

LGA Executive

Agenda

Thursday, 3 March 2016
1.45 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
3 March 2016

There will be a meeting of the LGA Executive at: **1.45 pm on Thursday, 3 March 2016 in Westminster Suite, 8th Floor, Local Government House, Smith Square, London, SW1P 3HZ.**

Attendance Sheet

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

Apologies

Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting, so that a substitute can be arranged and catering numbers adjusted, if necessary.

Conservative:	Group Office: 020 7664 3223	email: lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3334	email: Labour.GroupLGA@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.group@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

Location

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

LGA Contact

Paul Goodchild
paul.goodchild@local.gov.uk / 020 7664 3005

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LGA Executive Membership 2015/2016

Councillor and Role	Authority / Representing
Conservative (10)	
Lord Porter of Spalding (Chairman)	South Holland District Council
Cllr David Hodge (Vice Chairman)	Surrey County Council
Cllr David Simmonds (Deputy Chairman and Board Chairman) ¹	Hillingdon London Borough Council
Cllr Philippa Roe (Deputy Chairman)	Westminster City Council
Cllr Peter Fleming OBE (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 Nick Forbes (Vice-Chair)	Newcastle upon Tyne City 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 Keith Wakefield (Deputy Chair)	Leeds City Council
Cllr Sue Murphy CBE (Deputy Chair)	Manchester City Council
Cllr Peter Box CBE (Board Chair)	Wakefield Metropolitan District Council
Cllr Claire Kober (Board Chair)	London Borough of Haringey
Sir Richard Leese CBE (Board Chair)	Manchester City Council
Cllr Simon Blackburn (Board Chair)	Blackpool Council
Independent (4)	
Cllr Marianne Overton MBE	Lincolnshire County Council

¹ Eligible for two votes by virtue of his two roles.

(Vice-Chair)	
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

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

LGA Executive Attendance 2015-2016

Councillors	17/9/15	22/10/15	10/12/15	21/01/16
Conservative Group				
Lord Gary Porter	Yes	Yes	Yes	Yes
David Hodge	Yes	Yes	Yes	Yes
David Simmonds CBE	Yes	No	Yes	No
Philippa Roe	Yes	No	No	Yes
Peter Fleming OBE	Yes	Yes	Yes	Yes
Sean Anstee	No	Yes	Yes	No
Roy Perry	No	No	No	Yes
Mark Hawthorne MBE	Yes	Yes	Yes	Yes
Izzi Seccombe	Yes	Yes	Yes	Yes
Labour Group				
Jim McMahon OBE	Yes	Yes	No	N/a
Sharon Taylor OBE	Yes	Yes	Yes	Yes
Mayor Sir Steve Bullock	Yes	Yes	Yes	Yes
Anne Western	Yes	No	Yes	No
Nick Forbes	Yes	No	Yes	Yes
Keith Wakefield OBE	No	No	Yes	Yes
Peter Box CBE	No	Yes	No	Yes
Claire Kober OBE	Yes	Yes	No	Yes
Sir Richard Leese CBE	Yes	Yes	Yes	Yes
Simon Blackburn	Yes	Yes	Yes	Yes
Independent				
Marianne Overton MBE	Yes	Yes	Yes	Yes
Ian Stephens	Yes	Yes	Yes	Yes
Peter Reeve	Yes	Yes	No	Yes
Robert Dutton OBE	Yes	Yes	Yes	Yes
Lib Dem Group				
Gerald Vernon-Jackson	Yes	Yes	Yes	Yes
Mayor Dorothy Thornhill MBE	Yes	Yes	Yes	Yes
Chris White	Yes	Yes	Yes	Yes
Regional Representatives				
Jason Ablewhite	Yes	No	No	Yes
Nicolas Heslop	Yes	Yes	Yes	Yes
John Hart	No	Yes	No	Yes
Stephen Parnaby OBE	No	No	No	No
Martin Hill OBE	No	Yes	No	Yes
Roger Lawrence	No	Yes	Yes	Yes
Paul Watson	Yes	Yes	Yes	Yes
Barrie Grunewald	Yes	No	No	No
Mayor Jules Pipe	Yes	Yes	No	Yes
Aaron Shotton	Yes	No	No	No

Non Voting Members				
Alderman Sir David Wootton	No	No	No	No
Paul Carter CBE	No	No	No	Yes
Sir Stephen Houghton CBE	Yes	Yes	No	No
Neil Clarke MBE	Yes	Yes	Yes	Yes
Substitutes / In attendance				
Harvey Siggs	Yes		Yes	
Kate Haigh	Yes			
Tim Swift			Yes	
Helen Holland				Yes

Agenda

LGA Executive

Thursday 3 March 2016

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7. **Devolution Update**

To follow on a supplemental agenda.

Date of Next Meeting: Thursday, 9 June 2016, 1.45 pm, Westminster Suite, 8th Floor, Local Government House, Smith Square, London, SW1P 3HZ



Update on NHS Policy Announcements and Supporting Joint Working

Purpose

For discussion and direction.

Summary

This paper outlines recent announcements in the NHS, including the annual NHS planning guidance, which introduces multi-year, place-based planning partnerships, and considers the implications for local government. The report also summarises existing LGA policy on integration, national developments to increase the integration of health and care, and the key opportunities and challenges of increased joint working between local government and the NHS.

Recommendations

That the LGA Executive is requested to:

1. note the action taken so far by the LGA in representing the views of councils in relation to health and care integration and transformation work; and
2. comment on the key policy messages that underpin joint working with the NHS, Department of Health and other key policy makers on the future of integration.

Action

LGA Officers to proceed as directed.

Contact officer: Sally Burlington
Position: Head of Policy - People
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Update on NHS Policy Announcements and Supporting Joint Working

Background

LGA activity

1. The LGA has clear and consistent messages on integration and a place-based approach to addressing demographic, financial, health and wellbeing challenges. They have been a core component on all of our recent campaigning documents, including our submission to the 2015 Spending Review. There is a clear consensus that our current fragmented system of health has failed to achieve better health outcomes, better services or the most efficient use of public resources. Members have expressed strong support for the LGA having a clear thought-leadership role on the future of health and care services, and to propose transformative and ambitious change.
2. This policy work is informed by and informs our sector-led improvement work, which includes working with Government and NHS partners to support sector-led improvement across the Five Year Forward View implementation, New Care Models, Integrated Personal Commissioning and Better Care Fund (BCF) programmes, providing local government expertise and perspective as well as supporting councils to influence and implement these policies.
3. The LGA also works closely with partners across the sector including NHS Confederation, NHS Providers, NHS Clinical Commissioners and ADASS to develop shared policy positions, initiatives and programmes to support local health and care leaders. These have included recently joint publications on the role of health and wellbeing board as system leaders, best practice in engaging NHS providers in health and wellbeing boards, roundtables exploring health devolution, a single place-based outcomes framework, and a suite of resources to spread learning from the new care model vanguard programme.
4. Current work includes developing a sector-wide vision for a fully integrated health and care system. This will identify the essential components based on existing good practice on effective integration, and set out the key questions that need to be addressed nationally and locally. It is intended that this work will be launched at the LGA Annual conference.
5. The essential components of an integrated system can be characterised as follows:
 - 5.1. Clear shared and cascaded leadership across the health and care system, which is rooted in place and promotes a shared culture and coproduction.
 - 5.2. Clear governance arrangements encompassing community, political, clinical and professional leadership, which are collaborative, inclusive and rooted in local accountability and the principle of subsidiarity.
 - 5.3. Long-term payment and commissioning models, including joint identification and sharing of risk and focused on achieving independence and wellbeing for people and sustainability for the sector.
 - 5.4. Investment in and promotion of preventative and person-centred approaches to care, which empowers individuals to take control of their own health and wellbeing.

- 5.5. Shared information and technology – at individual and population level, shared between all relevant agencies and individuals.
- 5.6. Integrated workforce planning – across the whole system to ensure supply, and adequate training and development of a multidisciplinary approach .

Five Year Forward View

6. The Five Year Forward View, published jointly by all the NHS organisations in October 2014, set out a vision to transform the NHS by 2020 by addressing three ‘gaps’:
 - 6.1. The health and wellbeing gap – the pressing need to reduce demand on the NHS by shifting the focus towards prevention and addressing health inequalities.
 - 6.2. The care and quality gap – to harness technology and innovation to reduce variations in the quality, safety and outcomes in care.
 - 6.3. The funding and efficiency gap – to ensure that additional funding for the NHS is used to improve efficiencies, transform services and achieve financial sustainability.
7. The document marked a step change in the system’s collective understanding of the links between and across the NHS and social care. It also recognised the crucial role of wider services in effective prevention. The LGA continues to support local authorities to ensure that they are playing the most positive role they can within that wider vision – so that health and care systems across the country make the most of all the assets in local communities, social care, public health, housing and more widely, to promote the health and wellbeing of local communities.
8. NHS England leadership recognises that a sustainable NHS requires a sustainable social care system, and of the importance of local government’s role in prevention, public health and addressing the wider determinants of health. Its priority, however, remains the stabilisation and then transformation of the health service, particularly through developing new delivery models and focusing on priorities such as mental health and cancer. These goals are not necessarily fully aligned with the integration of health and care provision.
9. The NHS bodies have used the annual planning process to direct NHS organisations to deliver elements of the Five Year Forward View vision. The 2016/17 guidance relentlessly focuses on financial sustainability, in the context of a year-end budget deficit for 2015/16 estimated to reach £2.6bn. As a result, the 2016/17 guidance makes provision for a sustainability and transformation fund, valued at £2.1bn in 2016/17, rising to £3.4bn by 2021. In 2016/17, £1.8bn of this will be used to address provider deficits.

