

LGA Leadership Board

Agenda

Wednesday, 18 January 2017
2.00 pm

Rooms A&B, Ground Floor, Layden House,
76-86 Turnmill Street, London, EC1M 5LG

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

Guidance notes for members and visitors

Layden House, 76-86 Turnmill Street, London, EC1M 5LG

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

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DO NOT USE THE LIFTS.

DO NOT STOP TO COLLECT PERSONAL BELONGINGS.

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Further help

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

Why have the LGA's Headquarters moved?

The LGA has temporarily relocated from Local Government House (LGH) in Smith Square to Layden House in Farringdon, effective from Monday 31 October 2016. This is to allow extensive refurbishment work to be carried out to LGH.

The refurbishment works will see the ground floor conference centre and all meeting rooms fully refurbished. Floors 1, 2 and 3 will be upgraded and released for commercial letting to enable the LGA to maximise the income from this building as part of its drive for financial sustainability. A new and larger Open Council will be located on the seventh floor. The refurbishment is expected to last for nine months and we expect to be back in LGH by September 2017.

We appreciate your understanding and flexibility during this time.

LGA Leadership Board
18 January 2017

There will be a meeting of the LGA Leadership Board at **2.00 pm on Wednesday, 18 January 2017**
Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG.

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.

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.grouplga@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

Location:

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

LGA Contact:

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Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £7.20 per hour is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

LGA Leadership Board – Membership 2016/2017

Councillor	Authority
Conservative (6)	
Lord Gary Porter (Chairman)	South Holland District Council
Cllr David Hodge CBE (Vice Chairman)	Surrey County Council
Cllr David Simmonds CBE (Deputy Chairman)	Hillingdon London Borough Council
Baroness Coultie of Downe (Deputy Chairman)	Westminster City Council
Cllr Peter Fleming OBE (Deputy Chairman)	Sevenoaks District Council
Cllr Sean Anstee (Deputy Chairman)	Trafford Metropolitan Borough Council
Labour (6)	
Cllr Nick Forbes (Senior 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 CBE (Deputy Chair)	Derbyshire County Council
Cllr Sue Murphy CBE (Deputy Chair)	Manchester City Council
Cllr Peter Box CBE (Deputy Chair)	Wakefield Metropolitan District Council
Independent (2)	
Cllr Marianne Overton MBE (Vice-Chair)	Lincolnshire County Council
Cllr Peter Reeve MBE (Deputy Chair)	Cambridgeshire County Council
Liberal Democrat (2)	
Cllr Gerald Vernon-Jackson CBE (Vice-Chair)	Portsmouth City Council
Mayor Dorothy Thornhill MBE (Deputy Chair)	Watford Borough Council

LGA Leadership Board – Attendance 2016/2017

	20/7/16	14/9/16	19/10/16	8/12/16
Councillors				
Conservative				
Lord Porter of Spalding	Yes	Yes	Yes	Yes
David Hodge CBE	No	No	Yes	Yes
David Simmonds CBE	Yes	Yes	Via video	Yes
Baroness Coultie of Downe	No	Yes	No	No
Peter Fleming OBE	Yes	Yes	Yes	Yes
Sean Anstee	Yes	No	Yes	Yes
Labour				
Nick Forbes	Yes	Yes	Yes	No
Mayor Sir Steve Bullock	Yes	Yes	Yes	No
Sharon Taylor OBE	Yes	Yes	No	Yes
Peter Box CBE	Yes	Yes	Yes	Yes
Anne Western CBE	No	No	No	Yes
Sue Murphy CBE	Yes	Yes	No	No
Independent				
Marianne Overton MBE	Yes	Yes	No	No
Peter Reeve MBE	Yes	Yes	Yes	Yes
Liberal Democrat				
Gerald Vernon-Jackson CBE	Yes	Yes	Yes	No
Mayor Dorothy Thornhill MBE	Yes	Yes	Yes	Yes

Agenda

LGA Leadership Board

Wednesday 18 January 2017

2.00 pm

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Date of Next Meeting: Wednesday 1 March 2017, 2.00 pm, Layden House

Provisional Local Government Finance Settlement 2017/18

Purpose of report

For information and direction.

Summary

This paper reports on LGA activity on the provisional 2017/18 Local Government Finance Settlement, announced on 15 December 2016, including the briefing sent to member councils on the day of the announcement and the LGA's response to the consultation.

Recommendation

That the LGA Leadership Board discuss the contents of this report and provide a steer on future direction.

Action

Officers to proceed as directed.

Contact officers:

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Provisional Local Government Finance Settlement 2017/18

Introduction

1. The 2017/18 provisional local government finance settlement was announced in the House of Commons by Communities Secretary Sajid Javid on 15 December 2016.
2. The settlement was announced just over three weeks after the Autumn Statement. It followed intense lobbying activity from the LGA over social care funding in particular.
3. At the Autumn Statement, the Government did not reopen the Spending Review including the Spending Review totals affecting Local Government.
4. The 2016/17 settlement included a multi-year offer which promised greater certainty of funding. This covered Revenue Support Grant and certain other funding streams. The 2017/18 provisional settlement is in line with this, although there has been reallocation within totals of funding streams not included in the four year offer, notably a reduction of £241 million in the New Homes Bonus and the use of this resource to pay a one year only Adult Social Care Support Grant.
5. The government also announced an increase in the social care precept from 2 per cent to 3 per cent in 2017/18 and 2018/19. However, the total increase in the social care precept in the period to the end of 2019/20 must not exceed 6 per cent.
6. The consultation on the provisional settlement closes on 12 January 2017. The final local government finance settlement is expected to be published in late January or early February 2017 and to be approved by Parliament in February 2017.

Key LGA lobbying

7. The LGA engaged in intense lobbying activity, including media work, leading up to the Autumn Statement and the local government finance settlement, on the pressing need for more resources for social care.
8. At the annual National Children and Adult Services Conference in November, the LGA launched its 'state of the nation' report on adult social care funding. The report set out the LGA's position on the crisis facing adult social care and included a series of 14 essays from senior figures across the care and health sector representing, amongst others, elected Members, the Association of Directors of Adult Social Services, the King's Fund, Carers UK, the Care Quality Commission, providers, the Care and Support Alliance, and the NHS Confederation. There have been nearly 1,300 unique downloads of the report making it the most downloaded report since its publication on 2 November.
9. A press release accompanying the launch of the report received considerable national media coverage. It included new LGA polling which showed that nearly two thirds of people believe adult social care should receive a greater proportion of total health and care funding.

