process for licensing applications, with the Autumn Statement setting out a commitment to work towards introducing such an online process.
8. We worked with public health colleagues to develop good practice guidance on introducing 'Reducing the Strength' schemes.
9. We launched a Betting Framework jointly with the betting industry to encourage partnership working over local issues, and developed a new handbook on gambling regulation for councillors to cover changes made by the Gambling Commission which were intended to support licensing authorities and businesses in developing more local approaches.
10. We were successful in ensuring that regulations covering communications data retained local authorities' right to access it, and we contributed to the development of the report by the Independent Reviewer of Terrorism Legislation, which also looked at councils' access and use of communications data.

Crime against vulnerable people

11. We supported councils in improving their response to FGM by creating an on-line resource for councils with case studies and briefings and which included a well-received councillors' guide to the issue setting out what councils can do to prevent FGM occurring, as well as safeguard children. These resources were launched at the conference we held on councils' role in tackling FGM.
12. Our joint bid with Barnardo's to the Department of Education's Social Care Innovation Fund for £2.14 million to establish a centre to improve the social work response to FGM and work in communities to eliminate the practice was successful. Work is now underway to set up the National FGM Centre.
13. We held training events on the licensing implications of tackling child sexual exploitation, offered bespoke support to areas with issues around child sexual exploitation and also revised and added to the taxi licensing handbook for councillors.
14. We commissioned the Centre for Public Scrutiny to write a guide for scrutiny councillors on domestic violence which included a range of questions scrutiny committees should ask councils and their partners about the local response to domestic violence.
15. Board members participated in a range of national panels including the Home Office's national group on preventing the sexual exploitation of children and vulnerable people, Her Majesty's Inspectorate of Constabulary's reference group on the PEEL

effectiveness assessments, and we also contributed to a range of other departmental groups such as the Department of Health's preventing FGM advisory group.

Fire and Rescue services

16. As part of the LGA's 100 Days campaign the Fire Services Management Committee and the Chief Fire Officers Association jointly produced *The Fire and Rescue Service: Making the Nation Safer*. The document set out our shared perspective on what the service offers to the government, and included proposals with the potential to save £500 million.
17. We lobbied successfully for the introduction of regulations making it mandatory for landlords to install smoke alarms in private rented properties. The Regulations made under section 150(1) of the Energy Act 2013 will, subject to Parliamentary approval, come into force on 1 October 2015.
18. We have continued to push for fairer funding for the fire and rescue service, responding to the Independent Finance Commission jointly with the Fire Finance Network.
19. Alongside workforce colleagues we responded to the Government's Independent Review of Terms and Conditions of Operational Firefighters, undertaken by Adrian Thomas.
20. We held a roundtable on equality in the fire and rescue service with senior members of the fire and rescue service, exploring the challenges that the service will be facing in the coming years and how the service should meet them.
21. We held two fire leadership essentials programmes for members on fire and rescue authorities, to help them develop their leadership style, network with other members and discuss good practice.
22. Members have met with the former Fire Minister at the October Fire Commission, as well as the Shadow Fire Minister, Lyn Brown MP as well as Clive Betts MP, Chair of the Communities and Local Government Select Committee. We responded to Lyn Brown's consultation on the structure of fire and rescue services.
23. Members have represented the LGA on a number of different boards and outside bodies, including the blue light integration working group and the strategic resilience board.

Organised crime

24. We successfully lobbied for an amendment to the Serious Crime Bill offence of participating in an organised crime group so that unwitting activity by local authorities would no longer be caught by it.
25. We collaborated with the Home Office on producing guidance for the police and local partners on the production of serious and organised crime local profiles to inform local action to tackle organised crime groups.
26. We held joint workshops with the Office of Security and Counter Terrorism and CIPFA on procurement and other types of fraud to identify issues and good practice in

reducing vulnerability to fraud, and the results of this work will feed into the next version of the Fighting Fraud Locally guidance.