Sustainability and transformation plans

10. The 2016/17 guidance requires local bodies to agree a ‘sustainability and transformation plan’ (STP). These are place-based plans should spanning several years, from October 2016 to March 2021. Partners can define their own ‘transformation footprint’, although the expectation has been that these will be fairly large, sub-regional arrangements. The guidance requires each plan to cover a range of ‘must dos’ from meeting financial targets, implementing priority actions such as around cancer diagnosis and treatment, and investing in prevention. Local NHS leaders were required to propose their ‘transformation footprint’ by 29 January, and, at the time of writing this report, we are awaiting their publication following approval.

11. The planning guidance, and a subsequent letter to all local leaders, set out the following process and timeline. Further guidance is expected at the beginning of March:
 - 11.1. Submit an outline plan by 11 April, including a description of the priority issues the plan will address, against the three Forward View gaps, and the governance arrangements to support the STP footprint.
 - 11.2. Presentation of this early thinking at regional events in the week beginning 22 April.
 - 11.3. Final plan submission by 30 June.
 - 11.4. Series of regional conversations between national teams and STP footprints in July.
12. It is anticipated by NHS national teams that the process will be iterative. The guidance also stresses that plans must be for the whole system, with the full involvement of local government, building on existing arrangements through health and wellbeing boards.
13. The 2016/17 planning guidance and further supporting letter are available via these links:
 - 13.1. <https://www.england.nhs.uk/wp-content/uploads/2015/12/planning-guid-16-17-20-21.pdf>
 - 13.2. <https://www.england.nhs.uk/wp-content/uploads/2016/02/sustainability-transformation-plan-letter-160216.pdf>

Integration by 2020

14. The Spending Review, published on 25 November, committed the Government to integrate health and social care by 2020. This would be achieved by requiring every part of the country to have a plan for this in 2017, to be implemented by 2020. The Spending Review contained few details beyond stating that the Government would not mandate the operating model, citing the examples of devolution, integrated provider models such as accountable care organisations or joint commissioning models as all suitable options.
15. The Department of Health has directed the NHS England through the NHS Mandate “to support the NHS to achieve the government’s aim that health and social care are integrated across the country by 2020, including through the Better Care Fund”. There are no details yet on how NHS England will be expected to fulfil this requirement.
16. Further, the Spending Review noted that local systems “would be able to graduate from the existing Better Care Fund programme management once they can demonstrate that they have moved beyond its requirements, meeting the government’s key criteria for devolution”. Further details are not yet available, including what the 2017 integration plans should encompass.

Better Care Fund

17. The government has confirmed the BCF will continue for 2016/17, publishing guidance that develops the requirements and process used in 2015/16. The LGA has negotiated hard to ensure there is continued support for adult social care, at least the same minimum protection as 2015/16, the removal of the pay for performance condition, and an appropriate response to the issue of delayed transfers of care.

Issues

Implications for local government

18. The development of STPs poses challenges and opportunities for local government, nationally and locally. The emphasis on place-based planning is a welcome shift which aligns closely with the LGA's, and partners', vision for a fully integrated system. The emphasis too on collective endeavour to improve services and outcomes supports our calls for collaborative, inclusive system leadership around place.
19. The STP guidance emphasises the crucial role of local government in working with NHS partners to develop a shared vision and STP. A number of tensions, however, are emerging, particularly in how the nascent STPs align with existing governance and programme activity.
20. The STP guidance requires the development of governance arrangements across the STP footprint, and the nomination of a lead to oversee its development locally. This person, says the guidance, should be trusted and respected, such as a CEO of a provider, CCG or council. The development of these arrangements draws accountability away from local communities, including health and wellbeing boards. In addition, the guidance does not specify the role of health and wellbeing boards, beyond stating that STPs should build on existing arrangements.
21. We continue to press for strong local accountability, to ensure that health and wellbeing boards, with their democratic mandate and deep understanding of their communities' needs, are central to the development of transformational plans. This must include ensuring that the vision and priorities agreed by local partners, such as through health and wellbeing strategies and BCF plans, are a core building block of STPs.
22. Our activity draws heavily on our sector-wide partnership working to develop a shared vision for a fully integrated system. We continue to emphasise, for example, that health and wellbeing boards – though in some areas still underdeveloped – provide a critical platform for successful change and we will continue to support and drive continuous improvement through and with health and wellbeing boards.
23. We continue to advocate for local government's perspective and role at national, regional and local levels, including working with NHS partners nationally and locally to develop appropriate governance arrangements and identify and address issues as they emerge. We are also working with national and regional teams to shape the national support offer to STPs, including sharing our expertise in community engagement, partnership-based planning and sector-led improvement methodologies. This also includes strongly advocating for the alignment of support offers across local systems, drawing together support for BCF, new care models and other transformational programmes.
24. The speed of implementation of the STP process is creating challenges in terms of misalignment with these existing programmes. The STPs are intended as umbrellas encompassing a range of delivery plans across the defined place, yet the differing planning requirements, timescales and footprints is creating duplication, confusion and additional bureaucracy. We continue to highlight the concerns of local leaders across the NHS and local government alike at the additional demands at a time of constrained resources.

25. The emphasis of the STPs on financial sustainability within the NHS has the potential also to overshadow shared local priorities, as articulated through BCF and other transformational plans, such as local integration programmes. This also includes varying definitions of what quality, sustainability and transformation mean, with some local systems focusing more narrowly on NHS provision, as well as emerging tensions between central control via mandated guidance, and peer-led approaches to improvement.
26. The LGA and local government continue to advocate strongly for the alignment of future policy developments, including what 2017 integration plans should cover, around a sense of place, building preventative, person-centred approaches to improving health and wellbeing. This includes continuing to work closely with the Department of Health to shape how the spending review commitments are implemented, including how to support local systems to progress beyond the BCF, drawing on the characteristics of a fully integrated system, as set out above in paragraph 5.

Recommendations

27. Members are asked to:
- 27.1. Note the action taken so far by the LGA in representing the views of councils in relation to health and care integration and transformation work; and
 - 27.2. Comment on the key policy messages that underpin joint working with the NHS, Department of Health and other key policy makers on the future of integration.

Financial Implications

28. None.

LGA Budget 2016-17

Purpose

For decision.

Summary

The attached Budget for 2016-17 is presented for agreement by the Executive, as recommended by the Leadership Board.

The LGA's budget for 2016/17 allocates resources to enable us to deliver the priorities in next year's business plan.

Recommendations

The LGA Executive is asked to:

1. Agree the LGA's budget for 2016/17 as recommended by the Leadership Board.
2. Endorse the Leadership Boards delegation to the Deputy Chief Executive approval to make necessary adjustments to reflect the final grant notification from DCLG.

Action

Strategic Finance Manager to take any action as directed by members.

Contact officer: Paul Brack
Position: Strategic Finance Manager
Phone no: 0207 187 7309
E-mail: Paul.brack@local.gov.uk



DRAFT

**LGA Budget
2016 -17**

for Executive – 3rd March 2016

Summary

1. A consolidated budget has been developed for the LGA, the IDeA and the LGA's property companies reflecting the full integration of the management and operations of these organisations, in line with the 2016/17 3 year Financial Strategy agreed by the Leadership Board in January.
2. In terms of annual income and expenditure the strategy assumes a gradual reduction in direct government funding of 20% over the next 3 years, a standstill for subscription fees (with no inflation increases), the maintenance of current service expenditure levels and increases in income for chargeable services to Councils and others, from commercial rents and other sources to be developed via the commercial strategy.
3. The 2016-17 budget has been driven by the strategy for the LGA and the priorities set out in the annual business plan. The business plan recognises that the high level priorities identified for the last four years are still broadly relevant for 2016-17.
4. In 2016-17 the LGA's core funding is broadly at the same level as 2015-16 apart from a decrease of £1.4m in Direct Government Grant (Ex RSG topslice) – about 4% of turnover.
5. This reduction in funding as compared with 2015/16 can be managed without adversely impacting on current staffing levels or operational budgets as a result of the significant overhead reductions in 2015/16.
6. The LGA's financial budget projections (Consolidated Summary) for the next three years are summarised at Appendix A; along with the budget for each organisation at Appendix B. Appendix C presents main risks to budget projections over the next 3 years. Appendix D shows the proposed Service Level Agreement between the LGA and the IDeA for 2016/17.