10. In the run up to, and following, both the Autumn Statement and the Provisional Local Government Finance Settlement, Cllr Izzi Seccombe, Chairman of the LGA's Community Wellbeing Board, was interviewed for and quoted extensively in national media stories relating to adult social care funding.
11. Ahead of the provisional Local Government Finance Settlement, the LGA worked behind the scenes with senior partners from across the care and health sector to lobby Ministers on adult social care funding.
12. Since the Provisional Local Government Finance Settlement, the LGA has provided briefings on adult social care funding to Parliamentarians for relevant parliamentary debates.

On the day activity

13. The LGA issued a [press release](#) shortly after the settlement was announced focused on the urgent need for further social care funding. The Chairman and lead members were extensively quoted in media outlets.
14. The LGA's [On the Day briefing](#) was prepared on the day of the announcement and was circulated to Council Leaders, Finance Portfolio Holders, Chief Executives, senior local government officials and parliamentarians.

Key points in the settlement

15. As summarised above; the settlement is broadly in line with the indicative figures for 2017/18 announced in the four year settlement last year with the following changes:
 - 15.1. A cut of £241 million in the amount for New Homes Bonus broadly in line with the consultation on reform of the Bonus with the money being put into a new Adult Social Care Support Grant, distributed in line with the Relative Needs Formula for social care. This will be paid in 2017/18 only.
 - 15.2. An increase in the social care precept flexibility from 2 per cent to 3 per cent in 2017/18 and 2018/19 with up to 2 per cent in 2019/20, on condition that the total increase to 2019/20 does not exceed 6 per cent.
 - 15.3. Changes to the New Homes Bonus reducing the number of years that local authorities will receive payments on a property from 6 years to 5 years in 2017/18 and four years in 2018/19. This applies to existing as well as new properties. In addition, the Government has introduced a threshold of 0.4 per cent which means that growth below this level will not generate New Homes Bonus funding.
 - 15.4. Five local authority areas are piloting further business rates retention. In addition the Greater London Authority will receive Transport for London capital funding through business rates rather than grant. This will have no financial effect on other authorities. Full details are expected to be included in the final Local Government Finance Settlement.

- 15.5. Top-ups and tariffs for all councils have changed due to the 2017 business rates revaluation which comes into force in April 2017. This adjustment has been introduced to try to cancel out the effect of the revaluation on local authorities so that no authority should be any worse or better off as a result of the revaluation.
16. Overall, there is no additional money for local government and there are no changes to the proposed distribution of Revenue Support Grant (RSG) in 2017/18. The Government will continue to pay a Transition Grant to those authorities which were affected by the change in methodology for distributing RSG implemented in 2016/17.

Key points in the On the Day briefing and the response to the Settlement

17. The key points in the LGA's On the Day briefing are the following. Subject to member approval, these also form the core of the LGA's response to the Settlement. The final response to the Settlement, cleared by Lead Members of Resources Board, will be circulated to members of the Leadership Board on a supplemental agenda.
- 17.1. No new money from central government has been included in the settlement. The Government has created more flexibility in the social care precept. However, as the total allowable precept increase over the remaining years of the Spending Review remains the same, this flexibility does not address the £2.6 billion funding gap facing social care by the end of the decade.
- 17.2. By bringing forward council tax raising powers, the Government has recognised the LGA's call for the urgent need to help councils tackle some of the immediate social care pressures they face. However, this shifts the burden of tackling a national crisis onto councils and their residents.
- 17.3. The measures announced in the settlement will help in part but fall well short of what is needed to fully protect the care services for elderly and vulnerable people today and in the future. In addition, increasing the precept raises different amounts of money for social care in different parts of the country unrelated to need and will add an extra financial burden on already struggling households.
- 17.4. There is need for an urgent injection of genuinely new additional Government funding to protect care services for elderly and disabled people. Given this unified call for action, it is hugely disappointing the settlement has failed to find any new money to tackle the growing crisis in social care.
- 17.5. There needs to be an urgent and fundamental review of social care and health before next year's spring Budget. This is imperative to get a long-term, sustainable solution to the social care crisis that the most vulnerable people in our society deserve.
- 17.6. Savings of £241 million from the reform of the New Homes Bonus have been allocated to social care authorities through a new Adult Social Care Support Grant. This is not new money but a redistribution of funding already promised to councils. This is not a solution, given the scale of the funding crisis. This, as well as the

introduction of a 0.4 per cent threshold, will be a source of concern to many authorities, particularly shire districts and those with lower housing growth.

- 17.7. Councils still face challenging funding pressures of £5.8 billion by 2019/20. Further government funding cuts will result in local authorities up and down the country having to make significant reductions to the local services communities rely on.
- 17.8. We are concerned that confirmation of the decision to cut the public health budget by £84 million could undermine the objectives we share to prevent illness, improve the public's health and to keep the pressure off adult social care and the NHS.
- 17.9. Almost all councils signed up to the offer on the four year settlement. This provides more stability of funding and we welcome this. However, authorities have expressed concern about the 'negative Revenue Support Grant adjustment' in 2019/20. Some councils will also be concerned that core spending power figures for 2017/18 are lower than the figures included in the 2016/17 local government finance settlement due to changes in the New Homes Bonus. The late announcement of the settlement has not helped councils deal with this change.
- 17.10. Business rates pilots in five areas will enable aspects of the further business rates retention system to be tested. At the same time discussions will continue between Government officials, the LGA and councils including reforming the way appeals are dealt with. We will continue to engage as the enabling legislation, the Local Growth and Jobs Bill, progresses through Parliament in 2017.
- 17.11. We will continue to work with Government to help shape the details of today's announcements ensuring that the views of councils are heard and understood, and will continue to respond to all related consultations.

Next Steps

18. The final 2017/18 local government finance settlement is due to be published at the end of January / early February 2017. This will be followed by a debate on the settlement in the House of Commons where the settlement has to be approved. In advance of that debate, the LGA will take every option for briefing parliamentarians on the key issues for local government on the settlement.

Financial Implications

19. This is core work for the LGA and is budgeted for within the 2016-17 LGA budget.

Implications for Wales

20. This report concerns England only. Local Government Finance is a devolved matter and Wales has its own separate Local Government Settlement.

Combined authorities and elected mayors in England

Purpose

For discussion and direction.

Summary

To consider an update on the LGA's offer to combined authorities and elected mayors.

Recommendations

That the LGA Leadership Board:

- i. note the update on the latest position of mayoral combined authorities;
- ii. note progress on recommendations from the Combined Authorities Working Group;
and
- iii. provide a steer on further support for Combined Authorities (Paragraph 17).

Action

Officers to take any actions as directed by the Board.