Police, community safety and community cohesion

27. We lobbied successfully for the introduction of legislation to address the sale of new psychoactive substances, with a Psychoactive Substances Bill being included in the Queen's Speech.
28. Separately we published a guide for councillors to the existing powers available to councils to tackle the sale of new psychoactive substances including use of the new public space protection orders.
29. We ran a series of regional workshops to assist councils in making use of the new tools and powers in the Anti-Social Behaviour, Crime and Policing Act 2014 for tackling anti-social behaviour and published a guide for practitioners on implementing the 'community trigger'.
30. We made a written submission and gave oral evidence to the Committee on Standards in Public Life's inquiry into leadership, ethics and accountability in local policing about the role of police and crime panels in scrutinising police and crime commissioners.
31. We held a training event for members and officers of police and crime panels and commissioned a good practice guide for panels on issues identified at the event.
32. We made a written submission on the draft guidance published by the Home Office on the implementation of the new statutory Prevent duty in the Counter Terrorism and Security Act 2015, and held a roundtable with the Home Office, CLG and practitioners to inform revisions to the guidance.

Events and Media

33. We held a range of successful conferences including the annual Licensing, Fire, and Safer Communities conferences, and held a joint conference with the Children and Young People's Board on tackling child sexual exploitation.
34. We issued press releases and statements on topics covering the proliferation of betting shops, the sale of new psychoactive substances, fire alarms, checks on taxi drivers, recovering assets from criminals, toxic fake alcohol, and metal theft rates.

LGA Annual Conference

35. The Board is running three events at the LGA's annual conference in Harrogate:

- a) Tuesday 30 June 2015 4.45pm
Out on the town: creating safe and successful night-time economies
- b) Wednesday 1 July 2015 2.10pm
Preventing the terrorist threat
- c) Wednesday 1 July 2015 5.20pm
There's more than one way to rescue someone: the role of the fire and rescue service in public health

Programme of work 2015/16

36. The LGA's Business Plan for 2015/16 include a number of overarching priorities that fall within the Board's remit:
- a) Councils work effectively with partners to build and sustain resilient and sustainable communities; and
 - b) Councils facilitate economic growth through the development of risk-based, business-friendly public protection services.
37. The work identified within these overarching priorities will complete work started in 14/15 and builds on other areas of work the Board has done and includes: the financing of councils' work around counter-terrorism and preventing extremism; working with partners on reducing crime; building greater collaboration across bluelight services; influencing the review of firefighters' terms and conditions; supporting police and crime panels; working with councils to develop simplified risk-based regulation that supports local businesses; and working with the Better Regulation Delivery Office on the implementation of the regulator's code.
38. There will be new issues which Members will want to discuss such as what devolution means for policing and community safety, and how local authorities respond to the possible developing role of police and crime commissioners. The LGA's Executive will also be considering what significant policy issues it wishes to see work on, which may have implications for the Board's programme of work in 2015/16. Detailed proposals for consideration will be submitted for the September Board meeting.

Financial Implications

39. All work programmes are met from existing budgets and resources.

Contact officer: Mark Norris
Position: Principal Policy Adviser, LGA
Phone no: 020 7664 3241
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Note of last LGA Leadership Board meeting (Non confidential)

Title: LGA Leadership Board
Date: Wednesday 15 July 2015
Venue: Smith Square 1&2, Ground Floor, Local Government House, Smith Square, London, SW1P 3HZ

Attendance

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

Item	Decisions and actions
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1 Declarations of Interest and Apologies

No declarations were made.

Apologies were received from Cllrs: David Simmonds CBE; Philippa Roe; Mayor Sir Steve Bullock; Nick Forbes; Anne Western; and Gerald Vernon-Jackson.

2 Congratulations

The Chairman opened the meeting by congratulating all members on their appointment to the Leadership Board for the 2015/16 meeting cycle.

3 Layden House Refurbishment (confidential)

Huw Lewis (City of London) briefly introduced the item, which detailed recommendations regarding Layden House.