Context

7. The economic situation has had direct consequences for the LGA's finances:
 - a reduction in RSG topslice by over 50 per cent in real terms from £41.3 million in 2010/11 to £23.4m in 2015/16.
 - councils under pressure to reduce discretionary spending - including LGA subscriptions
 - a fall in demand for directly paid for services such as conferences and leadership programmes
 - interest rates at historically low levels, reducing our earnings on cash balances.
8. Along with concerns about pressures on income and expenditure over the medium term, the LGA faces particular challenges with regard to its pension funds. As with many hundreds of organisations in the public and private sectors, the LGA and its associated company the IDeA, are operating with significant pension deficits – valued at £70m as at March 2013 following the latest triennial valuation; and at £113m in the 2014/15 financial accounts. The LGA is therefore focusing on increasing the value of its property assets – Local Government House and Layden House with a view to using the value of the properties to help offset the deficit and/or using rental income to fund additional contributions.

2016-17 BUDGET PROPOSALS – CONSOLIDATED SUMMARY – APPENDIX A - EXCLUDING INTERCOMPANY CHARGES

9. The LGA budget for 2016/17 and projections for the next 2 years have been prepared on the basis of the following key assumptions:
 - Direct Government Grant (replacing RSG) of £22.0m
 - Additional new commercial income targets of £500k, rising by £500k per annum.

- Pension deficit repayments at current levels, including £1.0m for the LGA from 2017/18, because the last 3 years payments were made in a single payment in 2014/15.
 - January targets for the timescales for delivering the property redevelopments.
10. The sections below describe each budget area in the light of the significant changes driven by the 2015 Corporate Restructuring programme and the further restructuring following the integration of ex Liberata staff into Corporate Services and Communications teams. **All** of the savings identified £4.3m are shown against the Corporate Services budget. However the savings were delivered across the whole staffing budget of the LGA. In addition a change introduced during 2015/16 is that Communications service has taken over responsibility for Print and Design costs and staffing for the LGA. These ex Liberata costs were previously included in the Corporate Services budget.

WHAT WE DO?

Finance and Policy – £5.2m (Row 1)

11. Finance and Policy Teams support the LGA's boards to lead policy thinking and negotiate and lobby on behalf of member councils' interests with Government and a wide range of partner organisations. We argue for adequate funding and for reforms which will strengthen local government and improve public services. We provide timely and relevant information to local government. Some improvement work is delivered for councils in need of support, based on business plan priorities. These will be reviewed in light of confirmation of Direct Government Grant for 2016-17. The budget requirement for 2016/17 remains broadly level following the transfer of £150k Children's Improvement and Safeguarding activity to the Workforce, Leadership and Productivity team.

Workforce, Leadership & Productivity – 12.7m (Row 2)

12. These teams provide a wide range of work to support councils through the work on sector led improvement. This includes the peer challenge programme, our political leadership programmes and our support to councils to become more efficient. In addition, it includes the work of our pay and workforce teams. The increased costs are largely due to pay awards and increments together with a transfer from Finance and Policy of £150,000 in respect of the work to support children's improvement and safeguarding.

Communications – £2.9m (Row 3)

13. The Corporate Communications Service contributes to the organisation's key strategic objectives by providing professional communications support. The overall key function is to ensure local government has a strong national voice to manage local government's reputation and campaign for and on behalf of councils. In addition we work across local government to share best practice to improve the quality and standard of public sector communications. This is delivered through best practice publications, on-line resources, promoting policy guidance and delivering best practice events.
14. Our core offer is based on what our members tell us they want from the LGA and to deliver the support offer. We provide professional support through the delivery of integrated communications which is based on the corporate and board priorities.
15. In 2015/16, as part of the corporate-wide work to reduce costs and increase income, significant savings were made as part of the Liberata contract, including re-structuring and closure of the print room. Additional income was delivered through conferences and events, sponsorship and by undertaking additional paid-for work. These savings are included in the overall Central Services savings totals set out in this report.
16. Following termination of the Liberata contract, a range of services were transferred to the Communications Team. For 2016/17, staffing and other budgets have been realigned to reflect the transfer of staff into the communications team. The corporate printing budget has

also been transferred and will be managed by the team on behalf of the whole organisation, with the aim of further reducing costs.

17. In addition, this is a year (we receive the income every other year) when the organisation does not take any income from the NCAS conference, reducing our income for the year.
18. Additional budgets have been allocated to re-develop our website, which is currently not fit-for-purpose and to offset additional costs of hiring external rooms for events and conference during the refurbishment of Local Government House.

Grants to other bodies – £1.5m (Row 4)

19. Grants to other organisations relates support for Local Partnerships and Centre for Public Scrutiny (CfPS). These grants will funded out of DCLG Direct Grant for Improvement works on behalf of Local Government. If the grant we are seeking is lower than the amount we receive this is likely to mean further reductions in this total amount. Once we have received notification from DCLG the final contribution to the other bodies will be confirmed to them.

Member Services –£1.4m (Row 5)

20. The Member services team provides secretariat services to support and co-ordinate the LGA's Governance Structures. In addition, the team co-ordinate Member's Expenses, Member Services Budget and ad-hoc Constitutional Issues. Following the re-organisation in 2015/16 the budget is maintained at a similar level, despite £20k estimated extra costs arising from the additional external room bookings costs due to refurbishment at Local Government House.

Political Group Offices – £0.9m (Row 6)

21. The Political Offices are political arm of the organisation, providing the interface between the LGA and Council Leaders, Councillors, MPs, Members of the House of Lords and other elected representatives. The plan is to maintain the current level of support into 2016/17.

Corporate Services - £5.8m (Row 7)

22. In January 2015, the LGA gave Liberata 12 months' notice (as required under the contract) of its intention to terminate the contract for convenience. In addition the LGA carried out a restructuring of its own support organisation in early 2015-16. ICT services are now delivered by Brent Council via a Teckal company. Note that some part of these costs are now shown within the Communications budget at paragraph's 11-14 above.

HOW WE FUND OUR SERVICES

Direct Government Grant (DGG) – £22.0m (Row 8)

23. Over the last five years the support that had been provided through RSG has been reduced by over 50 per cent in real terms from £41.3 million in 2010/11 to £23.4m in 2015/16. Discussions are continuing with government about the grant figure for 2016/17 onwards. Our bid to government assumes a further reduction of 24% over the next four years, as follows:

2016/17	2017/18	2018/19	2019/20
£21.996m	£20.592m	£19.188m	£17.784m

24. Depending on the outcome of these negotiations changes made be required to a number of budget lines currently funded by way of government grant. Clearly if the grant is less than assumed in this report then either further reductions will need to be made or increased income will need to be achieved to maintain the current levels of activity.

Welsh RSG Income - £0.3m (Row 9)

25. The Welsh LGA corporate subscription on behalf of Welsh councils is projected to continue at broadly the same level at £295k.

LGA Subscriptions Income – broadly maintain at £9.4m. (Row 10)

26. Members have agreed that the LGA’s subscriptions for 2016/17 should be based on the structure for the previous year. This means that the LGA’s subscription income will be maintained at broadly the same level as 2015/16, provided the number of councils who leave membership does not significantly increase. At the time of writing this report, 5 councils are not in membership as from 1 April 2016, and 7 councils were on notice to withdraw from 1 April 2017. Our current assessment is that most, if not all of them will continue in membership and that therefore no provision for loss of subscription income is necessary.

27. A prompt payment discount of 2.5% was agreed by members for 2011/12. A further loyalty discount of 2.5% which took effect from 2013/14 resulted in a reduction in subscription income of £400k.

2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
£12.3m	£10.8m	£10.0m	£9.7m	£9.6m	£9.5m	£9.4m

28. The subscriptions budget takes account of an annual discount of £500k in recognition of a £6.2m loan from Association of Metropolitan Authorities (AMA). LGA members that were formerly members of the AMA receive a discount on their membership subscriptions of £7,965 per annum.

Additional Commercial Income –£2.0M – (Row 11)

29. Our investment in the Geoplace Joint Venture with Ordnance Survey is projected to provide us with a dividend of £1.5m, the same as the budget for this year, albeit lower than the £1.75 forecast distribution by Geoplace for this year. The budget for next year is based on their forecast revenues and surpluses for this financial year.

30. The budget for 2016/17 includes a target to deliver additional net income of £0.5m from new or extended income streams, e.g. Workforce, LG Inform, LG Develop and external property income streams. This will assist in the shift in our income profile away from government grant funding towards earned income.

Property companies

31. The agreed strategy for the property companies is to develop the assets to provide capital growth to offset the liabilities arising from our pension funds, as well as reducing costs and / or delivering additional commercial income to maximise the level of support we deliver to our members.
32. The recommended strategy during the development of the properties is to offset the Revenue deficits against the Balance Sheet General reserves of the 2 companies. This will avoid revenue funds being diverted from the LGA and IDEA, during the development phases of each redevelopment project. The property companies will fund the projects from a combination of internal and external loans, improving the returns on the LGA's existing cash balances.

LGMB – £0.1m deficit – (Row 12)

33. There will be no rental income from Layden House during 2016/17 due to the refurbishment this will be offset by reduced costs of £318k, with a net effect of £446k.
34. The major refurbishment of Layden House project is moving forward with vacant possession from April 2016. Building works are expected to start in Spring 2016.

