

# Resources Portfolio

## Agenda

Friday, 9 October 2015  
2.00 pm

Bevin Hall, Ground Floor, Local Government  
House, Smith Square, London, SW1P 3HZ

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## Resources Portfolio

9 October 2015

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There will be a meeting of the Resources Portfolio at **2.00 pm on Friday, 9 October 2015** Bevin Hall, Ground Floor, Local Government House, Smith Square, London, SW1P 3HZ.

### Attendance Sheet:

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

### Political Group meetings:

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### Apologies:

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

<b>Labour:</b>	Group Office: 020 7664 3334	email: <a href="mailto:Labour.GroupLGA@local.gov.uk">Labour.GroupLGA@local.gov.uk</a>
<b>Conservative:</b>	Group Office: 020 7664 3223	email: <a href="mailto:lgaconservatives@local.gov.uk">lgaconservatives@local.gov.uk</a>
<b>Liberal Democrat:</b>	Group Office: 020 7664 3235	email: <a href="mailto:libdem@local.gov.uk">libdem@local.gov.uk</a>
<b>Independent:</b>	Group Office: 020 7664 3224	email: <a href="mailto:independent.group@local.gov.uk">independent.group@local.gov.uk</a>

### Location:

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### LGA Contact:

Frances Marshall  
0207 664 3220 / [frances.marshall@local.gov.uk](mailto:frances.marshall@local.gov.uk)

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## Agenda

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### Resources Portfolio

Friday 9 October 2015

2.00 pm

Bevin Hall, Ground Floor, Local Government House, Smith Square, London, SW1P 3HZ

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Item	Page	Time
<b>PART 1: PORTFOLIO BUSINESS</b>		
<b>1. Declarations of Interest</b>		<b>2.00pm</b>
<b>2. Minutes of the previous meeting held on 17 July</b>	1 - 8	
<b>3. Resources Portfolio Governance Pilot: A new way of working</b>	9 - 18	<b>2.05pm</b>
<b>4. Break-Out Sessions: Work Programme Priorities for 2015-16 and working with other Boards</b>	19 - 28	<b>2.15pm</b>
<p>Each of the four Portfolio Holders will outline the suggested work programme priorities within their respective Portfolio areas.</p> <p>All members will then be invited to take part in a breakout workshop to input into and shape the work programme for one of the following Portfolio areas:</p> <ul style="list-style-type: none"> <li>a) Local Government Finance</li> <li>b) Strategic Finance for Growth, Infrastructure and Devolution</li> <li>c) Workforce</li> <li>d) Welfare</li> </ul>		
		<b>2.30pm</b>
<b>PART 2: PLENARY DISCUSSION</b>		
<b>5. New Policy Institute Report on Council Tax Reform (Confidential)</b>	29 - 31	<b>3.15pm</b>

Peter Kenway and Ines Newman from the New Policy Institute will be in attendance and will provide a presentation.



Document is Restricted





## **Resources Portfolio Governance Pilot: A new way of working**

### **Purpose**

For information.

### **Summary**

Following the recommendations of a member-led Task and Finish group, the Leadership Board agreed to trial a new portfolio holder governance structure for the LGA. The Resources Board was identified as one of two policy areas to pilot the new structure during 2015/16.

This paper sets out the pilot model for the Resources policy areas that supports efficient, effective and transparent decision making, driven by high levels of member engagement and underpinned by clear lines of political accountability. This model will be trialled by the Resources area for 6 months, with a review in April 2016.

### **Recommendations**

That the Resources Lead Members:

- i. note the membership of the Portfolio attached at **Appendix A**;
- ii. agree the Portfolios Terms of Reference attached at **Appendix B**; and
- iii. note the pilot Portfolio Holder governance model for Resources.

### **Actions**

As directed by Members.

**Contact officer:** Sarah Pickup  
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## **Resources Portfolio Governance Pilot: Future way of working**

### **Background**

1. The LGA's independent peer review in January 2015 found that *"a consistent message from stakeholders was the need for a more flexible governance arrangement that better reflects the changing nature of local government, and is quicker in bringing about decisions and focus on priorities... A number of stakeholders, including some Board members, told us that a more radical approach is needed and structures should be less rigid"*.
2. Following the peer review report, a Task Group of four LGA members was set up to review the LGA's governance arrangements. Cllr Kober (Resources Portfolio Holder) was a member of this cross party member driven group. The Task Group proposed a new governance model based on three core principles:
  - 2.1. It is more efficient than the existing arrangements;
  - 2.2. It is less costly than the existing arrangements; and
  - 2.3. It creates high levels of involvement by members and member councils.
3. Following consultation with Board Chairs and the LGA's Political Group Offices, on 15 July the Leadership Board agreed to pilot the portfolio holder governance model from 1 September, with a review after six months, in two areas: the Community Wellbeing and Resources.
4. This paper sets out the delivery model for the Resources policy areas co-designed by Resources Lead Members that supports efficient, effective and transparent decision making, driven by high levels of member engagement and underpinned by clear lines of political accountability.