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Combined authorities and elected mayors in England

Background

1. The emergence of combined authorities and directly elected (sub-regional) mayors signals a change to the structure of local democracy in England and the way that services are provided at local level. Local governance and local leadership are becoming more complex.
2. The LGA has been considering for some time how we refine our services to support councils with devolution deals, particularly those who are working as combined authorities and those whose governance includes new Mayors. This work started with the Combined Authority Working Group convened in response to the LGA Executive's request for some "early thinking about the place of Combined Authorities in the LGA ... given the number of CAs was expected to increase over the next twelve months."
3. The working group met on 21 January 2016 and 15 March 2016. Its members were: Cllr Sir Richard Leese CBE (Labour), Cllr Mark Hawthorne MBE (Conservative), Cllr John Pollard (Independent) and Cllr Iain Roberts (Liberal Democrat).
4. The working group's recommendations, which were endorsed by the Leadership Board, resulted in the development of a comprehensive support offer for combined authorities (CAs) as well as support for Mayoral candidates in the run up to elections in May 2017. The LGA now needs to look at how this offer is developed further. This paper provides an overview of the extensive work already undertaken and seeks views from members on next steps to build on our current offer.

Devolved powers to mayoral combined authorities¹

5. To date, there are seven confirmed Mayoral Combined Authority (MCA) deals. The table below details those areas scheduled to hold mayoral elections in May 2017.

Area (Combined Authority)	Status ²
Cambridgeshire and Peterborough	Shadow CA to be formally constituted March 2017.
Greater Manchester	Established CA. Interim mayor in place ahead of 2017 election.
Liverpool City Region	Established CA.
Sheffield City Region	Established CA. ³
Tees Valley	Established CA.
West Midlands	Established CA.
West of England	Draft CA Order to be laid before Parliament.

¹ For more detail on current devolved powers to date visit the [Devolution Deals](#) and [Devolution Register](#) pages of our DevoNext Hub.

² Accurate as of 5 January 2017. For an up to date list of all mayoral candidates, visit the [Directly elected mayors](#) page of our DevoNext Hub

³ Subject to confirmation following the recent High Court ruling.

6. Although each deal has bespoke elements, a consistent pattern or ‘core offer’ has emerged in the mayoral combined authority deals. Broadly, the common elements are set out below:
 - 6.1. A single investment fund enabling pooling of central and local funding streams for economic growth, “seeded” with an annual allocation of central government funding for 30 years.
 - 6.2. Full devolution of the adult skills budget by 2018/19.
 - 6.3. Control over the post-16 further education system and the Apprenticeship Grant for Employers.
 - 6.4. Co-design with Department for Work and Pensions of future employment support for harder-to-help claimants.
 - 6.5. Greater tailoring and engagement of city regions on UK Trade and Investment services.
 - 6.6. Intermediate Body status for the European Regional Development Fund and European Social Fund.⁴
 - 6.7. Power to pursue bus franchising.
 - 6.8. Pooled and devolved local transport funding allocated as a multi-year settlement.
 - 6.9. Introduction of smart ticketing across local modes of transport.
 - 6.10. Devolved approaches to business support.
 - 6.11. Powers over strategic planning and to establish public land commissions to influence decisions about the disposal of public assets.

7. The role of the directly elected mayor has some core characteristics shared across the MCAs and the Mayor chairs the combined authority cabinet. However, mayors will have differing degrees of power over different matters and in most areas, they will have an effective veto over some decisions. Under most current deals, mayoral spending plans are to be subject to rejection by cabinet members on a two-thirds majority. Where powers to create a spatial strategy are available, this will require unanimous approval from the mayor and combined authority members.⁵ With the consent of all appropriate authorities, the role of Police and Crime Commissioner can also be merged with the mayor, (although only one area has done this to date⁶) and in most areas the mayor will also be a member of the Local Enterprise Partnership.⁷

Update on recommendations from the CA working group

8. Following Leadership Board’s endorsement of the working group’s recommendations, progress has been made to ensure that structures and services are in place to accommodate the needs of councils in combined authorities, or who have an alternative devolution deal. These are outlined in paragraphs 9 to 16.

⁴ The devolved powers in relation to both ERDF and UKTI will of course be affected by Brexit. The LGA has already started to work to develop a proposal for a UK local regeneration fund after we leave the EU and this work is being led by the Resources Board. We have also informed DExEU that future trade policy must be undertaken in conjunction with councils. Whilst central Government has not needed skills for trade deals since 1973, local government has undertaken much work on bilateral agreements with cities and regions across the world. Government will need to tap into its own skill base.

⁵ House of Commons Library, Devolution to local government in England. November 2016

⁶ Greater Manchester Combined Authority

⁷ West Midlands, Sheffield City Region, West of England, Liverpool City Region

Formal representation on LGA governance arrangements

9. The Leadership Board agreed that the purpose and terms of reference of the City Regions and People & Places Boards should be reviewed and updated. This was done in time for the 2016/17 Board cycle.
10. The Leadership Board also agreed that CAs would be best represented by a broad representation across the LGA's governance structures. Group Leaders used the nomination process to ensure that LGA governance arrangements include reasonable representation from combined authorities.

Collective capacity for combined authorities

11. As recommended, the LGA has led the development of collective capacity of CAs. This has been primarily through the Combined Authority Chief Executive Network which meets bi monthly to provide an opportunity for chief executives and chief officers to share learning and experiences, have space to discuss practical challenges and focus collectively on some of the key areas of policy development emerging within combined authorities and devolution deal areas. The LGA also convenes a devolution network for officers which has a wider membership and brings officers together to share experiences and knowledge.

Targeted improvement offer

12. The Leadership Board agreed that the LGA's improvement offer should be re-engineered to meet the needs of groupings of councils, not just of individual councils. The CA improvement offer builds on the comprehensive support offer already in place for all councils (including peer support, peer challenge and access to leadership courses) and is open to areas considering or negotiating devolution deals. It includes an LGA hub to share learning and leadership lessons and is supported via the City Regions and People & Places Boards. **Appendix A** sets out the LGA's bespoke improvement offer to support for CAs in more detail. Further development of this offer is discussed in 'next steps' below.

Directly elected mayors/mayoral candidates

13. Building on the recommendations from the CA working group, the Leadership Board was keen to ensure that the LGA establishes itself as the obvious 'home' for the new directly elected mayors and that a package of support be put in place for mayoral candidates and new mayors both as individuals and as a collective. They also agreed that a Mayors' forum, or other collective 'club' type arrangement be put in place. In response the following activity has taken place:
 - 13.1. A customised mayoral candidate support offer is being rolled out by the political group offices, which builds on the principles of the existing 'Opposition to Power' programme.
 - 13.2. A formal mayoral support offer is being finalised.
 - 13.3. LGA officers are working with colleagues from the Commonwealth Local Government Forum to develop a Commonwealth Mayoral network.