LGA properties – Local Government House £1.7m deficit (Row 13)

35. The consolidated summary excludes inter-company rents from within the group. The additional external costs in 2016/17 are driven by a combination of reduced depreciation due to changes in accounting standards (FRS102), increased interest to finance the planned development of LGH and reduced external rental income during the development from August 2016.
36. Additional costs for the company in 2016/17 include £270k for borrowing costs, and £285k for other running costs.

Grants and Ring-fenced funding – £0.9m (Row 14)

37. The LGA continue to attract successful funding for other programmes. These schemes are an important source of income. Contracted schemes for 2015/16 are expected to be £13.9m, delivering a contribution to overheads of £1.35m. For 2016/17 the most significant grants are expected to be:
 - Care & Health Programmes (£4.9m)
 - Planning Advisory Service (£1.0m)
 - One Public Estate (0.4m)
 - Amenity Assets (£0.1m)
38. Known levels of Grant income for 2016/17 has decreased compared with 2015/16 by £1m, with a requirement to reduce direct costs, reducing the shown contribution to overheads.
39. Other ring-fenced activity will be undertaken by the LGA on a cost–recovery basis, including the action on Property Searches and the Pensions Secretariat.

Additional pension contributions – £2.6m (Row 16)

40. The increase in additional annual pension contributions is due the agreed schedule of payment due to Camden Pension Fund for 2016-17.
41. Additional pension payments of £1.0m are also made in respect of unfunded pension liabilities for former employees. (The LGA's practice in recent years has been to ensure that pension liabilities are fully funded for all departing employees.). These costs are included in Corporate overhead costs in Row 7 of the consolidated summary.

Contribution to Specific Reserves - £1.8m (Row 17)

42. As a result of the measures taken to secure organisational and overhead savings within 2015/16, the LGA has a short term opportunity to use these savings to allocate to a specific reserve to provide opportunities to invest to save costs or generate additional commercial income, and also to cover the potential risks to the plan outlined in the LGA Financial Strategy (See Appendix C for more detail). This amount represents the current budget for a surplus from the 2 operating entities in the group of the LGA and IDEA.

Contribution from General Reserves - £2.2m (Row 18)

43. This represents the revenue deficits arising during the redevelopment projects, which will result in a drawing from the property company reserves.

2016-17 BUDGET PROPOSALS – PROJECTIONS 2017-18 AND 2018-19

44. The Consolidation Summary report also includes high level projections for the next 2 financial years based on the assumptions within the latest Financial Strategy. What is not included at this stage is:

- Reduction in work programmes to reflect lower levels of Direct Grant
- Utilisation of property company trading surpluses to support LGA and IDEA service delivery
- Any allowance for the occurrence of the potential risks identified in the latest Financial Strategy at Appendix C to this report for information.

45. It is also worth noting that the projections for 2017/18 and 2018/19 include potential tax payments that may arise out of surpluses from profits arising from the development of Layden House.

2016-17 BUDGET PROPOSALS – CAPITAL EXPENDITURE

46. As included in the 2016/17 Financial Strategy report to the Leadership Board in January, the above Revenue Budget has been prepared on the basis of the latest projections of the investments required to support the developments LGA Properties – Local Government House and Local Government Management Board – Layden House.

47. The projected funding requirements are shown on in the table below. At this stage the budgets for the schemes have not been agreed by the property companies for recommendation to the Leadership Board for final approval. This activity will take place early in the next Financial Year once the planning processes are complete, and bids have been received from contractors.

Estimated Capital Expenditure	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
LGA Properties – Local Government House	150	8,000	3,850	12,000
Local Government Management Board – Layden House	2,000	13,500	500	16,000
Total Funding Requirement	2,150	21,500	3,850	28,000

Conclusions

48. The medium-term financial strategy and provisional budget for next year show that securing a balanced budget for 2016/17 is achievable given the funding agreed for the year and also the cost reduction measures taken over the last three years.

49. Work will continue on developing the LGA’s financial strategy, to ensure the financial sustainability of the LGA for the medium term.

APPENDIX A – 2016/17 Budget – Consolidated Summary

Group BUDGET, 2016-17 - Consolidated summary						
Row		2015/16 Budget £'000	2015/16 Forecast £'000	2016/17 Budget £'000	2017/18 Projection £'000	2018/19 Projection £'000
	What we do					
1	Finance & Policy	4,898	5,004	5,184	5,688	5,827
2	Workforce, Leadership & Productivity	12,118	11,523	12,742	13,128	13,289
3	Communications	1,101	1,324	2,900	2,444	2,962
4	Direct Government Grant Distribution	1,671	1,671	1,535	1,535	1,535
5	Member Services	1,403	1,389	1,388	1,379	1,390
6	Political Group Offices	986	812	916	935	1,089
7	Corporate Services	10,148	8,204	5,829	5,809	5,875
	How we fund our activity					
8	England Direct Government Grant	(23,382)	(23,382)	(21,996)	(20,592)	(19,188)
9	Welsh RSG Income	(299)	(299)	(295)	(291)	(287)
10	Subscription Income	(9,414)	(9,422)	(9,349)	(9,349)	(9,349)
11	Commercial Income	(1,500)	(1,668)	(2,000)	(2,500)	(3,000)
12	LGMB - Layden House	(579)	(284)	138	(2,476)	(2,976)
13	LGA Properties - Local Government House	1,521	1,566	1,650	1,619	1,000
14	Grants/Ring-fenced - Overhead contribution	(1,105)	(1,401)	(955)	(955)	(955)
15	Total (Surplus) / Deficit before :	(2,433)	(4,963)	(2,313)	(3,626)	(2,788)
16	Contribution to Pensions Deficits	2,433	2,538	2,647	3,647	3,647
17	Contribution to / (from) specific reserves	0	2,293	1,839	(1,218)	(2,914)
18	Contribution to/(from) General reserves Property Companies	0	132	(2,173)	857	1,635
19	Corporate Tax Payments	0	0	0	340	420
20	Total Net Budget	0	0	0	0	0

APPENDIX B1 – 2016/17 Budget – LGA

LGA BUDGET, 2016-17				
	Core Pay £000s	Non-Pay £000s	Income £000s	Totals £000s
Finance & Policy	2,375	813	(45)	3,143
Workforce, Leadership & Productivity	1,093	360	0	1,453
Communications	2,166	1,937	(1,470)	2,633
Member Services	211	1,177	0	1,388
Political Group Offices	726	190	0	916
Corporate Services & Overheads	2,075	3,697	(741)	5,031
Subscription Income	0	518	(9,867)	(9,349)
Additional Commercial Income	0	100	(600)	(500)
Intercompany Transactions	0	374	(5,423)	(5,049)
Core Costs	8,646	9,166	(18,146)	(334)
Grant Programme Totals	124	321	(445)	0
Total (Surplus) / Deficit before contributions to :	8,770	9,487	(18,591)	(334)
Contribution to Pensions Deficits				0
Contribution to / (from) specific reserves				334
Total Net Budget				0

APPENDIX B2 – 2016/17 Budget – IDEA

IDeA BUDGET, 2016-17				
	Core Pay £000s	Non-Pay £000s	Income £000s	Totals £000s
Finance & Policy	1,351	690	0	2,041
Workforce, Leadership & Productivity	5,943	6,852	(1,505)	11,290
Communications	176	90	0	266
RSG Distribution	0	1,535	0	1,535
Corporate Services & Overheads	(13)	881	(70)	798
England Direct Government Grant	0	0	(21,996)	(21,996)
Welsh RSG Income	0	0	(295)	(295)
Additional Commercial Income		0	(1,500)	(1,500)
Intercompany	0	4,985	(320)	4,665
				0
Core Costs	7,457	15,033	(25,686)	(3,196)
Grant Programme Totals	4,044	2,601	(7,600)	(955)
Total (Surplus) / Deficit before contributions to :	11,501	17,634	(33,286)	(4,151)
Contribution to Pensions Deficits				2,647
Contribution to / (from) specific reserves				1,504
Total Net Budget				0

APPENDIX B3 – 2016/17 Budget – LGMB

<u>LGMB Budget 2016/17 - Layden House</u>			
	Non-Pay	Income	Totals
	£000s	£000s	£000s
Total Income	0	0	0
Rates	70		70
Loan interest	320		320
Shared Service Charge - LGA	346		346
Valuation fees	7		7
Utilities	56		56
Bank Charges	1		1
Audit fees	4		4
Total Expenditure	804	0	804
Total (Surplus) / Deficit			804
Contribution (from) General reserves			(804)
Total Net Budget			0

No rent or other income will be received during 2016/17 due to the refurbishment.

Rates are at a decreased level and there is an assumption that any loans taken out will start to be repaid in the same year.