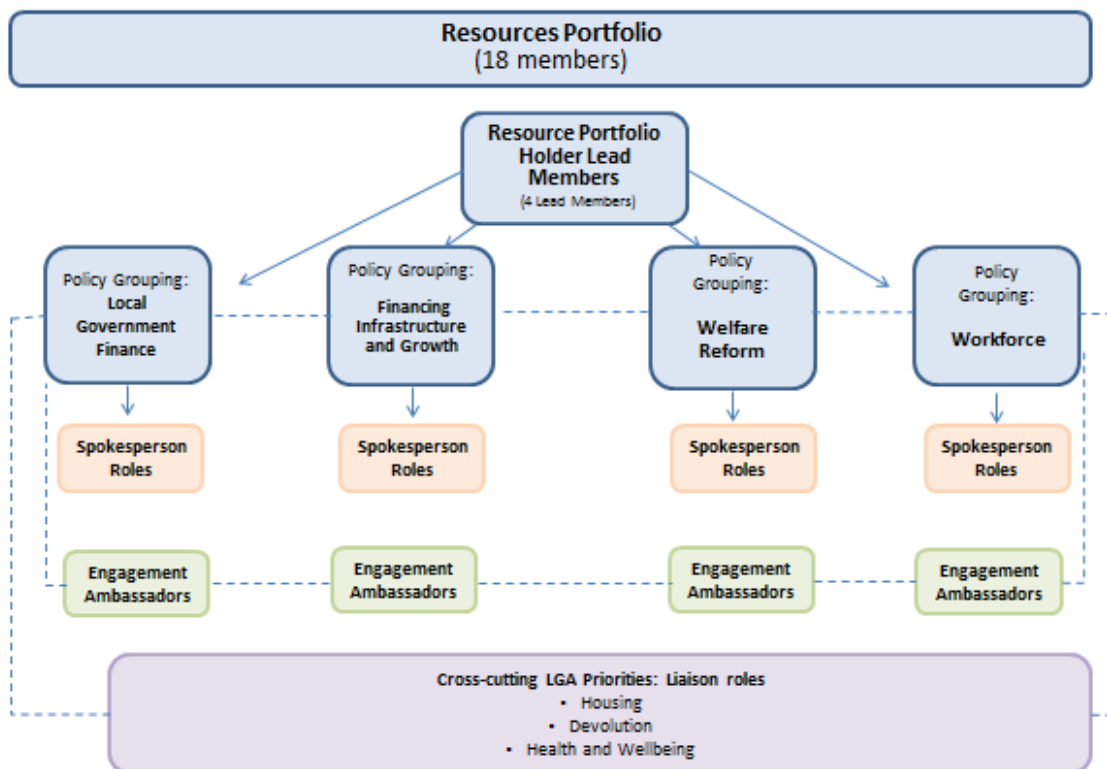
### **A new way of working**

5. The model is structured around four Portfolio areas, each led by a Lead Members (i.e. the Resources Lead, Vice and Deputy Portfolio Holders). Underpinning each of these Portfolio areas are groups of members who provide support and act as a sounding board for the Portfolio Holder.
6. This approach has a number of benefits:
  - 6.1. The Resources work theme covers four distinct areas: Local Government Finance; Strategic Finance for Growth, Infrastructure and Devolution; Workforce; and Welfare Reform. Each policy area has its own work programme and in most cases their own distinct constituencies amongst portfolio holders in member councils. These areas would therefore be a logical means of developing distinct Portfolio Holder remits.
  - 6.2. Implementing the new Portfolio Holder arrangements carries a degree of risk in ensuring the work is driven forward, especially as the Government is making key decisions about the future funding of public services through the Spending Review. Taking an approach that builds on and adapts the established system of Lead Members Portfolios that the Resources Board has operated over the past 12 months offers a means of minimising that risk through developing both individual portfolios

and ensuring that there is a robust leadership group who can coordinate across the breadth of the Resources brief.