Membership and subscriptions

14. Each authority in a combined authority will continue to deliver their own services, which means that the LGA will still engage with them individually, as well as with the collective. As all the councils who make up a combined authority are in individual membership of the LGA, the Leadership Board agreed at their meeting on 6 April 2016 that that the LGA should absorb the new arrangements within existing individual subscriptions. If one or more councils within a combined authority are not in membership the LGA should charge a separate subscription to reflect that.

Proportionality

15. The LGA's political proportionality is calculated on the basis of the percentage of the electorate represented by each party, weighted in two tier areas. It relates to English councils in full membership, and to Wales where a 50 per cent weighting is applied. The Leadership Board agreed that there should be no change to proportionality arrangements in 2017/18.
16. As part of its review, the **LGA Constitution Task Group** will consider potential impacts (if any) on LGA structures, proportionality, voting rights and subscriptions. The Task Group is due to report to the Leadership Board in April and recommendations will go to General Assembly in July. Changes would therefore not come fully into effect until 2018.

Next steps

17. Building on work to date, and in addition to the support offer for new Mayors (above), the Leadership Board may wish to consider adapting our current offer in the following areas:
- 17.1. **Development of a CA peer challenge process:** It has been recognised that CAs may want to develop an approach to benchmarking and evaluation of impact with other CAs to support self-improvement. There is also the risk that Whitehall may start to develop its own performance management regime as devolved powers increase, undermining the significant gains in sector-led improvement made to date. In response to requests from areas, we are developing a self-assessment diagnostic to help combined authorities assess their capacity. Later, this could lead to a **peer challenge methodology for CAs** that builds on the successful model of peer challenges for councils which has become a key component of sector-led improvement over the past five years.
- 17.2. **Addressing capacity challenges for CAs:** The shift in power from central government to local government is bringing about new challenges for political leaders and senior officers in relation to local policy formulation; with many taking greater responsibility for policy development across a much wider geography and across different agencies and partnerships. The opportunities that devolution presents is significant. **Members may want to comment on the LGA's role in supporting CAs, and on whether CA funding is an issue on which we would wish to be more vocal as part of our wider response to funding challenges for the sector.**

- 17.3. **Brexit:** The decision to leave the EU raises questions about the role and status of English local government. Specifically, MCAs have been given new powers to manage EU funds in their areas. Thus the domestic successor to the ERDF will be of particular importance. The Resources Board is leading the work to design a proposal for a local regeneration fund after we leave the EU.

Non-mayoral CAs

18. Much of the support outlined also applies to non-mayoral CAs (peer challenge, negotiations with Whitehall, membership of the CA Chief Executives Network etc.) and will continue to be offered at the same level. In addition, the LGA's policy line remains that devolution should be available across all areas of the country and that Government needs to be more flexible in its negotiations; recognising that not all deals need to follow the same governance framework.

Financial implications

19. Proposals are deliverable within existing resources.

Implications for Wales

20. Welsh local government has its own devolution journey. Following the decision of the Welsh Government to end its policy of reducing the number of councils through local government restructuring, councils in Wales have been asked develop proposals for shared services. We are working with the WLGA to support its work with councils through sharing the learning from English councils and new Combined Authorities.
21. More generally, we have developed joint work with the WLGA and the associations in Scotland and Northern Ireland to ensure that powers repatriated after Brexit are not centralised in Whitehall, Holyrood, Stormont or Cardiff Bay. We have jointly called for EU powers to be passed to local communities through local government.

Conclusion

22. If the LGA is to continue to provide a strong united voice for local government at a time of unprecedented change, it must stay relevant to its membership whilst keeping within the current resources of the LGA. This paper, building on the recommendations of the CA working group and the work of the City Regions and People and Places Boards, has provided an update on recent activity and has proposed additional support which will ensure that combined authorities and newly elected CA mayors are supported to fulfill their roles.

Appendix A: LGA devolution support offer

Background

1. The LGA has provided ongoing support for councils and combined authorities as they have developed devolution deals. The work to date (all of which has been funded from within the membership and improvement budgets of the LGA) has balanced the need for both policy and practical support as well as the need for general and bespoke support. Work has included: assisting areas in their negotiations with Whitehall, brokering better relationships between neighbouring councils, developing a shared learning network of officers, establishing a combined authority CEX network and helping press teams prepare for new ways of working. There has been support from across the LGA including Principal Advisors, Andrew Campbell (DCLG Director General on secondment to the LGA), our member peers and the press and devolution teams.

Overview of direct support to combined authorities

- 2 All councils (including those in established or developing CAs) have access to a comprehensive sector led improvement offer and a range of tools including; peer challenge, peer mentoring, access to leadership courses , the knowledge hub and LG inform (an online service that allows councils to access and compare data). The additional offer to CAs complements and adds value to this current support.
- 3 Officers have worked closely with colleagues from Local Partnerships to align devolution support and have developed bespoke support packages for a number of areas across the country in direct response to local needs. This has included working directly with Tees Valley CA, West Midlands CA, Greater Lincolnshire, Norfolk and Suffolk and Cambridgeshire and Peterborough and Cornwall. Further work is planned in Liverpool City Region and Lancashire. Discussions are also underway to firm up the LGA's support offer to other cities and established combined authorities.
- 4 A number of additional key areas for support have emerged, including:
 - a. **Political leadership:** LGA is keen to work with councils, through our leadership team, to ensure that examples of political change in a CA setting are supported. As a result we plan to trial a CA leadership programme (early 2017) in one of the newly established CAs.
 - b. **Civic and democratic engagement** - It is important to ensure local residents, communities, special interest groups, partners and businesses are engaged fully in the devolution agenda and that there are mechanisms in place locally to facilitate such engagement. We have worked with New Economics Foundation to develop an online tool to support areas with more effective engagement.
 - c. **Policy support:** A re-occurring theme from our conversations with members and senior officers is that there is often limited capacity to support policy and strategy development locally for Mayors and CAs. The scale of the task facing areas who want to capitalise on the opportunities that devolution presents is

significant. The shift in decision making from central government to local government is bringing about new challenges for political leaders and senior officers in relation to local policy formulation; with many taking greater responsibility for policy development across a much wider geography and across different agencies and partnerships.

As such, feedback suggests that areas would benefit from dedicated capacity to work across policy work streams locally, ensuring long term visioning and practical implementation are entwined as well as helping to drive the local public service reform agenda. We have support that we can offer in this area locally and also to 'join up' with Whitehall departments.