Estimated Capital Expenditure	2015/16 £'000	2016/17 £,000	2017/18 £'000	Total £'000
Local Government Management Board – Layden House	2,000	13,500	500	16,000

APPENDIX B4 – 2016/17 Budget – LGA Properties

<u>LGA (Properties) Ltd Budget, 2016/17 - Local Government House</u>			
	Non-Pay	Income	Totals
	£000s	£000s	£000s
External Rent		(265)	(265)
Internal rent		(717)	(717)
Total Income	0	(982)	(982)
Rates	913		913
External Borrowings	225		225
Loan & Mortgage Interest - LGA	90		90
Shared Service charge to LGA	346		346
R&M	30		30
Facilities Management	450		450
Legal & Professional fees	15		15
Valuation	5		5
Utilities	145		145
Bank charges	1		1
Audit fees	4		4
Depreciation	127		127
Total Expenditure	2,351	0	2,351
Total (Surplus) / Deficit			1,369
Contribution (from) General reserves			(1,369)
Total Net Budget			0

External rent is part year rent to be received from tenants in LGH. Internal rent is due from the LGA and IDeA - this is at a 50% reduced rate for the inconvenience during the refurbishment.

All expenditure is business as usual.

Estimated Capital Expenditure	2015/16 £'000	2016/17 £,000	2017/18 £'000	Total £'000
Local Government Management Board – Layden House	150	8,000	3,850	12,000

APPENDIX C – RISK AND SENSITIVITY ANALYSIS –**Source : 2016/17 to 2018/19 LGA Financial Strategy January 2016.**

The table below identifies for key risks to the revenue budget the impact of different scenarios for each risk that would impact the numbers shown in the 3 year plans above. Some of these risks will be offset by cost reductions such as option 1. However it will not always be possible to remove all of the overheads to the business in relation to any specific business activity.

	Risk	Entity	2016/17	2017/18	2018/19
			£'000	£'000	£'000
1	RSG movement to worst case scenario	IDEA	820	3,180	5,250
2	Additional 1% on staffing costs	LGA and IDEA	160	320	480
3	Reductions in achievement of phased additional income targets - 20%	IDEA	100	200	300
4	Possible further reductions in grant-funding - Net - Additional 5% per annum (to 15% per annum)	LGA	50	100	150
5	LGA membership – 5 councils are currently on notice to withdraw from membership in 2016/17. The 2016/17 risk is assessed as being up to a £206k reduction in income. i.e. to Fire and Rescue = approx 3%	LGA		300	600
6	A reduction in current 3rd party clients for back office services could lose up to £350k in contribution to LGA fixed overhead costs. Smaller Clients greatest risk	LGA	50	100	100
7	A larger requirement for pension deficit contributions from the Merseyside pension fund than current annualised levels. Major driver for increase - current deficit payments didn't fully pick up impact of West Sussex transfer	LGA		700	700
8	A larger requirement for pension deficit contributions from the Camden pension fund. - driven by latest deficit valuations	IDEA		2,400	2,400
9	Delays in new tenants moving into Local Government House - each month	LGAP		110	

**SERVICE LEVEL AGREEMENT BETWEEN
THE LOCAL GOVERNMENT ASSOCIATION and
IMPROVEMENT & DEVELOPMENT AGENCY**

Local Government Association support to Direct Government Grant work in
2016-17

Introduction

The Improvement and Development Agency (IDeA) is owned by the Local Government Association (LGA). The IDeA is expecting to receive Direct Government Grant to pay for improvement services to councils. While most of the staff delivering this service are employed directly by the IDeA and the associated programme costs are incurred directly by the IDeA, the LGA also incurs costs in relation to the delivery of these improvement services. The IDeA will therefore pay a grant of £2.279m to the LGA in 2016-17 in recognition of this – in effect allocating a share of the Direct Government Grant to the LGA for the period ending 31st March 2017.

Context

The following services are provided by the LGA in support of the IDeA's improvement activities:

Staffing and other costs in relation to:

- Member services
- Political Group Offices
- Executive Business
- Finance and Policy
- Local Government Support
- Improvement Support
- Leadership and Localism
- Productivity
- Research and Information
- Workforce
- Communications
- Conferences and Events
- External Communications
- Internal Communications
- HR
- Legal support
- Business support
- ICT

The IDeA's budget also includes provision for the following additional payments to the LGA:

- £2.362m for IDeA's contribution to delivery and other support costs incurred by the LGA for improvement work
- £0.344m for accommodation costs at Local Government House - charged by LGA (Properties) Ltd.

**SERVICE LEVEL AGREEMENT BETWEEN
THE LOCAL GOVERNMENT ASSOCIATION and
IMPROVEMENT & DEVELOPMENT AGENCY**

Local Government Association support to Direct Government Grant work in
2016-17

Review

This Service Level Agreement will be reviewed for 2017-18 in March 2017.

Signed by person authorised to sign on behalf of Local Government Association.	
Date	
Signature	
Name (please print)	Lord Gary Porter
Position in organisation	Chair of Local Government Association

Signed by person authorised to sign on behalf of Improvement and Development Agency.	
Date	
Signature	
Name (please print)	Cllr David Simmonds CBE
Position in organisation	Chair of Improvement and Development Agency

LGA Perceptions Survey 2015/2016

Purpose of report

For direction.

Summary

This report provide members of the LGA Executive with a summary of the findings from our annual perceptions survey of our membership.

A full detailed report will be available [here](#) shortly.

Recommendations

That the LGA Executive:

1. notes the results of the 2015/2016 perceptions survey; and
2. agrees to continue with an annual perceptions survey of councils.

Action

As directed by Members.

Contact officer: David Holdstock
Position: Director of Communications
Phone no: 020 7664 3056
E-mail: David.Holdstock@local.gov.uk

LGA Perceptions Survey 2015/2016

Introduction

1. This is the fourth consecutive year we have undertaken a perceptions survey of our membership. This comprehensive, cross-cutting research provides us with a benchmark to inform future work and gives us a good understanding of the current views of member authorities. In addition, it helps us to better understand their views on the benefits of membership, their priorities, sector-led improvement, how well informed they feel about our work and areas for improvement.
2. Following last year's report to Leadership Board, a number of actions were put in place as part of an agreed action plan. These included a further review of membership packs, regular briefings for Principal Advisors for use during visits to councils and work to update the website and e-bulletins. We have also made improvements in our digital communications, to include more use of tools such as film and infographics and the use of 'hubs' such as our Devo Hub have been very popular. In addition, put in place more detailed monitoring of use of our website and other digital media channels to help us better understand our key audiences and target our communications activity.
3. The Group Offices have continued to support our overall membership offer through their work with members and improvement teams have further developed our offer to include, as well as corporate support, bespoke support on issues such as finance, children's services and communications.
4. Our programme of visits to councils, at both senior political and managerial levels has also supported our work around awareness raising of the work we undertake with and on behalf of councils.

Summary

5. Overall, the results show that we have continued the trajectory of improvements made since 2012. Respondents remain satisfied with the work we undertake on their behalf, believe we are influential in shaping the agenda for local government and feel we are effective at representing the views of our members.
6. They also agree that we address the issues that are important to councils and that we are an effective advocate for the interests of local government.
7. As in previous years, there are some variations, depending on specific job roles. Council leaders and chief executives are more likely to 'know a great deal' about our work and front-line councillors are more likely to have 'the least knowledge of the LGA'. This impacts directly on views about our effectiveness – the more informed, the more likely a respondent is to be satisfied with the work we undertake on behalf of local government.

8. Of the services we provide those identified as most useful were our role in providing up-to-date information about local government, lobbying on behalf of local government, providing a single voice for local government and providing support for sector-led improvement.
9. Both councillors and officers continue to feel we keep them well informed. This year has seen a further increase in those who feel we keep them well informed (**up from 79 per cent in 2014/2015 to 83 per cent in 2015/2016**). As set out previously, there are strong links between feeling informed and overall satisfaction.
10. The main method of communication from which respondents get their information continues to be First magazine; followed by media work, our website, conferences and events, and publications (such as '100 Days').
11. Nearly two-thirds (**62 per cent**) of people have heard of our *A Shared Commitment* campaign.
12. This year has seen another small increase in those who feel we offer value for money for the funding we receive (**56 per cent** which is significantly more than the 43 per cent in 2012). This is an area that councils themselves find challenging and it remains an area which requires more work to demonstrate our effectiveness to member councils.
13. At **81 per cent** there has also been an increase in those who think that the LGA understands what councils need to help them improve their services and organisational capacity.
14. We repeated the series of questions about the Centre for Public Scrutiny (CfPS) and Local Partnerships. Around half of the respondents have heard of the Centre for Public Scrutiny (**52 per cent**) and Local Partnerships (**50 per cent**, although this is a decrease from 58 per cent in 2014). Of those who had used the services, **82 per cent** were satisfied with CfPS (significantly greater than 77 per cent in 2014) and **79 per cent** with Local Partnerships (significantly greater than 71 per cent in 2014).

Table 1: Key findings

Question	2012	2013	2014	2015	2014 to 2015 % point change
I would speak positively about the LGA	63%	73%	72%	74%	+2%
Satisfied with the work of the LGA on behalf of the local government sector	62%	70%	75%	76%	+1%
The LGA demonstrates value for money for the funding it receives	43%	53%	53%	56%	+3%
The LGA is influential in shaping the agenda for local government	62%	68%	72%	71%	-1%

Question	2012	2013	2014	2015	2014 to 2015 % point change
The LGA effectively represents the views of its members to central government	69%	77%	78%	77%	-1%
The LGA stands up for and defends the reputation of local government	N/A	85%	88%	86%	-2%
The LGA addresses the issues that are important to councils,	79%	83%	84%	86%	+2%
The LGA is transparent and accountable to its members	58%	66%	67%	69%	+2%
The LGA understands what councils need to help them improve their services and organisational capacity	68%	77%	78%	81%	+3%
How well informed do you feel about the work of the LGA	69%	77%	79%	83%	+4%

15. There continues to be a high level of satisfaction with the work we undertake on behalf of local government (**76 per cent**) and a high proportion of respondents (**74 per cent**) continue to say they would speak positively about the LGA.