- 6.3. The Community Wellbeing Portfolio has also opted for a similar model; based on four Portfolio areas, each led by a Lead Member and supported by a larger group of members. A consistent approach across the two Portfolio Holder model pilots would provide a useful benchmark for evaluating the success of the pilots.
7. The Resources Portfolio pilot could be established as follows, although the number of specific 'spokesperson' and 'ambassador' roles will vary depending on the appetite and capacity of members to undertake them.

**The Model**



**Portfolio Holders Lead Members**

8. This will comprise of the Resources Portfolio Lead Members (Cllrs Kober, Fuller, Hudson and Barrett). This will meet on a six weekly basis with the aim of being more innovative in how it conducts its business (including meeting in person, via teleconference or videoconferencing), and will set LGA policy on matters within the Resources Portfolio. Members of the Group will approve work carried out across the Portfolio, represent the Portfolio at external events and meetings as well as LGA events, engage with key national stakeholders and act as spokespeople for the portfolio in the media. It will also oversee - though not necessarily lead on - cross-cutting work with other LGA Boards/Portfolios.
9. The Portfolio Holders each will lead on the following Portfolio areas:

- 9.1. Local Government Finance: Cllr Claire Kober OBE (Portfolio Holder)
- 9.2. Strategic Finance for Growth, Infrastructure & Devolution: Cllr John Fuller (Vice Portfolio Holder)
- 9.3. Welfare: Cllr Claire Hudson (Deputy Portfolio Holder)
- 9.4. Workforce: Cllr Clarence Barrett (Deputy Portfolio Holder)

#### **Four Policy Groups**

10. There will be a Policy Group underpinning each of the four priority areas set out in paragraph 9, and would be made up of members from the wider Portfolio membership.
11. Each Policy Group will determine priorities in its own area and then deliver specific pieces of work, represent the portfolio at external and LGA events relevant to its policy area, engage with stakeholders and develop awareness of practice in other authorities. Where significant new policy work was needed in their area, a Group would develop a constructive conversation about the LGA position with this being approved by the Portfolio Lead Members.
12. All the members of each Policy Group would contribute to its work, though there is also the option of assigning particular areas of work to particular members dependent on interest, expertise and capacity. As with the Portfolio Holders Group, the intention is for the Policy Groups to be innovative in how they conduct their work, therefore they will operate predominantly on a virtual basis with much of their work being conducted through email and teleconference. The frequency of interaction would vary depending on the policy area and be driven by the work programme and any reactive work that develops throughout the year.
13. To ensure the Policy Groups are as effective as possible and enable high levels of member engagement, Portfolio Members will be invited to volunteer for as many groups as they wish to and have capacity to engage with. Achieving political balance will not be a requirement; however Lead Members will keep this under close review to ensure that outputs remains cross party and equitable. Lead Members are keen to avoid any restraints on membership, however it may be necessary to set a limit on the size of each Policy Group should the membership size prohibit flexible working and agile decision making.
14. Following the Workshop session on 9 October, full members of the Portfolio will be invited to express an interest for one or more of the four Portfolios areas they would like to be involved with. Lead Members will then review the size of the Policy Groups to ensure they are manageable, before the membership of the Policy Groups is confirmed.
15. The new structure will provide opportunities for those who have been nominated as substitute members to contribute to the work such as through attendance at Forums; however substitutes will not form part of the Policy Groups.

#### **Additional Spokesperson and Engagement Roles**

16. Each Policy Group may wish to consider if there are other roles that would provide added value such as:

##### Engagement Ambassadors

- 16.1. Increasing engagement with member councils was a key recommendation of the Task Group. Appointing 'Ambassadors' from within the Portfolio's membership

would provide a means of increasing the Portfolio's engagement with member authorities. The Ambassadors could represent the Portfolio at a regional level and would have responsibility for feeding in intelligence from their localities as well as promoting the work of the Portfolio more widely within member councils.

Cross-cutting liaisons roles

- 16.2. The Leadership Board has commissioned from the relevant policy Boards/Portfolios the four cross-cutting areas of work. These are: devolution and the future shape of local government; housing; local government finance; and promoting health and wellbeing. (Item 4 on the agenda will provide for further details on these cross cutting pieces of work and enable members to discuss the scope of the Finance one in more detail). The Resources Portfolio cuts across all four pieces of work to greater or lesser degrees. To facilitate joined up working, specific liaison members could be appointed with specific responsibility for feeding the Resources Portfolio views into the cross-cutting commissions and joining up priorities with other LGA Boards/Portfolios.