- d. **Technical support:** including the development of assurance frameworks.
- e. **Press and communications:** Local press and communications teams have asked for support in developing strategies for new devolved arrangements and building public confidence.
- f. **Governance:** The LGA has worked with the Centre for Public Scrutiny (CFPS) to support places with devolution deals to develop robust governance arrangements. Some areas have also expressed an interest in practical support to help develop robust overview and scrutiny arrangements within their CA.
- g. **Support with Whitehall relationships:** We have supported councils in preparing and presenting devo bids and in helping develop a more productive relationship with individual departments. Officers recognise the need to refresh this approach in light of the new political context and ministerial appointments over the summer departments to ensure LGA role in national messaging on devolution.
- h. **Workforce development:** As with leadership support, a number of areas have identified challenges in relation to their workforce as the devolution agenda gathers momentum and working across combined authorities brings about new challenges and uncertainty for employees. Building on existing support from the LGA workforce team, we are developing our offer to lead transformational change across CA/devo areas which will include employee resilience.
- i. **Mayoral support** - To ensure that areas are in the best position to address the challenges they face at both the scale and pace required, LGA is developing a programme to support combined authorities and mayors.
- j. **Health and social care support** - from the dedicated LGA/DH team who have been supporting a number of local programmes. For example, two events have taken place, the first for health and care leads to learn from Greater Manchester's early work in this area, and the second to brief health providers

and voluntary and community groups on devolution and the changing local government landscape.

- k. **Knowledge sharing** - The Devo Next Hub provides a 'one stop shop' for local government colleagues and stakeholders for information they need about devolution including tools and resources. In the past 12 months, there have been 48,562 unique page views (with 69,457 overall page views). In the past six months, there have been 33,820 unique page views (47,116 overall page views) and demand appears to be increasing. Our '60-second explainer' videos on devolution and combined authorities have also been popular, with 692 and 1,984 views respectively. The Hub was also praised by the Communities and Local Government Select Committee.
- l. **Officer devolution network** - involving a cohort of officers from councils who are negotiating or implementing deals. The network receive regular devolution updates and meets, when appropriate, to share experiences and learning on devolution.
- m. **Combined authority CEX network** - The LGA has established and provides the secretariat for the combined authority CEX network, chaired by Martin Reeves of WMCA. The network provides an opportunity for chief executives and chief officers to share learning and experiences, have space to discuss practical challenges and focus collectively on some of the key areas of policy development emerging within combined authorities and devolution deal areas.
- n. **Performance management and sector led improvement** - In the future, it is likely that CAs may want to develop an approach to benchmarking and evaluation of impact with other CAs to support self-improvement. In response to requests from areas, we are developing a self-assessment diagnostic to help combined authorities assess their capacity. Later, this could lead to a **peer challenge methodology for CAs** that builds on the successful model of peer challenges for councils which has become a key component of sector-led improvement over the past five years.

Scheme of Delegation

Purpose

For decision.

Summary

Members are requested to approve an updated version of the current Scheme of Delegation for the LGA and IDeA for onward recommendation for approval to the LGA Properties and LGMB Company Boards.

Recommendation

That the Leadership Board agree the proposed scheme of delegation for the LGA and its associated companies (**Appendix A**), prior to this being presented to the individual company boards for agreement.

Action

To implement the recommendation – Strategic Finance Manager.

Contact officer: Paul Brack
Position: Strategic Finance Manager
Phone no: 0207 877 309
Email: Paul.Brack@local.gov.uk

Scheme of Delegation

Background

1. The Scheme of Delegation was last reviewed and approved by the former LGA Resources Panel in 2012. The current Scheme of Delegation does not provide cover for the delegation of activities into the two property companies.
2. The attached proposed updated Scheme of Delegation reflects the current structure of the LGA. It is proposed that members take this opportunity to include LGA Properties and LGMB delegation into a single policy document.

Proposed scheme of delegation

3. The Scheme of Delegation for the LGA and its associated companies is included at **Appendix A**. In broad terms this states that:
 - 3.1. Member approval for all financial transactions is provided in advance of the financial year, through the annual business planning and budgeting process;
 - 3.2. Senior Management Team (SMT) approval is required for any new proposals not covered by the business plan and budget; and
 - 3.3. Member approval is required for all new proposals or budget changes (virements) exceeding £250 k in value.

Next steps

4. The Leadership Board is asked to agree the proposed scheme of delegation for the LGA and its associated companies (**Appendix A**), prior to this being presented to the individual company boards for agreement.

Appendix A

Scheme of delegation for the LGA and its associated companies IDeA, LGA Properties and LGMB.

Date created: January 2015
Responsible Officer: Strategic Finance Manager

Date for next review: March 2018
Date of current revision: January 2017

This policy applies to all employees of the Local Government Association and Improvement & Development Agency.



Scheme of delegation for the LGA and its associated companies IDeA, LGA Properties and LGMB.

1. Authorisation levels

- 1.1. The LGA’s officers are authorised to commit expenditure and enter into contracts for goods or services, where the officer has designated responsibility for delivering the work as set out in their job description and as reflected in the LGA’s cost centre structure. The following criteria must apply:
 - The work is consistent with the LGA’s priorities and will deliver the objectives set out in the LGA’s annual business plan:
 - There is sufficient budget available to meet the cost of the commitment
 - The total value of the expenditure does not exceed the officer’s authorisation level.
- 1.2. This is subject to the LGA’s agreed procurement policy and any legislative requirements.
- 1.3. These principles also apply to decisions to enter into partnership agreements, contracts for the delivery of services and agreements with government to undertake grant-funded programmes.
- 1.4. In addition designated employees within the Finance Team may also authorise expenditure in line with the above criteria in exceptional circumstances and where full background information has been provided.

2. New commitments

- 2.1. Officers are authorised to commit expenditure on new work not contained within the current business plan as long as the above criteria are met and the work has been agreed by the Strategic Management Team.
- 2.2. Revisions to the business plan, including alterations to the budget (virements) of £250,000 or over, are to be approved by the Leadership Board and relevant company board before any commitment is made.

3. Authorisation levels

3.1. The following limits apply to financial decisions for different grades of staff.

Level	Limit
Chief Executive and Deputy Chief Executive	Over £150,000
Strategic Management Team	£150,000
Senior Managers (Grades 8/9/10)	£50,000
Managers/Programme Managers/Senior & Principal Advisers/ Heads of Group Offices (Grades 6 - 9)	£25,000
Designated business support staff (Grades 4 and 5)	£5,000

Allocation of Corporate Payment Cards

4.1. Corporate payment cards are made available to deal with transactions that require immediate payment, including internet payments for services.