16. In terms of advocacy for the sector, the majority of respondents (**85 per cent**) continue to believe we are an effective advocate for the sector; with those responding 'a great deal' significantly increasing from 23 per cent in 2014 to 28 per cent in 2015.

17. Respondents rated the following activities as '*very or fairly useful*':

- 17.1. Providing up-to-date information about local government (**93 per cent**) – a significant increase from 88 per cent in 2014
- 17.2. Lobbying on behalf of local government (**90 per cent**)
- 17.3. Providing a single voice for local government (**88 per cent**)
- 17.4. Providing support for sector led improvement (**85 per cent**)
- 17.5. Providing conferences and events (**85 per cent**) – a significant increase from 77 per cent in 2014

18. There are some regional variations in responses to individual questions but across the full range of questions the findings are fairly consistent in all parts of the country. By role, officers are most likely to find LGA activities to be useful.

Sector-led improvement

19. There continues to be some variations in awareness of our sector-led improvement offer, which is understandable when thinking about the commissioners of this work. However, our focus on promotion of our sector-led improvement offer has had some impact. Whilst on average **51 per cent** have heard about sector-led improvement (a significant increase from 42 per cent last year), **ninety three per cent** of **chief executives** have heard a lot/moderate amount about it (significantly higher than 83 per cent in 2014).

20. The number of officers who have 'heard a lot' about sector-led improvement stands at **49 per cent**. However, front-line councillors are still the most likely group to know 'little or nothing' about sector-led improvement (**66 per cent**).
21. Nearly three quarters (**71 per cent**) of respondents agree that sector-led improvement is the right approach in the current context. This is significantly greater than last year (63 per cent).
22. **Officers and councillors in executive positions** are more likely than front-line councillors to agree that sector-led improvement is the right approach in the current context (**84 per cent** and 68 per cent compared to 64 per cent). However, agreement amongst front-line councillors has significantly increased since 2014 (**54 per cent**).
23. Of the support and resources offered by the LGA for sector-led improvement that the respondents had heard of, the following were rated as '*very or fairly useful*':
 - 23.1. Access to good practice to help authorities learn from others (**94 per cent**)
 - 23.2. Peer challenges to provide an external view on performance (**93 per cent**)
 - 23.3. Supporting, coaching and mentoring for members and officers by their peers (**91 per cent**)

Objectives

24. This research was undertaken to:
 - 24.1. Quantify member authorities' understanding of the LGA and what the LGA currently offers. This includes levels and channels of awareness, understanding of functions perceived to be part of the LGA's remit, and how effective the LGA is seen at fulfilling these functions.
 - 24.2. Investigate what our members want from the LGA and how they want to engage. This aspect provides feedback on a strategic level in terms of the organisation's role and responsibilities but also on a tactical level in terms of formats and channels preferred.
 - 24.3. Assess levels of awareness/views of sector-led improvement within local government, and views on support offered by the LGA. The research identifies areas where we might enhance its support in this area, by investigating the membership's preferences and experiences of support, the impact that such support and the resources we provide to support sector-led improvement.
 - 24.4. Compare with the results of the 2012, 2013 and 2014 surveys.

Methodology

25. Telephone Interviews were undertaken with a sample of 835 representatives from councils across all regions. These included:

- 25.1. Council Leaders
- 25.2. Portfolio Holders
- 25.3. Chairs of Scrutiny
- 25.4. Front-line councillors
- 25.5. Chief Executives
- 25.6. Directors

26. This has given a strong, representative sample allowing detailed analysis by role and region. The sample size has a maximum standard error of +/-3.4% at the 95% level of confidence, giving these findings a high level of accuracy. Interviews took no longer than 22 minutes and explored:

- 26.1. Our offer and current provision;
- 26.2. Our current role and priorities and how these can be developed;
- 26.3. Effectiveness of our communications and preferred methods of engagement; and
- 26.4. Sector-led improvement within local government, our support offered to members and how it can be developed/improved.

Response rates

27. Each year, it has been increasingly more difficult to engage members and officers to take part in the survey; lack of time available is the most frequent response. Although an annual survey allows us to take prompt action should the results show any significant issues for our member councils, Leadership Board may wish to consider moving to a biennial survey.

28. Another alternative is to conduct an annual survey using a mixed mode of research. This would supplement our existing phone polling with on-line. This has the advantage of increasing participation and improving the quality of responses, by engaging with respondents through devices that are most convenient to them.

29. As changes in methodology can result in skewed results, any impacts on results would be mitigated through a weighting process. However, if results differ significantly from previous years, there is a slight risk that this would be as a result of the change in methodology and therefore would not allow direct comparison.

Table 2 - Respondents, by region, role and amalgamated role type

Amalgamated role	Officers			Councillors			Regional Total
	Chief Executives	Directors	Leaders	Chairs of Scrutiny	Portfolio Holders	Front-line Councillors	
East	12	25	10	8	14	27	96 (11%)
East Midlands	7	14	9	9	16	45	100 (12%)
London	5	24	3	14	7	39	92 (11%)
North East	2	5	1	7	5	6	26 (3%)
North West	5	23	4	15	15	67	129 (15%)
South East	11	35	12	13	23	86	180 (22%)
South West	11	8	8	11	15	20	73 (9%)
West Midlands	11	32	4	14	11	20	92 (11%)
Yorkshire and the Humber	6	9	3	10	8	11	47 (6%)
Role Total:	70 (8%)	175 (21%)	54 (6%)	101 (12%)	114 (14%)	321 (38%)	835 (100%)
Amalgamated role Total:	245 (29%)		269 (32%)			321 (38%)	835 (100%)

Detailed analysis of findings

30. The following gives a more detailed analysis of the key indicators in our business plan. It shows where there are significant differences between different roles and regions and highlighting significant changes from previous years.

Satisfaction with the work of the LGA on behalf of local government

- 30.1. **Seventy six per cent** are satisfied with our work on behalf of local government. This represents a significant increase on 2013 (70 per cent) and is in line with 2014 (75 per cent).
- 30.2. **Officers** and **frontbench councillors** continue to be satisfied with the work of the LGA (**81 per cent** of officers and **74 per cent** of frontbench councillors). There has also been a significant increase in the satisfaction amongst **backbench councillors**, increasing from 67 per cent in 2014 to **73 per cent** in 2015. By role:

- 83 per cent of portfolio holders
- 82 per cent of directors
- 80 per cent of chief executives
- 80 per cent of leaders
- 60 per cent of chairs of scrutiny

- 30.3. **Satisfaction is highest in the South West (88 per cent) and the West Midlands (85 per cent)** and lowest within Yorkshire & Humber (68 per cent).

LGA capabilities

- 30.4. The majority of respondents agree that we stand up for and defend the reputation of local government (**86 per cent**) and that we address the issues that are important to councils (**86 per cent**) - both in line with 2014.
- 30.5. More than three-quarters agree that 'we understand what councils need to help them improve their services and organisational capacity' (**81 per cent**); effectively represents the views of our members to central government (**77 per cent**); and help to set and drive improvement in local government (**79 per cent**). Results are in line with 2014 findings.
- 30.6. **Fifty six per cent agree that we demonstrate value for money**, which is an increase on 2013 and 2014. This is broken down by role as:

72 per cent of leaders (significant increase from 67 per cent)
70 per cent of chief executives
59 per cent of portfolio holders (significant increase from 46 per cent)
57 per cent of directors (significant increase from 51 per cent),
54 per cent of chairs of scrutiny
50 per cent of backbench councillors

Extent to which the LGA been an effective advocate for the interests of local government

- 30.7. The majority of respondents (**85 per cent**) believe that the LGA has been an effective advocate for the interests of the local government sector.
- 30.8. Respondents from the **East Midlands** and the **South West** are significantly more likely to believe 'a fair amount' or 'a great deal' that the LGA has been an effective advocate for the interests of the local government sector (both at **90 per cent**). Respondents in the **North East** and **London** are least likely to believe the LGA has been an effective advocate for the interests of the local government sector 'a great deal' or a 'fair amount' (**77 per cent in the North East and 79 per cent in London** compared with a sample average of 85 per cent).
- 30.9. **Council leaders** are particularly likely to be positive about the LGA as an effective advocate for local government (**91 per cent**). **Backbench councillors** are the least likely to be positive about the LGA as an effective advocate (**24 per cent** specifying 'a great deal' compared with 28 per cent of the sample overall), although this position has improved since 2014 (17 per cent).