Spokespeople on specific issues

- 16.3. Within the four policy areas, there are certain issues that could benefit from having an identified Spokesperson. These are set out at **Appendix C**.

**Forums**

17. Annual Forums will provide an additional mechanism to connect with the wider membership, as a means to set out what work the LGA has been carrying out for member authorities within the remit of the Resources Portfolio, to seek member authority views on current issues related to the work of the Portfolio, and to check that the priorities identified across the Portfolio are ones that member authorities share.
18. These meetings where possible will be linked to existing relevant conferences (i.e. the annual Local Government Finance Conference) and given the distinct policy themes within the Portfolio; certain policy areas such as Workforce will hold separate Forums.

**Evaluation and review of the portfolio holder structures**

19. A review of how the Portfolio Holder model is working will be conducted in April 2016.
20. The criteria against which the success or otherwise of the new arrangements will be reviewed was set out by the Task Group as the core principles underlying the proposals and are outlined in paragraph 2.

**Financial Implications**

21. No additional funding should be required to deliver the new arrangements as in line the with the Task and Finish Group's recommendations, the new way of working should be 'less costly than the existing arrangements'.

## Appendix A: Resources Portfolio Membership 2015/2016

Councillor	Authority
<b>Conservative ( 7 )</b>	
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
<b>Substitutes</b>	
Cllr Rodney Rose	Oxfordshire County Council
Cllr May Haines	Borough of Poole
Cllr Andrew Leadbetter	Exeter City Council
Cllr Mary Malin	Kettering Borough Council
<b>Labour ( 7 )</b>	
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
<b>Substitutes</b>	
Cllr Norman Keats	Knowsley Metropolitan Borough Council
Cllr Michael Mordey	Sunderland City Council
<b>Independent ( 2 )</b>	
Cllr Clarence Barrett (Deputy Chair)	Havering London Borough Council
Cllr Linda van den Hende	Havering London Borough Council
<b>Substitutes</b>	
Cllr Bob Dutton OBE	Wrexham County Borough Council
Cllr Adrian Naylor	Bradford Metropolitan District Council
<b>Liberal Democrat ( 2 )</b>	
Cllr Claire Hudson (Deputy Chair)	Mendip District Council
Cllr Simon Shaw	Sefton Metropolitan Borough Council
<b>Substitutes</b>	
Cllr David Brown	Borough of Poole

## **Appendix B: Resources Portfolio Terms of Reference**

The LGA's Resources Portfolio will shape and develop the Association's policies and programmes in line with the LGA priorities in relation to: Local Government Finance; Strategic Finance for Growth, Infrastructure and Devolution; Welfare Reform; and Workforce issues.

### **Specific responsibilities**

- Local Government Finance: issues relating to the financing of local government expenditure.
- Strategic Finance for Growth, Infrastructure and Devolution: issues relating to supporting councils to plan and fund growth, infrastructure and devolution.
- Welfare Reform: issues relating to welfare reform.
- Workforce Issues: including pay and reward; productivity; pensions; the role and responsibilities of the employers the LGA represent; workforce development; and equalities and other strategic workforce challenges.

### **Operational accountabilities**

The Portfolio will seek to involve councillors in supporting the delivery of these priorities (through Forums, policy grouping, Special Interest Groups (SIGs), regional networks and other means of wider engagement); essentially operating as the centre of a network connecting to all councils and drawing on the expertise of key advisors from the sector.

The Resources Portfolio will be responsible for:

1. Ensuring the priorities of councils are fed into the business planning process.
2. Developing a work programme to deliver their brief, covering lobbying, campaigns, research, improvement support and events and linking with other boards where appropriate.
3. Sharing good practice and ideas to stimulate innovation and improvement.
4. Representing and lobbying on behalf of the LGA, including making public statements on its areas of responsibility.
5. Building and maintaining relationships with key stakeholders.
6. Involving representatives from councils in its work, through task groups, Commissions, SIGs, regional networks and mechanisms.
7. Responding to specific issues referred to the Board by one or more member councils or groupings of councils.

8. Providing views, as appropriate, to inform the decision making responsibilities of the national negotiating committees and the Local Government Pension Committee.