Category	Allocation of Corporate Payment Cards and Card Limits	
A	Chief Executive and Deputy Chief Executive	£3,000
B	Strategic Management Team	£2,000
C	Strategic Finance Manager and Conferences & Events Manager	£5,000
D	Senior Managers (Grades 8/9/10)	£1,000
E	Heads of Group Offices	£1,000
F	European and International team advisers	£2,500
G	Peer Support Programme Managers and Advisers	£2,000
H	Corporate Services Managers (Property Asset, Facilities, ICT and Business) (Grades 5-7)	£1,000

4.2. Additional cards or revised limits can be agreed by exception, subject to completion of a business case and approval by the Deputy Chief Executive or appropriate Strategic Management Team (SMT) member.

5. Regular or recurring payments

5.1. The Chief Executive is authorised to approve expenditure in respect of regular or recurring payments arising from statutory or contractual commitments (for example staff costs, loan repayments, rates, rents, mortgage payments) subject to budget provision being available for that purpose. This may be delegated to the Strategic Finance Manager and another member of the Strategic Management Team.

6. Credit control

6.1. Subject to approval from the appropriate SMT member, the Strategic Finance Manager is authorised to take all necessary action, including legal proceedings to recover any outstanding debts, to write off irrecoverable debts of up to £5,000; and to make payments of up to £5,000 in settlement of small claims.

6.2. The Chief Executive is authorised to write off debts exceeding £5,000 which, after the full process of credit control, including legal proceedings if appropriate, are deemed by the Strategic Finance Manager to be irrecoverable. The write-off of any individual debts in excess of £25,000 are to be reported to the Leadership Board. Lower amounts will be reported if likely to bring any reputational risk to the LGA.

7. Litigation and legal proceedings

- 7.1. In order to protect the LGA's rights or interests, the Chief Executive is authorised, in the light of legal advice, to issue instructions for legal proceedings and make settlements in relation to court and tribunal cases. All cases where costs and/or potential costs, liabilities or settlement are likely to exceed £25,000 shall be reported to the Leadership Board. Lower amounts will be reported if likely to bring any reputational risk to the LGA.



LGA Leadership Board

18 January 2017

Amendments to Improvement and Development Agency for Local Government Ltd (IDeA) Articles of Association

Purpose

For decision.

Summary

Following a decision by the Board of Directors of IDeA to update the Articles of Association of the company, a review and amendment of the Articles has taken place. As the owners or 'Members' of the company itself, the LGA's Leadership Board is required to agree the amended Articles before they can be lodged with Companies House.

The amended Articles are appended to this report at **Appendix A** and the agreed Resolution of the Board of Directors of the IDeA, which agreed to refer and recommend these amendments to the Articles to the LGA's Leadership Board, is appended at **Appendix B**.

Recommendation

That the LGA Leadership Board agree the appended amended Articles of Association for the Improvement and Development Agency for Local Government Ltd (IDeA).

Action

If agreed, the new Articles will be lodged with Companies House and become a matter of record as the governance document for the running of the company.

Contact officer: Dennis Skinner
Position: Head of Improvement
Phone no: 0207 664 3017
Email: Dennis.skinner@local.gov.uk

Amendments to Improvement and Development Agency for Local Government Ltd (IDeA) Articles of Association

Background

1. Following a decision by the Board of Directors and the appointment of Dennis Skinner as Company Secretary, a review of the Articles of Association of the Improvement and Development Agency for Local Government Ltd (IDeA) has taken place to identify where amendments and updates need to be made.

Issues

2. The significant changes to the Articles of Association have been made in relation to the appointment of both 'Members/ Owners' of the company and of Directors of the Company. These amendments were required to bring the operation of the company in line with the current position and standing of the company. Additionally, regularity was required in terms of the appointment of the Independent Directors and alignment with the 'Members' of the company to reflect the current position.
3. The most significant amendments have been made to the following Articles:
 - 3.1. Article 3 - the Membership (i.e. ownership) of the company is recommended to be 6 and should mirror the councillor members of the Board of Directors and the Company Secretary.
 - 3.2. Article 9 - quorum of Members, for the purposes of AGMs and similar, will require presence of at least two political group representatives.
 - 3.3. Article 27 - the maximum number of Directors is to be reduced to 10 from 17.
 - 3.4. Article 32 - the position of Director can only be held by serving LGA councillors as detailed in Article 36 and that the position of Independent Directors is subject to review and a maximum term.
 - 3.5. Articles 33 to 36 - amendments have been made to the number of Directors (as above) and now details which roles within the LGA structure will link to a Director position for IDeA.
 - 3.6. Article 40 - quorum for the Board of Directors will require presence of at least two political group representatives.
 - 3.7. Article 43 - the Chair of the Board of Directors will be the Chair of the LGA's Improvement and Innovation Board (or equivalent).
 - 3.8. Article 53 - the role of Company Secretary will be held by the LGA officer who is the Head of Improvement (or equivalent)



Financial Implications

4. None

Next steps

5. The Leadership Board are asked to:
 - 5.1. Review and agree the appended amended Articles of Association.
 - 5.2. Direct that the new Articles be adopted and filed at Companies House.

Appendix A

Amended Articles of Association

No. of Company: **3675577**

The Companies Act 1985

**COMPANY LIMITED BY GUARANTEE
AND NOT HAVING A SHARE CAPITAL**

ARTICLES OF ASSOCIATION

OF

**IMPROVEMENT AND DEVELOPMENT AGENCY
for LOCAL GOVERNMENT**

Incorporated the 27th day of November 1998 and amended on 18 July 2000, 26 April 2006 and 13th March 2013, amendments added 8th December 2016

THE COMPANIES ACT 1985

COMPANY LIMITED BY GUARANTEE
AND NOT HAVING A SHARE CAPITAL

ARTICLES OF ASSOCIATION

of

IMPROVEMENT AND DEVELOPMENT AGENCY for LOCAL GOVERNMENT

INTERPRETATION

1. In these Articles:-

"the Act" means the Companies Act 2006 including any statutory modification or re-enactment thereof for the time being in force.

"the Board" means the Board of Directors for the time being of the Company

"the Company" means the above named Company.

Independent Directors' means non-political Director Appointments i.e. Directors who are not appointed by virtue of being councillors of LGA member authorities.

"the LGA" means the Local Government Association.

"the seal" means the common seal of the Company.

"Secretary" means any person appointed to perform the duties of the Secretary of the Company including a joint, assistant or deputy secretary.

"the United Kingdom" means Great Britain and Northern Ireland.

"the WLGA" means the Welsh Local Government Association.

Expressions referring to writing shall, unless the contrary intention appears, be construed as including references to printing, lithography, photography, and other modes of representing or reproducing words in a visible form.