Communications

- 30.10. The majority of respondents (**83 per cent**) believe we keep them well informed, this has increased since 2014 (79 per cent), 29 per cent believe they are 'very well informed'.
- 30.11. **Leaders** and **chief executives** are particularly likely to feel 'very well informed' (**43 per cent** and **39 per cent** respectively).
- 30.12. By region, respondents in the **South West** are most likely to feel 'very and fairly well informed' (**92 per cent**).
- 30.13. As with previous years, respondents are most likely to find out about the work of the LGA through 'First' magazine (**76 per cent**). However, media work/press releases; LGA website; and events and conferences are also key channels, mentioned by at least 60 per cent of respondents.

Detailed analysis of sector led improvement findings

31. The following gives a more detailed analysis of the sector-led improvement questions.

Question	2012	2013	2014	2015
To what extent do you agree or disagree with the following statements about the LGA?				
The LGA helps to set and drive improvement in the local government sector.	71%	76%	77%	79%
I am going to read out a list of activities conducted by the LGA. For each, I would like you to tell me whether they are useful or not to your council or local government as a whole. ¹				
Providing support and challenge for councils to improve ²	89%	91%	90%	84%
Providing support for sector led improvement (for example, peer challenges and mentoring, support for leadership, workforce management and productivity) ³	83%	86%	82%	85%
Supporting and promoting councils who are trying to transform services to better support their communities. ⁴	90%	92%	91%	81%
Providing a range of online tools to help sector led improvement (like LG Inform and access to Knowledge Hub (delivered by Capacity Grid)) ⁵	69%	75%	71%	71%
How much, if anything, have you heard about this sector-led improvement approach?	41%	44%	42%	51%
To what extent do you agree or disagree with the following statement: - The approach to sector-led improvement is the right approach in the current context. ⁶	58%	62%	63%	71%

¹ Previously: I am going to read out a list of activities conducted by the LGA. For each, I would like you to tell me whether they are important or not to your authority/council or the sector

² Previously: Providing support and challenge for 'local government self-improvement' (2012) and Providing support and challenge for 'councils to improve (2013 and 2014)

³ Previously: Providing support for sector led improvement (for example, peer challenge and mentoring, support for leadership, workforce management and productivity)

⁴ Previously: Supporting and promoting councils who are trying to transform services to better support their communities.

⁵ Previously: Providing a range of online tools to help 'self-improvement, like Knowledge Hub and LG Inform' (2012 and 2013) and 'sector led improvement, like LG Inform and access to Knowledge Hub (delivered by Capacity Grid)' (2014)

⁶ Previously: Please indicate whether you agree or disagree with the following statement: The approach to sector-led improvement is the right approach in the current context.

Helps set and drive improvement

- 31.1. Opinion that the LGA 'helps set and drive improvement in the local government sector' has improved a little this year compared to previous years (**79 per cent** in 2015, compared with 76 per cent and 77 per cent in 2013 and 2014). At **82 per cent** and **83 per cent** respectively **officers** and **councillors in executive positions** are significantly more likely to agree than **front-line councillors (74 per cent)**.

Knowledge of sector led improvement

- 31.2. There has been a significant increase in how much respondents have heard about sector-led improvement, increasing from 42 per cent in 2014 to **51 per cent** in 2015. This is highest amongst **chief executives (93 per cent)** and **directors (70 per cent)** and lowest amongst **front-line councillors (33 per cent)**.

The right approach

- 31.3. When asked to what extent they agreed or disagreed that the approach to sector-led improvement is the right approach in the current context, **71 per cent** agreed, whilst question wording changed slightly it is comparable with 2014. There has been a significant increase since 2014 (63 per cent). Whilst agreement was lower amongst backbench councillors (64 per cent) there was a significant increase compared to 2014 (54 per cent).

Conclusions

32. These results demonstrate that we have broadly maintained the significant improvements in satisfaction ratings achieved since 2013.
33. Satisfaction remains high in most key areas with people more likely to speak positively about the LGA and our work. Awareness of the LGA and the work we undertake remains high.
34. The issue of more fully engaging front-line councillors' remains a challenge for us. However, the overall proportion of those who 'know just a little' about the LGA and those who 'know very little' about our work continues to decrease. This is positive.
35. There was a further increase this year in those who feel we demonstrate value for money for the funding we receive. However, this is an area we will need to continue to focus on.
36. Our members continue to feel well informed and this has a significant impact on overall satisfaction results.
37. As in previous years, the services and work delivered by the LGA that are perceived to be of the most importance to respondents tend to be related to the

national role the LGA has in lobbying on behalf of local government and in providing a 'national voice'.

38. There remains strong support for sector-led improvement as the main way for the sector to drive improvement. Our work over the last year to promote our sector-led offer has seen increases in awareness and overall satisfaction.

Next steps

39. The findings from this year's perceptions survey will be shared with the LGA Executive and staff.
40. Work is currently underway to refresh our three-year communications plan and strategy. In addition, a paper setting out our priority campaigns, based on issues highlighted by councils, is also going to Leadership Board for approval. Our sector-led improvement awareness campaign will continue to be developed so we highlight the growing improvement offer we are able to provide to councils.
41. The work to engage front-line councillors will continue to be developed to ensure all members, whether they play a leading role in their council or undertake a ward function understand the key activities and benefits of being a member of the LGA.
42. The annual review of our membership packs will continue so that we highlight the benefits of membership of the organisation.

Note of last LGA Executive meeting

Title:	LGA Executive
Date:	Thursday 21 January 2016
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	Action
1	Declarations of Interest No declarations were made.	
2	Housing Update The Chairman introduced the report which had been considered by the Leadership Board the previous day and provided an update on progress which had been made by Group Leaders in discussions with the government on measures outlined in the Housing and Planning Bill. He commented that the LGA had taken a strong position to influence the Bill throughout its passage through Parliament to date, but that the Leadership Board had decided that further public lobbying on the bill in even stronger terms would improve the chances of delivering key asks for the sector. The Executive were invited to comment and endorse this approach. In the discussion which followed Members made a number of comments, including: <ul style="list-style-type: none">• There was agreement that there should be a strong challenge to the government on the Bill. Evidence had been gathered from councils to support the view that the Bill would not fulfil the government's intentions and in some cases would do the opposite; residents would be forced to move from local authority housing into private rental accommodation, which would have a negative impact on communities which could not afford high rents and also impact upon the government's plans to reduce benefits and welfare.• There had been some progress made on capital receipts, which would be spent at sub-regional level if not spent within three years instead of going back to the Treasury.• The government should not take away Section 106 monies from local authorities for new developments, which would impact upon	

the number of starter homes being built across the country. The LGA's Housing Commission was considering this issue, amongst others, as part of their work.

- 165 councils had made submissions on the sale of high value assets, and it was still unclear what the levy on this would be. Councils with higher levels of high value housing would lose a high proportion of stock, and would not have the ability to replace it with housing of the same standard.
- The LGA should work with Housing Associations to create a national framework for housing and planning.
- The reforms proposed in the Bill were not aligned to the government's plans for increased devolution to local authorities. Under the new legislation the Secretary of State would be able to direct a body to dispose of freehold or leasehold interests.
- London in particular had a large number of residents in temporary accommodation, and this situation would become a greater concern in other areas of the country if the Bill in its current form was enacted.
- An amendment which had previously been discussed in the House of Commons related to fit and decent homes; landlords should have a single standard for what constituted a fit and decent home in order to provide residents housing that was heated, dry and had internal bathrooms, amongst other standards which would reduce the pressure on local authorities. There should also be more work undertaken to tackle rogue landlords.
- There should be a strong statement from the LGA on the potential unintended consequences of the Bill, particularly with reference to the negative impact on social housing and homelessness. A clear set of proposed amendments should be taken to the House of Lords, and the LGA should prepare a more public criticism of the Bill on behalf of member councils.

Following the discussion the Chairman thanked the Group Leaders for their work to date, and thanked members for their comments. He highlighted that it was vital for the Secretary of State to set out exactly how new powers would be exercised, which would bind all future Secretaries of State to follow the process as set out in legislation. It was hoped that lobbying on the Bill would result in an outcome which would be fair for all local authorities. New lobbying lines on the Bill would be agreed by the political groups and actioned as soon as possible.

Decision

The LGA Executive **agreed** to adopt a stronger position to parts of the Bill through focused LGA Parliamentary, campaigning and media activity.

Action

Revise lobbying approach in line with the steer from the LGA Executive and Leadership Board.

3 Provisional Local Government Finance Settlement 2016-17 and Future Years

Cllr Claire Kober, Chair of the Resources Portfolio, introduced the report which summarised the key announcements from the provisional local government finance settlement which had been released on 17 December 2015. A four year offer had been made to local authorities, although beyond 2016/17 figures were indicative only. A new measure of core spending power had been announced, and the government had taken 2015/16 council tax receipts into account when calculating core government funding. Funding for social care authorities had been prioritised, and a new social care precept had been proposed, which would allow authorities with social care responsibility to raise an extra 2% council tax.