The Resources Portfolio may:

- Appoint members to relevant outside bodies in accordance with the Political Conventions.
- Appoint member champion and spokespersons from the Portfolio to lead on key issues.

*Updated August 2015*



### Appendix C: Portfolio Areas and Spokesperson Roles

Portfolio Area	Spokesperson Roles
<b>Local Government Finance</b>	<ul style="list-style-type: none"> <li>• Local taxation (could be sub-divided between council tax and business rates)</li> <li>• Levels of funding and spending</li> <li>• New approaches to Local Government Finance</li> </ul>
<b>Workforce</b>	<ul style="list-style-type: none"> <li>• Skills and Apprenticeships</li> <li>• Pensions</li> <li>• Workforce Strategy</li> </ul>
<b>Welfare Reform</b>	<ul style="list-style-type: none"> <li>• Welfare Reform Bill</li> <li>• Universal Credit</li> </ul>
<b>Financing Growth and Infrastructure</b>	<ul style="list-style-type: none"> <li>• Housing Finance</li> <li>• Infrastructure Finance/Local Growth Fund</li> <li>• Financing arrangements for One Public Estate Programme</li> <li>• Capital Finance</li> <li>• European Funding</li> </ul>



## **Work Programme Priorities for 2015-16 and working with other Boards**

### **Purpose of report**

For discussion and decision.

### **Summary**

This paper seeks members' views of the priorities for the Resources Portfolio work programme for 2015-16 and outlines the LGA-wide priorities that the Leadership Board has requested Boards/Portfolios develop.

In breakout sessions, Members are asked to shape and develop the Portfolio's priorities and contribution to the cross cutting LGA-wide priorities.

### **Recommendation**

That the Resources Portfolio agrees its work programme for 2015/16.

### **Action**

Officers to develop work programme as directed by the Members in the themed breakout workshops.

**Contact officer:** Sarah Pickup  
**Position:** Deputy Chief Executive  
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**E-mail:** [Sarah.Pickup@local.gov.uk](mailto:Sarah.Pickup@local.gov.uk)

## **Resources Work Programme Priorities for 2015-16**

### **Background**

1. At the start of each political cycle, members are asked to consider the policy priorities for the work programme for the coming year. In making these decisions, members are asked to consider two issues:
  - 1.1. The work that the LGA Leadership Board has asked Boards/Portfolios to undertake based on the overall policy priorities of the LGA.
  - 1.2. Specific policy priorities based on the specific remit of this Portfolio.

### **Work commissioned by the LGA Leadership from Boards.**

2. As part of the recent member-led review of governance, the LGA Executive and Leadership Board have been asked to commission work from our Policy Boards/Portfolios where a clear corporate priority has been identified or where an important policy issue straddles more than one Board/Portfolio.
3. The Leadership Board met in July 2015 and agreed the following remit for the commissioning of policy work from Boards/Portfolios on behalf of the LGA Leadership:
  - 3.1. The Leadership Board's commissioning is related to the most important (current and future) issues for LGA membership.
  - 3.2. The issues commissioned cover the terms of reference of more than one Board/Portfolio.
  - 3.3. There will be a limited number of corporate commissions, no more than five.
  - 3.4. Boards/Portfolios will continue to set policy priorities based on their specific terms of reference. These will be reported back to the LGA Executive.
4. The following cross-cutting areas of work were agreed and are being commissioned from relevant Boards/Portfolios in 2015-16. Specific Boards/Portfolios have been asked to lead this work and they are indicated below.
  - 4.1. **Devolution and the future shape of local government**  
*To be led jointly by the City Regions and People & Places Boards, with any supporting evidence submitted to these Boards from other relevant Boards/Portfolios.*

The Cities and Local Government Devolution Bill will accelerate the pace at which groupings of councils develop bespoke devolution deals. At their

last meetings in the 2014-15 cycle, the City Regions and People and Places Boards considered future work where the LGA can add value. They suggested that more work needs to be undertaken on the models and mechanisms of future governance (including work on policing and fire). They also advocated that the evidence base which could support devolution deals was extended to new service area (from example, rural development). The Leadership Board has requested that this work should be new, commissioned externally and have a practical application in “devo deals”. There is also a political leadership role that is required to ensure that once the Bill is enacted, parts of Whitehall are voluntarily “letting go”. The LGA’s political lobbying will be a critical factor for success, as will partnership with business and other public service bodies, such as the NHS.