Unless the context otherwise requires, words or expressions contained in these Articles shall bear the same meaning as in the Act or any statutory modification thereof in force at the date at which these Articles become binding on the Company.

NAME, REGISTERED OFFICE, OBJECTS AND LIMITED LIABILITY (INCLUDING PROVISIONS INCORPORATED INTO THESE ARTICLES BY VIRTUE OF SECTION 28(1) OF THE ACT)

2.

- (a) The name of the Company is "Improvement and Development Agency for Local Government".
- (b) The Registered Office of the Company will be situated in England.
- (c) The objects for which the Company is established are:
 - (i) to assist, advise and encourage local authorities to improve their performance through mechanisms which support and promote innovation and change;
 - (ii) to encourage, promote, develop, provide or assist in the provision of, set standards and targets for the attainment thereof, and give approval to, information and advice on, arrangements which have the object of encouraging and assisting local authorities

to continuously improve their organisation, management arrangements, people management, operations and performance of their functions both generally and in areas at risk of difficulty or failure, including arrangements for supporting peer ~~group~~ review, ~~sector led improvement~~~~if-regulation~~ and exchange of good practice;

- (iii) to encourage, promote, develop, provide or assist in the provision of, set standards and targets for the attainment thereof, and give approval to, information and advice on appropriate training and development opportunities for persons in, or intending to enter, the employment of local authorities, and elected or appointed members of such local authorities and other bodies;
- (iv) to commission, provide or assist in the provision of, promote, and otherwise ensure the collection, validation and effective dissemination of research, data and best practice information on matters relating to the organisation, management arrangements, people management, operations, and performance of the functions of local authorities;
- (v) to apply, arrange for or advise on the application of selection and other tests and examinations of all kinds or other methods for ascertaining the attainment of any standards recommended by the company and to acknowledge the attainment thereof;
- (vi) to exchange information and opinion with other organisations and to act as a liaison body, to advise, co-operate, work with, or to act as agents or to provide services for, the ~~Employers' Organisation for Local Government~~, the Local Government Association ("the LGA"), ~~the WLGA, Convention of Scottish Local Authorities ("CoSLA")~~, and any public sector body or body not conducted for private profit, whether or not established in the United Kingdom, having objects similar, in whole or in part, to those of the Company, and to contribute to the work of any such body and to make available the results of the work of any such bodies;
- (vii) to retain or employ skilled, professional or technical workers and advisers in connection with the objects of the company, and to pay therefor such remuneration or fees as may be thought expedient;
- (viii) to apply to government departments, local authorities and other public bodies in the United Kingdom and elsewhere and to corporations, companies and persons for, and

to accept, grants of money, land, donations, gifts, subscriptions and other assistance for promoting the objects of the Company;

- (ix) to organise and participate in congresses, seminars, conferences, exhibitions and training to promote the objects of the Company;
- (x) to prepare, edit, print, publish, distribute and sell any reports, bulletins, books, periodicals and other publications or literary undertakings, including film, recorded media, or electronic delivery of text or images, relating to the activities of the Company;
- (xi) to exploit commercially any aspect of the work of the Company;
- (xii) to purchase, take on lease or in exchange, hire or otherwise acquire any real or personal property and any rights or privileges which the Company may think necessary or convenient for the promotion of its objects, and to construct, maintain and alter any buildings or structures necessary or convenient for the work of the Company;
- (xiii) to manage, develop, sell, let, mortgage, dispose of or turn to account all or any of the property or assets of the Company as may be thought necessary with a view to the promotion of its objects;
- (xiv) to undertake and execute any charitable trusts which may lawfully be undertaken by the Company and which may be necessary to its objects;
- (xv) to establish, promote, co-operate with, become a member of, act as or appoint trustees, agents or delegates for, control, manage or supervise, or give financial or other assistance to the work of any associations, institutions and other bodies incorporated or not incorporated, whose objects are similar to the objects of the Company, including to purchase, subscribe for or otherwise acquire and hold shares (fully or partly paid up) or stock in securities of, or to lend money to, subsidise or otherwise assist any other association, institution or other body;

- (xvi) to lend, borrow or raise money or make grants of money, for the purpose of furthering the objects of the Company on such terms and on such security as may be thought fit;
- (xvii) to place any monies of the Company not immediately required for its purposes on deposit on such terms as the Company may see fit;
- (xviii) to pay out of the fund of the Company all expenses which the Company may lawfully pay with respect to the formation and registration of the Company or the issue of its capital, including brokerage and commissions for obtaining applications for or taking, placing or underwriting or procuring the underwriting of shares, debentures or other securities of the Company and generally in connection with the conduct of any of its businesses and activities;
- (xix) to establish and maintain or procure the establishment and maintenance of any contributory or non-contributory pension or superannuation funds for the benefit of, and give or procure the giving of donations, gratuities, pensions, allowances, or emoluments to, any persons who are or were at any time in the employment or service of the Company or of any company which is a subsidiary of the Company or is allied to or associated with the Company or with any such subsidiary company, or of any of the Company's predecessor bodies the Local Government Management Board ("**LGMB**"), the Local Government Training Board ("**LGTB**"), the Local Authorities' Conditions of Service Advisory Board ("**LACSAB**"), and such other bodies for whom LGMB, LGTB or LACSAB had responsibility, and the spouses, widows, widowers, families and dependants of any such persons, and also to establish and subsidise and subscribe to any institutions, associations, clubs, building and housing schemes, funds and trusts, which may be considered calculated to be for the benefit of or to advance the interests and well-being of the Company or of any such other company or body as aforesaid, or any such persons and to make payments to or towards the insurance of any such persons as aforesaid and to do any of the matters aforesaid, either alone or in conjunction with any such other company as aforesaid;
- (xx) to subscribe or guarantee money for any purpose which may be considered likely directly or indirectly to further any of the objects of the Company;

- (xxi) to do such other things as are remitted to the Company by the LGA or other associations of local authorities in the United Kingdom;
- (xxii) to co-ordinate and advise the activities and functions of the employers' sides of negotiating bodies in which local authorities are concerned including the provision of a joint secretariat;¹
- (xxiii) to ascertain, collate and disseminate information with regard to pay and conditions of service, both in general and in local government service with the object of assisting local authorities, and associations representing the interests of local authorities and the employers' side of any negotiating bodies with which local authorities may from time to time be concerned;
- (xxiv) to maintain effective liaison with any negotiating bodies for which the Company does not provide a joint secretariat but which are concerned in the settlement of conditions of service of employees of local authorities;
- (xxv) to provide information, advice, assistance and give approval to, and to set standards and targets for the attainment thereof by, local authorities on any matters relating to the employment of staff including matters relating to equality of opportunity and treatment, training and development of skills, the occupational health, and the pensions of such staff.
- (xxvi) to provide information, advice, assistance and give approval to, and to set standards and targets for the attainment thereof by, local authorities on any human resources matters relating to the effective management and organisation of local authorities and delivery of services to local communities;
- (xxvii) to apply, arrange for or advise on the application of selection and other tests and examinations of all kinds or other methods for ascertaining the attainment of any standards recommended by the Company and to acknowledge the attainment thereof;
and

¹ Articles 2(c)(xxii)-(xxvii) incorporated from the Memorandum of Association of Employers' Organisation for Local Government

(xxviii) to do all such other lawful things as are incidental or conducive to the attainment of the above objects or any of them.