Decision

The Leadership Board agreed the recommendations of the Local Government Management Board.

4 Local Government House Refurbishment (confidential)

Huw Lewis briefly introduced the report which updated on progress in relation to Local Government House.

Decision

The Leadership Board agreed the recommendations as outlined in the report.

5 Note of the last meeting (confidential)

Decision

The Leadership Board agreed the minutes of the previous meeting held on 10 June 2015.

6 Priority Commissions from the Leadership Board (confidential)

Carolyn Downs (Chief Executive) introduced the item which sought Members' initial steer on the priority work to be commissioned by the Leadership Board for 2015-16.

Decisions

The Leadership Board agreed the priority policy work areas for 2015-16 subject to the inclusion of the Board's comments.

7 Universal Credit: Housing Design and Colocation (confidential)

Ian Hughes (Head of Place Policy) introduced the report which updated on the future of housing design and the implications for housing benefit staff.

Decision

The LGA Leadership Board endorsed the steps as outlined in the report.

8 Transfer of 4Ps Company to Local Partnerships (confidential)

The Chairman moved the report regarding 4Ps (the predecessor to Local Partnerships).

Decision

The Leadership Board agreed the recommendations as outlined in the report.

9 Appointment of Directors to UK Municipal Bonds Agency (confidential)

The Chairman moved the report regarding appointment of Directors to the Local Capital Finance Company.

Decision

The Leadership Board agreed the recommendations as outlined in the report.

10 July 2015 Budget

Stephen Hughes (Executive Director) introduced the report which summarised the key issues in the Chancellor's Emergency Budget on 8 July with implications for local government and projected the funding position for councils as a result of the changes through the LGA's Future Funding Outlook.

In the discussion that followed, Members made a number of questions and comments, including:

- Serious concerns were expressed regarding the financial and administrative burden on councils as a result of the differential rate "Pay to Stay" proposal for social housing tenants with household incomes above specified limits.
- Members asked that the an exercise be undertaken to profile the implications for local government of the raft of housing changes, with a view to providing a robust evidence base to Government.

- With reference to the wide-ranging review of business rates, Members highlighted the opportunity to influence Government on issues such as business rates revaluation and council tax increase limit, and advocated for adopting a pragmatic approach.
- In response to a question regarding wind energy development, officers agreed to clarify if there had been any recent Ministerial announcements.

Decision

The Leadership Board noted the update.

Actions

Profile the implications for local government of the raft of housing changes.

(Stephen Hughes / Ian Hughes).

Clarify Government announcements regarding renewable energy. **(Stephen Hughes)**

11 Membership and Terms of Reference 2015/16

The Chairman moved the report which asked the Board to note its Membership and Terms of Reference for 2015/16.

A Member asked for a terminological amendment, so that the reference to 'Whitehall' be amended to 'Civil Service'.

Decision

The LGA Leadership Board noted its Membership and Terms of Reference for 2015/2016, and agreed to amend the 'Whitehall' reference to 'Civil Service'.

Action

Update the Leadership Board's Terms of Reference.

(Frances Marshall)

12 Dates of Meetings 2015/16

The Chairman moved the dates of meetings of the LGA Executive, Councillors' Forum and Leadership Board in 2015/16 without further comment.

Decision

The LGA Leadership Board noted the dates of meetings of the LGA Executive, Councillors' Forum and Leadership Board in 2015/16.

13 Full Year Performance Report: April 2014 - March 2015

The Chairman moved the LGA's performance report for the year without further comment.

Decision

The Leadership Board reviewed the performance report for 2014-15.

14 Communications Annual Report: April 2014 to March 2015

David Holdstock (Director of Communications) introduced the report which set out the LGA's communications activity for April 2014 to March 2015. In doing so, he drew attention to a number of areas which had been progressed as a result of the Board's direction the previous year.