Making the case for greater local financial freedoms and fiscal autonomy needs to be maintained, building on the recommendations of the Finance Commission and the review of business rates. Though fiscal devolution is not an immediate offer from Government or national Opposition parties, it is very important that this debate has continued traction and that City Regions, People and Places and Resources members work together to scope activity in this area.

#### 4.2. **Housing**

*This work is to be led by the Economy, Environment, Housing & Transport Board (EEHT), with any supporting evidence submitted to EEHT from other relevant Boards/Portfolios. There should also be support from an independent advisory board of experts (to be developed by the Board).*

Addressing housing need was a clear priority at LGA conference from all political groups. Our recent work and evidence base has supported councils’ clear role to support residents in this area. Later this year, we will have a new Housing Bill (including the extension of the right-to-buy and the sale of high-value properties) where new local solutions are required, especially on finance. Through leadership of this debate, we have the opportunity to ensure that a much bigger agenda about place shaping is developed, focusing on issues such as skills, welfare reform, community safety and an aging population that are vital parts of delivering our housing ambition. Whilst we would commission new research, we would also draw on our existing work such as Hidden Talents which showed that empowered local government can deliver the local construction skills needed to be able to build the number of new houses required, and cross-board work which has considered the role of housing in supporting vulnerable adults. A clear steer from the Leadership Board was that the focus on housing needed to be clear, rather than a wider debate on infrastructure in general.

**4.3. Local Government Finance**

*This work should be commissioned from the Resources Portfolio, with support from all relevant Boards.*

Work will still need to continue on the spending review and subsequent local government finance settlements, into an even more difficult financial era. This work is well-established in the organisation and it should be an important continuing priority. In addition, there is a need for further policy development on financial devolution and fiscal autonomy. Work could also be undertaken to develop:

- New proposals, building on the work of the Independent Finance; Commission, to model how long term self-sufficiency for local government underpinned by fiscal devolution could work.
- Radical proposals to deal with business rate appeals to influence the national reviews in this area.
- Provide local government financial support to the other reviews into pertinent local government finance issues, such as reserves, adult social care and housing.

**4.4. Promoting health and wellbeing**

*This work should be commissioned from the Community Wellbeing Portfolio, with input from other relevant boards and potential wider contributions from think-tanks and other parts of the public sector including the NHS and Public Health England. It can draw on ongoing projects such as tackling Child Sexual Exploitation, Ageing and Skills which already operate across Boards/Portfolios.*

Continued moves towards an integrated health and care system remains at the top of councils and the Government's agenda, and getting these new arrangements right for councils and citizens remains a significant opportunity for the LGA. This work should: draw on the wider role of other local services such as schools, children's services, the fire service, public health, housing, transport and leisure; and play in promoting wellbeing across the life course and keeping people physically and mentally healthy, in work, and in their own homes. It should raise the profile of social care as an equal to the NHS, and build a business case for council-led investment as part of a much wider integrated approach to improve health outcomes and address health inequalities, as well as keep pressure off the NHS and other expensive services. This work should also consider the role of citizens and communities in supporting themselves and each other and promoting resilience and independence.

**Taking the LGA-wide work forward**

5. All lead Boards/Portfolios have been asked to detail the scope of the Leadership's request at their first meeting and to report back to the LGA Executive.

6. In 2016, it is intended that we could draw on all of these pieces of work to inform a more forward-looking vision for the future of local public services and the relationship with communities, perhaps for a launch at next year's annual conference.

**Work of relevance to the Resources Portfolio**

7. All Boards/Portfolios will continue to develop specific work within their policy areas, some of which may have cross-cutting elements.
8. In consultation with Lead Members, an outline work programme for each of the four Resources Portfolio work streams has been developed and is set out at **Appendix A**. As detailed under item 3, the four Portfolio areas are: Local Government Finance; Strategic Finance for Growth, Infrastructure and Devolution; Workforce; and Welfare. The suggested areas of focus within these overarching priorities are intended as a basis for discussion for Members to shape and refine in break-out sessions as part of the workshop.
9. All Members at the meeting will be asked to choose one of the four Portfolio areas to take part in a 45 minute break-out session to develop the suggested priorities into an agreed work programme and shape the Portfolio's contribution to the cross cutting pieces of work outlined in paragraph 4.