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

- A number of technical issues were still in the process of being resolved. It was hoped that more clarity would be given on the government's plans for 100% Business Rate Retention (BRR) and for the Better Care Fund. Two tier areas would not be able to levy the 2% social care precept across the whole council tax base as District councils did not deliver that function. Councils would not want to agree to the settlement without further understanding of these areas, and discussions were still underway.
- It was unclear how the 4 year settlement would work for local authorities.
- Member authorities looked to the LGA to be strong voice on national financial negotiations. Consideration should be given to how lobbying would remain cohesive when different tiers of authority had different pressures and funding settlements.
- Clarification on the amount of money ADASS and LGA asked for living wage funding was required and that money was supposed to rise over next 4 years. The compounding affect would impact on a gap in funding. The Better Care Fund should be brought forward earlier to equalise the relative needs for social care services and give the maximum possible impact of the social care council tax precept. Clinical Commissioning Groups and care providers considered the 2% additional precept should fund their services.
- Consultation on the New Homes Bonus would end in March 2016. It was hoped that this would offer local authorities the incentive to deliver housing and business growth for the future.
- There was clear message from the Secretary of State on BRR. Councils and the government would come up with combined approach and a proposal on how BRR would operate which would be suitable for all parties.

Decision

The LGA Executive **noted** the update and the response which had been

submitted to DCLG.

Action

Officers to update members on any follow-up announcements and policy developments, and proceed with the next steps as set out in the report.

4 Children's Services and Education

Cllr Roy Perry, Chair of the Children and Young People Board, introduced the report which had previously been considered by the CYP and Improvement and Innovation Boards. He highlighted that recent government announcements about ending the role of councils in school improvement, and the formalising of arrangements to remove failing children's services from local authority control would have a significant impact on local authorities.

The Boards had agreed that too many councils were being judged inadequate for children's services, when care of children in the UK compared favourably to other countries around the world. Some, however, did need support, and the LGA was able to offer this where required. There was a vital role for local councils in education, and it was currently unclear if the government wanted all schools to become academies or just all secondary schools. The LGA would ask for clarity on this point.

There was an additional concern on the mandatory reporting of abuse or neglect, and a government consultation on this was currently in progress. There could potentially be a large increase in the number of inspections if more instances were reported, which would impact upon the resources provided by local authorities.

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

- There was concern that academy schools were not being fully held to account in the same way that local authority operated schools were. Some academy chains had abolished governing bodies.
- Takeover of schools or children's services by another local authority or organisation was not the preferred route where inadequacy was highlighted. The LGA should support robustness through peer support, and not through takeover and removal of democratic mandate.
- There was no mention of education and children's services in devolution deals, and this should be included in future discussions on devolution deals with government.
- All councils should be aware of their corporate parenting roles, and welfare of children was of paramount importance.

Decision

The LGA Executive **noted** the work which had been undertaken by the Children and Young People and Improvement and Innovation Boards on school improvement and support for children's services.

5 Flooding - Resilience and Response

Cllr Peter Box, Chair of the EEHT Board, introduced the item and praised the work of council staff who had helped communities which had experienced flooding over the Christmas period. He highlighted that the EEHT Board would also consider flooding resilience and response, and in particular look to see if there was a case for EU solidarity funding for flood defences. The LGA Executive added their thanks to all council staff from across the country who had assisted with the response to flooding.

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

- There should be a comprehensive approach to flooding, as climate change would make flooding events happen on a more regular basis, and the LGA would have a major role to play in planning for these events in partnership with the government and the Environment Agency (EA).
- The LGA should work closely with the EA to ensure that priorities for flood defence were correct and that the government was investing in the right areas to build resilience to mitigate future flooding events.
- Infrastructure, including roads, electricity supplies and water supplies, should be examined and, where appropriate, improved if flooding in particular areas became an annual event.
- The EEHT Board, on behalf of the LGA, would consider the best way to share good practice on flood response amongst councils. An information sharing event or seminar could include detail on barriers to effective response, impact on communities, emergency response and mitigation.
- Flood defence and resilience funding from central government should be targeted on a risk basis, not by how much financial contribution was made by individual authorities.
- Legislation issues on river and sludge dredging should be considered to review the impact it had on flood defence.
- The Flood and Water Management Act 2010 should be reviewed to ensure that it was not hindering response to flooding by local authorities, water companies and central government.
- The LGA should consult member authorities on the appropriate balance between investment in flood defence versus environmental management approaches to managing flood risk, and also what the main issues were in particular areas of the country.

Decision

The LGA Executive **noted** the latest position on flood resilience and response, and **agreed** that the EEHT Board should consider a good practice event / seminar and that a survey of member councils on flood

risk should be undertaken.

6 Note of the last Leadership Board meeting - Tabled

Decision

The LGA Executive **noted** the minutes of the Leadership Boards held on 10 December 2015 and 20 January 2016.

7 Note of last LGA Executive meeting

Decision

The LGA Executive **agreed** the minutes of the LGA Executive held on 10 December 2015.

8 Budget Submission 2016

Cllr Claire Kober, Chair of the LGA's Resources Portfolio, introduced the report which set out the LGA position statement for the 2016 Budget Submission. The deadline for the submission was 29 January, and members of relevant Boards and Portfolios were involved in preparing responses. The draft submission considered various issues including the future of council tax, business rate retention, the impact of future flooding, skills and employment, and housing. The Leadership Board had discussed the draft submission the previous day and comments from the Executive would be taken into account prior to final submission.

- The submission should be stronger so that local authorities were able to take a better position in negotiations for funding for the sector. By 2019/20 some member authorities would be reliant only on business rates and not government grant funding.
- The LGA should further stress how communities would be affected by loss of bus networks and concessionary travel which were a huge driver for the economy. Any changes should be fully funded, including the introduction of the national living wage.
- The sector should agree on how the collective local government agenda should be taken forward, and where common ground between different types of local authority and different political parties could be found. The County Councils Network and District Councils Network were keen to engage in the process.
- There was a lot of work still to do on housing finance, inherent unfairness in council tax levels and business rate retention. The sector would have to decide on the best way to distribute business rates; whether the government or Secretary of State should be given responsibility, or if the sector should manage the process internally. However it was taken forward, the argument should be clear and consistent.
- The mechanism of referenda for council tax rises above 2% was

counterproductive and too expensive for local authorities to use. Further work should be undertaken to gauge the potential costs of referenda to local authorities.

- The council tax precept for adult social care would not meet the growing demand and new burdens, such as DOLS which local authorities would have to fund.

Decision

The LGA Executive **agreed** that the draft 2016 Budget submission be updated to reflect their comments for approval prior to its submission to Her Majesty's Treasury.

Action

That the 2016 Budget submission be updated to reflect the Board's comments.

Appendix A -Attendance

Position/Role	Councillor	Authority
Lord Gary Porter (Chairman)		South Holland District Council
Cllr David Hodge (Vice Chairman)		Surrey County Council
Cllr Philippa Roe (Deputy Chairman)		Westminster City Council
Cllr Peter Fleming OBE (Deputy Chairman)		Sevenoaks District Council
Cllr Sharon Taylor OBE (Vice-Chair)		Stevenage Borough Council
Mayor Sir Steve Bullock (Vice-Chair)		Lewisham London Borough Council
Cllr Marianne Overton MBE (Vice-Chair)		Lincolnshire County Council
Cllr Gerald Vernon-Jackson (Vice-Chair)		Portsmouth City Council
Cllr Roy Perry		Hampshire County Council
Cllr Mark Hawthorne MBE		Gloucestershire County Council
Cllr Izzi Seccombe		Warwickshire County Council and Community Wellbeing Board
Cllr Nick Forbes		Newcastle upon Tyne City Council
Cllr Keith Wakefield OBE		Leeds City Council
Cllr Peter Box CBE		Wakefield Metropolitan District Council and Economy, Environment, Housing and Transport
Cllr Claire Kober OBE		Haringey LB and Resources Board
Sir Richard Leese CBE		Manchester City Council and City Regions Board
Cllr Simon Blackburn		Blackpool Council
Cllr Ian Stephens		Isle of Wight Council
Cllr Peter Reeve		Cambridgeshire County Council
Cllr Bob Dutton OBE		Wrexham County Borough Council
Mayor Dorothy Thornhill MBE		Watford Borough Council
Cllr Chris White		Hertfordshire County Council
Cllr Jason Ablewhite		East of England Local Government Association (EELGA)
Cllr Nicolas Heslop		South East England Councils (SEEC)
Cllr John Hart		South West Councils

Cllr Martin Hill OBE
Cllr Roger Lawrence
Cllr Paul Watson
Mayor Jules Pipe
Cllr Paul Carter CBE
Cllr Neil Clarke MBE

East Midlands Councils
West Midlands LGA
Association of North East Councils
London Councils
County Councils Network (CCN)
District Councils Network

Apologies:

Cllr David Simmonds CBE
Cllr Sean Anstee
Cllr Anne Western
Cllr Stephen Parnaby
OBE
Cllr Barrie Grunewald
Cllr Aaron Shotton
Sir Stephen Houghton
CBE
Alderman Sir David
Wootton

Hillingdon London Borough Council
Trafford Metropolitan Borough Council
Derbyshire County Council
Local Government Yorkshire and Humber
(LGYH)
North West Regional Leaders Board
Welsh Local Government Assoc. (WLGA)
SIGOMA

Local Partnerships

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