- Members commended the LGA's communication activity and questioned how to better link the positive impact of the LGA's media work to membership satisfaction levels.
- With reference to the relatively small number of members that had fronted LGA media work in the past year, there was collective agreement that the number of board chairman doing media interviews should increase. The Board agreed that group leaders and board chairman should be asked for a list of media training undertaken and subject areas for which they have expertise in.
- In circumstances where a cross party LGA line could not be reached, the current media protocol for groups to provide their own media statements should be adopted.

Decisions

The Leadership Board:

- i. noted the communications activity for the period April 2014 to March 2015;
- ii. agreed that the number of leading members undertaking media interviews should be broadened and that all group leaders and board chairman should be asked to provide a list of key areas they have expertise in.
- iii. agreed that where political census could not be reached, the current media protocol should be used, giving the four LGA Political Group Offices the option for individual comment.

Action

Group leaders and board chairmen to be asked to provide details of media training undertaken and subject areas for which they have expertise. **(David Holdstock)**

15 LGA Perceptions Survey 2014/15

David Holdstock introduced the report which set out the results of the 2014/15 perceptions survey. In doing so, he drew Members attention to the upward trend in satisfaction levels as well as highlighting areas in which further work could be undertaken.

In the discussion that followed, Members made a number of comments, including:

- Members discussed methods to improve response rates and agreed that the survey continue to be conducted on an annual basis.
- With reference to the success of *First* magazine as key vehicle of

communication, Members discussed ways to make the publication more interactive and improve the profile of *First* online. It was suggested that each edition invite members' views on a certain topic to be featured in the following publication.

- With reference to awareness of what LGA membership means for individual authorities, it was noted that membership briefings are circulated by the Group Offices to all elected members, as well as to Chief Executives and Leaders.
- Members noted the awareness and satisfaction levels pertaining to the Centre for Public Scrutiny (CfPS) and Local Partnerships (LP) given that both bodies receive Revenue Support Grant (RSG) funding.

Decisions

The Leadership Board:

- i. noted the results of the 2014/15 perceptions survey; and
- ii. agreed the headline principles of the revised action plan for 2015/16.

16 LGA Governance

The Chairman introduced the item which sought agreement to pilot a new portfolio and forum governance model for Resources and Community Wellbeing from 1 September, with a review after six months.

The report was agreed without further comment.

Decisions

The Leadership Board:

- i. agreed to pilot the new portfolio holder governance model for Resources and Community Wellbeing from September 2015; and
- ii. invited the Governance Task Group to monitor progress of the new model and to report back to Leadership Board in April 2016.

Action

Officers to progress the pilots in consultation with portfolio holders. **(Ian Hughes, Sally Burlington, Frances Marshall)**

17 Leadership Board Review of the Year

The Chairman moved the report which summarised the work of the Leadership Board from 1 September to date, outlined its main achievements, and invited Members' views on areas for improvement.

Members emphasised the importance that criteria for success be put in place to enable meaningful evaluation of outcomes.

Decision

The LGA Leadership Board reviewed its work over the past year and considered

lessons learned.

Action

Agree criteria to measure outcome. **(Claire Holloway)**

18 Special Interest Groups (SIGs) - 2015 Annual Reports

Carolyn Downs introduced the report which invited Members to review the annual reports of the LGA's Special Interest Groups (SIGs). In doing so, she made reference to recent difficulties experienced with a particular SIG and suggested the Board consider what relationship they would like with SIGs going forward.

Members discussed the mechanisms in place to ensure that SIGs operate within their remit as defined by the LGA and asked that future annual reports be limited to one page in length, with a clear focus on achievements.

Decisions

The LGA Leadership Board:

- i. noted the annual reports of the LGA's Special Interest Groups; and
- ii. agreed to receive shorter, outcome focused annual reports from each Special Interest Group in future.