**Next steps**

10. Officers will develop the Portfolio's work programme in line with Members' direction at the workshop on 9 October.

## Appendix A: Suggested Work Programme Priorities

Work Stream: Local Government Finance	
Priority	Detail
<b>Fiscal devolution</b> <i>Link to City Regions and People &amp; Places Boards</i>	<ul style="list-style-type: none"> <li>• Further development of proposals of the Independent Commission on Local Government Finance.</li> <li>• Place based finance including sub-regional distribution / different geographies. Link to devolution proposals.</li> <li>• New sources of local funding (e.g. Stamp Duty).</li> </ul>
<b>Local Taxation</b>	<ul style="list-style-type: none"> <li>• Business rates:               <ol style="list-style-type: none"> <li>i. Appeals and avoidance</li> <li>ii. Tax setting freedoms</li> </ol> </li> <li>• Council tax including: council tax support; limits and referenda; revaluations etc.</li> </ul>
<b>Funding Outlook</b> <i>Link to all other Boards/Portfolios</i>	<ul style="list-style-type: none"> <li>• Best use of the public pound: links to other Boards on policy with financial implications (adult social care, public health and prevention, housing etc.).</li> <li>• Government set pieces: Autumn Statements, Budgets, Local Government Finance Settlements, local government finance reviews.</li> <li>• Incremental changes to the current local government finance system, including the use of reserves and our Future Funding Outlook model.</li> </ul>

Work Stream: Strategic Finance for Growth, Infrastructure and Devolution	
Priority	Detail
<b>Housing Finance</b> <i>Link to Environment, Economy, Housing &amp; Transport Board</i>	<ul style="list-style-type: none"> <li>• Housing Revenue Account (HRA) Cap.</li> <li>• Establishment of Housing Companies/vehicles outside HRA.</li> <li>• Local Government Develop.</li> <li>• Impact of rent reductions on Housing Development.</li> </ul>
<b>Infrastructure Finance/Local Growth Fund</b> <i>Link to Environment, Economy, Housing &amp; Transport Board as above plus, Cities Regions and People &amp; Places in the context of Devolution and Local Enterprise Partnerships.</i>	<ul style="list-style-type: none"> <li>• 'The Growth Pot', including: New Homes Bonus / CIL/s 106. Overcoming district vs county issues in 2 tier areas.</li> <li>• Explore potential new financial devices including "infrastructure revenue account" to mirror HRA.</li> <li>• School place funding (link Children and Young People Board).</li> </ul>



<b>Financing arrangements for One Public Estate Programme</b>	
<b>Capital Finance</b>	<ul style="list-style-type: none"> <li>• Developing new financing options, including linking to the Municipal Bonds Agency.</li> <li>• Explore how to support councils develop 'ready to go' investable projects.</li> <li>• Explore pros and cons of Pooled vs Project financing, including the importance of 'joint and several' guarantee and transferable models from outside the sector - i.e. Cambridge Colleges Finance model.</li> <li>• Explore how to support councils secure match funding from non-Governmental sources, including what special characteristics/assurances are associated with these funding streams i.e. UK &amp; foreign wealth funds.</li> <li>• Explore how to secure income streams from infrastructure. I.e. toll charges for highways etc.</li> </ul>
<b>European Funding including accessing European Investment Bank</b>	<ul style="list-style-type: none"> <li>• Transfer of powers and freedoms to English local areas for devolved operational delivery of European Structural Investment Funding (ESIF) and leverage funding from European Investment Bank (EIB).</li> </ul>
<b>Devolution Finance</b>	<ul style="list-style-type: none"> <li>• Interlinked with all the above.</li> <li>• Explore the covenant strength of Combined Authorities within the context of devolution.</li> </ul>

**Work Stream: Workforce**

<b>Priority</b>	<b>Detail</b>
Skills and Apprenticeships  <i>NB - The July meeting of the Resources Board appointed Cllr Linda van den Hende as Skills Champion.</i>	Work with Councils, Government and partner organisation to deliver: <ul style="list-style-type: none"> <li>• a more simplified and streamlined skills system that avoids the issues of duplication and competition.</li> <li>• a properly funded delivery model that takes account of national, regional and local needs based on a set of clear strategic priorities (sector based) that support skills acquisition for adults (post-16) linked to employer demand.</li> <li>• better advice for organisations and individuals wishing to access support for their skills needs, where possible at a local level.</li> </ul>
Pensions	<ul style="list-style-type: none"> <li>• Reform of the pension system, with a lot of activity and policy discussion around the pooling of Local Government Pensions Scheme (LGPS) investments and the potential investment opportunities this may create.</li> <li>• The pensions team is already doing a lot of work in this area with ongoing briefings/seminars and engagement with Government to ensure we get the best outcome for the scheme.</li> </ul>