Action

Revise the format and focus of Special Interest Groups' annual reports in line with the Board's steer. **(Frances Marshall)**

19 Chief Executive's Monthly Report: May-July 2015

Carolyn Downs introduced the report which set out the LGA's main achievements against the Business Plan priorities. In doing so, she highlighted Government's willingness to include provisions to enable data sharing between Clinical Commissioning Groups and local authorities within the Cities and Local Government Devolution Bill.

The Board expressed their cross party support for legislating to enable data sharing that would facilitate health and social care integration, and highlighted the need for more integrated data sharing arrangement with all Government Departments.

Decision

The Leadership Board noted the Chief Executive's report for July 2015.

20 LGA Forward Plan

Carolyn Downs briefly introduced the report which sought Members' views on the future agendas of the LGA Leadership Board, LGA Executive and Councillors' Forum.

Members welcomed the Minister of State for Housing and Planning's request to attend Councillors' Forum in October and requested that the discussion should be broader than Right to Buy.

Decision

The Leadership Board endorsed the Forward Plan.

21 Congratulations and thanks

On behalf of the Leadership Board, the Chairman expressed his gratitude to Carolyn Downs who would be leaving the LGA after four years as LGA Chief Executive. He congratulated her on being appointed to the London Borough of Brent as Chief Executive and thanked her for the commitment and dedication she had shown.

Carolyn Downs thanked the Leadership Board for their support during her tenure, noting that it had been a privilege to have undertaken the role.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Cllr Gary Porter	South Holland District Council
Vice-Chairman	Cllr Jim McMahon OBE	Oldham Metropolitan Borough Council
	Cllr David Hodge	Surrey County Council
	Cllr Marianne Overton MBE	Lincolnshire County Council
Deputy-chairman	Cllr Peter Fleming	Sevenoaks District Council
	Cllr Sean Anstee	Trafford Metropolitan Borough Council
	Cllr Sharon Taylor OBE	Stevenage Borough Council
	Cllr Keith Wakefield	Leeds City Council
	Cllr Peter Reeve	Cambridgeshire County Council
	Mayor Dorothy Thornhill MBE	Watford Borough Council
Apologies	Cllr Gerald Vernon- Jackson	Portsmouth City Council
	Cllr David Simmonds CBE	Hillingdon London Borough Council
	Cllr Philippa Roe	Westminster City Council
	Mayor Sir Steve Bullock	Lewisham London Borough Council
	Cllr Nick Forbes	Newcastle upon Tyne City Council
	Cllr Anne Western	Derbyshire County Council

Note of last LGA Executive meeting (Confidential)

Title: LGA Executive
Date: Thursday 11 June 2015
Venue: Westminster Suite, 8th Floor, Local Government House, Smith Square, London, SW1P 3HZ

Attendance

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

Item	Decisions and actions
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1 Declarations of Interest

No declarations were made.

2 Opening Remarks

The Chairman congratulated those members that has been successfully re-elected in the recent local elections.

All four Political Group Leaders paid tribute to Cllr David Sparks OBE for his leadership of the LGA during his year as Chair but also for his commitment and service to the LGA over many years in a variety of political roles. In particular, they hoped that he would continue be involved in the LGA after his term as Chair had concluded.

The Chair and Political Group Leaders expressed their gratitude Carolyn Down who would be leaving the LGA over the summer after four years as LGA Chief Executive. They congratulated her on being appointed to the London Borough of Brent as Chief Executive and expressed their thanks for her commitment and dedication which had helped the LGA achieve significant successes also whilst putting it on a stable financial footing.

3 The Council Role in Education and School Place Planning

Cllr David Simmonds, Chairman of the Children & Young People Board, introduced the item which summarised recent LGA work on the council role in relation to schools and school place planning. With reference to the proposed changes in the Education Bill, he invited the Executive's comments on the report as a proposed framework for taking forward the LGA's lobbying.

In the discussion that followed, Members made a number of comments, including:

- With reference to the Department for Education's forecast demand for primary school places, it was noted that these figures did not take into account geographical factors and therefore did not

necessarily accurately reflect the situation in specific localities.
This was an issue which the LGA were pursuing with Government.

- There was cross party support for exploring the possibility of expanding the remit of the Public Services Ombudsman to include Education. Members felt that this would provide a more accessible and independent mechanism to hold academies to account.
- In discussing schools funding and the increase in creation of academies and free schools, a Member highlighted the importance that parents be consulted on decisions regarding schooling in their localities. With reference to school place planning, differing views were expressed as to the value of this being purely demand, or reconciled at a local level.

Decision

The LGA Executive endorsed the report and asked that their comment inform the development of the LGA's work in this area.

4 Queen's Speech 2015

Laurence Meehan (Head of Campaigns & External Communications) introduced the item which set out the key legislation in the Queen's Speech affecting local government. He invited the Executive's comments on the suggested priorities for LGA activity.

In the discussion that followed, Members made a number of comments, including:

- Serious concerns were expressed that the Policing and Criminal Justice Bill may include proposals to transfer the role Fire and Rescue Authorities to Police and Crime Commissioners. Members highlighted the important that this issue be kept on a close watching brief and that it be a priority issue for the LGA.
- With reference to the Cities and Local Government Devolution Bill, Members welcomed comments made by Marcus Jones MP (Under Secretary of State for Local Government) which indicated that depending on the size of a locality and scale of devolution, the Government would be open to an alternative model than elected Mayor.
- With reference to consistent LGA lobbying and ongoing joint working with the Home Office, Members welcomed the announcement of the Psychoactive Substances Bill and highlighted it as a key success for the LGA.

- In discussing the Scotland, Wales and Northern Ireland (Stormont Agreement) Bills, Members emphasised the importance of cross country collaboration - particularly with reference to Wales - due to the importance of cross-border movement to local economies.
- Comments and questions were also raised regarding specific elements of the: Investigatory Powers Bill; Housing Bill; and Enterprise Bill.
- Members asked for an analysis to be undertaken to establish how many of the LGA's First 100 Days proposals were reflected in the Government's legislative agenda.

Decision

The LGA Executive **approved** the suggested priority Bills for the LGA in the 2015/16 parliamentary session.

Action

Circulate an analysis of the areas of commonality between the Government's legislative agenda and the LGA's First 100 Days proposals.

Laurence Meehan.

5 Local Elections and LGA Political Balance 2015-2016

The Chair briefly introduced the report which set out the revised proportionality of the LGA following the local elections on 7 May and the implications for the distribution of seats amongst the political groups on the LGA's governance structures.

It was noted that at its meeting the previous day, the LGA Leadership Board had agreed two changes to the figures as detailed in the report. The Leadership Board had agreed to increase the number of Deputy Chairs of the Association by four – one per political group – as well as to allocate the Independent Group an additional seat on the People and Places Board.

Decision

The Executive noted the revised proportionality figures for 2015/2016.

6 Annual Report of the LGA's Audit Committee

The LGA Chair moved the report which provided an overview the work undertaken by the Audit Committee in 2014/15 without further comment.

The report was agreed without comment.

Decision

The LGA Executive agreed the annual report of the Audit Committee to be presented the General Assembly on 30 June 2015.

7 Note of the last Leadership Board meeting - Tabled

The four political group leaders provided an update on discussion from their political group meetings on proposed changes to the LGA's governance structures. Although Members felt further work was required to strengthen accountability within the current proposals, all four groups were content to pilot the proposals on selected group of Boards from September.

Decision

The LGA Executive noted the minutes of the LGA Leadership Board held on Wednesday 10 June 2015.

8 Note of last LGA Executive meeting

Decision

The LGA Executive agreed the minutes of the LGA Executive held on Thursday 5 March 2015.

9 LGA and IDeA Budget 2015-16

Stephen Hughes (Executive Director) introduced the item which presented a revised 2015/16 budget summary for the LGA Executive's agreement.