The new National Living Wage	<ul style="list-style-type: none"> <li>• Explore the implications of the National Living Wage (NLW), as a potential impetus for job redesign at the bottom end of the local government pay scale.</li> </ul>
Employment law/TU reform, including the referendum on Europe and the impact on employment rights.	<ul style="list-style-type: none"> <li>• Explaining and communicating developments in Employment law and Trade Union legislation.</li> <li>• Considering the impact of the referendum on European membership on jobs and employment rights.</li> </ul>
The integration of the health and social care workforce	<ul style="list-style-type: none"> <li>• Meeting the care and health needs of our growing and ageing population is a national priority. In the current financial circumstances for local government it is essential to look carefully at the development and deployment of the directly employed labour force and the relationship with commissioned providers to ensure that maximum value is provided. In an increasingly integrated system, one part of the workforce cannot be dealt with in isolation.</li> </ul>

**Work Stream: Welfare Reform**

<b>Priority</b>	<b>Detail</b>
The role of councils in benefit administration is recognised and adequately resourced.	<ul style="list-style-type: none"> <li>• Lobbying on TUPE / compensation for 4,000 staff to be completed by Christmas.</li> <li>• Securing sufficient Housing Benefit (HB) admin subsidy.</li> <li>• Ensuring that we are not left with HB overpayment debt without sufficient scope to recover.</li> </ul>
The role of councils in supporting Universal Credit (UC) claimants to make and maintain a claim is recognised and adequately resourced.	<ul style="list-style-type: none"> <li>• Ensuring that the future of Universal Support (UC) delivered locally is defined and funded; either as part of UC or as part of package of funding for 'life chances' work.</li> <li>• That Discretionary Housing Payment (DHP) is set at appropriate levels and used in appropriate ways; the role of councils in administering it is recognised and funded; working with councils to develop the evidence base to contribute to the promised Department of Work and Pensions (DWP) review (of how funding is used from 2016 to end of Parliament).</li> <li>• LGA publication setting the present and future role of local government in welfare (by March 2016).</li> </ul>
The experience of councils re: the impact of welfare reform on low income households informs future policy development.	<ul style="list-style-type: none"> <li>• Local research on impacts (including from LGInform Impacts tool) is fed up to national level via LGA channels and networks.</li> <li>• Develop a series of case studies to illustrate the impact on low income (in particular working) households and pose questions about viable policy solutions (linked to LGA Housing Commission).</li> </ul>

<p>The central role of local government in supporting households affected by the reforms is recognised and adequately resourced.</p>	<ul style="list-style-type: none"> <li>• The role of local welfare funding, DHP etc. and how it is prioritised and used; work with DWP on the review and commission additional survey / research if necessary.</li> <li>• Work with the Voluntary and Community Sector (VCS).</li> <li>• Co-location of Job Centre Plus (JCP) and other services.</li> <li>• How do councils draw together support for disadvantaged households e.g. Troubled Families, Public Health; Work Programme etc.</li> </ul>
<p>Councils have the freedom, funding and flexibility to integrate services and to improve life chances for claimants through local approaches to employment, housing, social care, education and health.</p>	<ul style="list-style-type: none"> <li>• Devolution asks on employment, skills and housing.</li> <li>• Link to our work on supply of social / affordable housing.</li> <li>• Spending Review work on devolved funding.</li> <li>• Further developing our pitch for local commissioning of the Work Programme (in particular for disadvantaged claimants).</li> <li>• Making the case for integration of health and social care support with employment support for ESA claimants.</li> <li>• Life chances and early intervention work – particularly picking up on the life chances / social mobility themes within the Welfare and Work Bill.</li> <li>• Through our lobbying around the Childcare Bill - ensure that childcare (in particular the extension to 30 hours free childcare to working households) reaches those who need it most. Give councils more levers to influence and integrate provision in their locality.</li> </ul>



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# 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](mailto:info@local.gov.uk)  
 Website: [www.local.gov.uk](http://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](http://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](http://www.cclondon.com)

## Car parks

Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park  
 Horseferry Road/Arneway Street. Visit the website at [www.westminster.gov.uk/parking](http://www.westminster.gov.uk/parking)