In the discussion that followed, Members asked questions about the LGA's financial and performance monitoring mechanisms and expressed disappointment that more detail had not been provided that would have enabled cross comparison between the original budget and the revised figures.

Decision

The LGA Executive **agreed** the LGA's budget for 2015/16.

Action

That the LGA's performance report for 2014/15 be circulated LGA Executive Members for information.

10 Report on the Future of Health and Social Care

Sally Burlington (Head of Programme) introduced the item which summarised the findings of an LGA commissioned report on the future of health and social care. In doing so, she highlighted commonality of the findings with LGA lobbying positions, such as calling for a greater focus on people, more preventative approach and need for additional funding. She invited the Executive to comment on the reports' conclusions but also to share their views on the implications of closer working between local authorities and the NHS for risk sharing.

In the discussion that followed, Members made a number of comments, including:

- In welcoming the report's findings, Members emphasised the importance of investing in preventative services and that social care services must be fully funded.
- With regard to risk, it was noted that sharing risk had been a feature of joint working between local authorities and Primary Care trusts (PCTs).
- In discussing taking this work forward, suggestions included: making use of international comparison; supporting authorities' with ambitions to expand their remit into acute services; acknowledging the impact of geography, demography and authority type on the shape of integration; and addressing the issue of accountability and coordination of services within a locality.

Decision

The LGA Executive welcomed and endorsed the findings of the independent '*Creating a better care system*' report by Ernst & Young.

11 LGA Spending Review 2015 Submission

Cllr Claire Kober (Resources Board Chair) introduce the report which set out the LGA's draft Spending Review Submission. In doing so, she outlined the three principles underpinning the submission: greater freedoms and flexibilities; public service reform; and greater influence over funding and spending locally. The LGA Executive was asked to comment on and clear the submission for launch at Annual Conference.

Stephen Hughes updated Members on the Leadership Board's comments on the submission the previous day; with particular reference to a discussion about de-ring fencing of the Dedicated Schools Grant (DSG).

In the discussion that followed, Members made a number of comments, including:

- Members expressed concerns at the prospect of de-ring fencing the DSG, expressing support instead for calling for greater flexibility of use of DSG at a local level.
- The LGA Executive expressed their broad support for the submission, however asked that it also reflect: the challenges of demand led pressures beyond local authority control; and the need to financially compensate local authorities fully for the loss of council tax and business rates as a result of universities and large student populations.
- Further details and clarity were asked for regarding the £2.8 billion Whitehall savings.
- With reference to the importance of Business Rates safety

measures, there was a strong feeling that any review of national infrastructure should not impact on local pooling arrangements. It was agreed that this issues would be most effectively raised through the LGA's response to the Government's Business Rates consultation, rather than in the Spending Review Submission.

Decision

The LGA Executive approved the content of the LGA Spending Review submission for launch at Annual Conference, subject to inclusion of their comments.

Action

Reflected LGA Executive's comments in the LGA's Spending Review Submission to be launched at conference.

12 Date and Time of Next Meeting

The Chair noted that as the July meeting of the LGA Executive has been cancelled, the next meeting would be on Thursday, 17 September 2015.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Cllr David Sparks OBE	Dudley Metropolitan Borough Council
	Cllr Peter Fleming	Sevenoaks District Council
Vice-Chairman	Cllr Jim McMahan OBE	Oldham Metropolitan Borough Council
	Cllr Gary Porter	South Holland District Council
	Cllr Gerald Vernon-Jackson	Portsmouth City Council
	Cllr Marianne Overton MBE	Lincolnshire County Council
Deputy-chairman	Cllr Sharon Taylor OBE	Stevenage Borough Council
	Cllr Philippa Roe	Westminster City Council
	Cllr David Hodge	Surrey County Council
	Cllr Neil Clarke MBE	Rushcliffe Borough Council
	Mayor Dorothy Thornhill MBE	Watford Borough Council
Members	Sir Richard Leese CBE	Manchester City Council
	Cllr Claire Kober OBE	Haringey Council
	Cllr Ann Lucas OBE	Coventry City Council
	Cllr Peter Box CBE	Wakefield Metropolitan District Council
	Cllr Judi Billing MBE	North Hertfordshire District Council
	Cllr David Simmonds CBE	Hillingdon London Borough Council
	Cllr Chris White	Hertfordshire County Council
	Cllr Jeremy Hilton	Gloucestershire County Council
	Cllr Peter Reeve	Cambridgeshire County Council
	Cllr Bob Dutton OBE	Wrexham County Borough Council
	Cllr John Hart	South West Councils
	Cllr Tony Jackson	East of England Local Government Association
	Cllr Gordon Keymer CBE	South East England Councils

Cllr Martin Hill OBE	East Midlands Councils
Cllr Roger Lawrence	West Midlands LGA
Cllr Paul Watson	Association of North East Councils
Cllr Nicolas Heslop	Tonbridge & Malling Borough Council
Cllr Mark Hawthorne MBE	County Councils Network
Cllr Tudor Evans	Plymouth City Council
Cllr Helen Holland	Bristol City Council
Cllr Iain Malcolm	South Tyneside Metropolitan Borough Council
Cllr Robert Bucke	Tendring District Council

Apologies

Mayor Sir Steve Bullock	Lewisham London Borough Council
Cllr Keith Wakefield	Leeds City Council
Cllr Mike Jones	Cheshire West and Chester Council
Cllr Izzi Seccombe	Warwickshire County Council
Cllr Ian Stephens	Isle of Wight Council
Mayor Jules Pipe	London Councils
Cllr Stephen Parnaby	Local Government Yorkshire and Humber
OBE	
Cllr Barrie Grunewald	North West Regional Leaders Board
Alderman Sir David	Local Partnerships
Wootton	
Cllr David Phillips	Welsh Local Government Association
Cllr Gillian Brown	District Councils Network
Sir Stephen Houghton	SIGOMA
CBE	

Dates of Meetings: Councillors' Forum and LGA Executive 2015/2016

Structure	DAY (2015)	DATE	Time	Venue
Councillors' Briefing/LGA Executive	Thursday	17 September 2015	11.00am/2.15pm	Bevin Hall/Westminster Suite
Councillors' Forum/LGA Executive	Thursday	22 October 2015	12.30pm/1.45pm	Westminster Suite
LGA Executive	Thursday	10 December 2015	1.30pm	Westminster Suite
Councillors Forum will not meet in December				
	DAY (2016)			
Councillors' Forum/LGA Executive	Thursday	21 January 2016	12.30pm/1.45pm	Westminster Suite
Councillors' Forum/LGA Executive	Thursday	3 March 2016	12.30pm/1.45pm	Westminster Suite
The LGA Executive and the Councillors' Forum will not meet in April because of the local elections in early May				
Councillors' Forum/LGA Executive	Thursday	9 June 2016	12.30pm/1.45pm	Westminster Suite
Councillors' Forum/LGA Executive	Thursday	21 July 2016	12.30pm/1.45pm	Westminster Suite

LGA location map

Local Government Association

Local Government House
 Smith Square
 London SW1P 3HZ

Tel: 020 7664 3131
 Fax: 020 7664 3030
 Email: info@local.gov.uk
 Website: www.local.gov.uk

Public transport

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** (Circle and District Lines), **Westminster** (Circle, District and Jubilee Lines), and **Pimlico** (Victoria Line) - all about 10 minutes walk away.

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

Bus routes – Horseferry Road

- 507** Waterloo - Victoria
- C10** Canada Water - Pimlico - Victoria
- 88** Camden Town - Whitehall - Westminster - Pimlico - Clapham Common

Bus routes – Millbank

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

For further information, visit the Transport for London website at www.tfl.gov.uk

Cycling facilities

The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also available at 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

Car parks

Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park
 Horseferry Road/Arneway Street. Visit the website at www.westminster.gov.uk/parking