(d) The income and property of the Company however derived shall be applied solely towards the promotion of the objects of the Company as set forth in these Articles, and no portion thereof shall be paid or transferred directly or indirectly, by way of dividend, bonus, or otherwise by way of profit to the Members of the Company.

Provided that nothing herein shall prevent any payment in good faith by the Company:

(i) of reasonable and proper remuneration to any officer or servant of the Company for any services rendered to the Company;

(ii) of interest on money lent by any Member of the Company or its Board of Directors at a reasonable and proper rate;

(iii) of reasonable and proper rent for premises demised or let by any Member of the Company or its Board of Directors;

(A) to any Member of the company or its Board of Directors for their reasonable travel, subsistence, out-of-pocket expenses and

(B) to any Member of the company or its Board of Directors remuneration for duties and responsibilities up to amounts recommended by the Local Government Association from time to time

(e) The liability of the Members is limited.

(f) Every member of the Company undertakes to contribute such amount as may be required (not exceeding £1) to the Company's assets if it should be wound up while he/she is a member or within one year after he/she ceases to be a member, for payment of the Company's debts and liabilities contracted before he/she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves.

MEMBERS

3. The subscribers to the Memorandum of Association and such other persons as the LGA, ~~and if the LGA so invites them, the WLGA~~, shall, from time to time, admit to membership shall be members of the Company. Every member of the Company shall either sign a written consent to become a member or sign the register of members on becoming a member. The number of members with which the Company proposes to be registered is ~~sixfour~~ but the LGA may from time to time resolve to increase the number of members save that no person shall be a member of the company who is not a councillor of a local authority for the time being in membership of the LGA ~~or WLGA~~. The members shall at all times be the 6 councillor members of the Board of Directors and the Company Secretary. The ~~LGA~~organisation when nominating a member of the Company may cancel the nomination of any person so nominated, and any member may retire, by notice in writing to the Company, and the person concerned shall cease to be a member of the Company immediately upon receipt by the Company of such notice, provided that the number of members of the Company is not less than ~~fivethree~~.

GENERAL MEETINGS

4. The Company shall in each year hold a general meeting as its annual general meeting in addition to any other meetings in that year, and shall specify the meeting as such in the notices calling it; and not more than fifteen months shall elapse between the date of one annual general meeting of the Company and that of the next. The annual general meeting will take place at the beginning of the political cycle in September. Provided that so long as the Company holds its first annual general meeting within eighteen months of its incorporation, it need not hold it in the year of its incorporation or in the following year. The annual general meeting shall be held at such time and place as the Board shall appoint. All general meetings other than annual general meetings shall be called extraordinary general meetings.
5. The Board may, whenever they think fit, convene an extraordinary general meeting, and extraordinary general meetings shall also be convened on such requisition, or, in default, may be convened by such requisitionists, as provided by Section 368 of the Act. If at any time there are not within the United Kingdom sufficient members of the Board capable of acting to form a quorum, any member of the Board or any two members of the Company may convene an extraordinary general meeting in the same manner as nearly as possible as that in which meetings may be convened by the Board.

NOTICE OF GENERAL MEETINGS

6. An annual general meeting and an extraordinary general meeting called for the passing of a special resolution shall be called by at least twenty-one clear days' notice in writing, and all other extraordinary general meetings shall be called by at least fourteen clear days' notice in writing. The notice shall specify the place, date and time of the meeting and in the case of special business, the general nature of the business to be transacted, and shall be given in the manner hereinafter mentioned or in such other manner, if any, as may be prescribed by the Company in general meeting, to the members, directors and auditors:

Provided that a meeting of the Company shall, notwithstanding that it is called by shorter notice than that specified in this Article be deemed to have been duly called if it is so agreed:-

- (a) in the case of a meeting called as the annual general meeting, by all the members entitled to attend and vote thereat; and
- (b) in the case of any other meeting, by a majority in number of the members having a right to attend and vote at the meeting, being a majority together representing not less than ninety-five per cent of the total voting rights at that meeting of all the members.
7. The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings at that meeting.

PROCEEDINGS AT GENERAL MEETINGS

8. All business shall be deemed special that is transacted at an extraordinary general meeting, and also all that is transacted at an annual general meeting, with the exception of the consideration of the accounts, balance sheets, the reports of the Board and auditors, and the appointment of, and the fixing of the remuneration of the auditors.
9. No business shall be transacted at any general meeting unless a quorum of members is present at the time when the meeting proceeds to business; save as herein otherwise provided three, ~~three members present in person or one-third~~ of the membership of the Company for the time being, ~~whichever shall be the greater,~~ shall be a quorum with a minimum of two political groups

represented as present. If within half an hour from the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of members, shall be dissolved; in any other case it shall be adjourned to the same day in the next week, at the same time and place, or to such other day and at such other time and place as the Board may determine.

10. The Chair, if any, of the Board shall preside as Chair at every general meeting of the Company, or if there is no such Chair, or if he/she is not present within fifteen minutes after the time appointed for the holding of the meeting or is unwilling to act the members of the Board present shall elect one of their number to be Chair of the meeting.
11. If at any meeting no member of the Board is willing to act as Chair or if no member of the Board is present within fifteen minutes after the time appointed for holding the meeting, the members present shall choose one of their number to be Chair of the meeting.
12. The Chair may, with the consent of any meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place. When a meeting is adjourned for thirty days or more, notice of the adjourned meeting shall be given as in the case of an original meeting. Save as aforesaid it shall not be necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting.
13. At any general meeting a resolution put to the vote of the meeting shall be decided on a show of hands unless a poll is (before or on the declaration of the result of the show of hands) demanded by the Chair, or by at least two members present in person or by proxy, or by any member or members present in person and representing not less than one-third of the total voting rights of all the members having the right to vote at the meeting.
14. Unless a poll be so demanded a declaration by the Chair that a resolution has on a show of hands been carried or carried unanimously, or by a particular majority, or lost and an entry to that effect in the book containing the minutes of proceedings of the Company shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.
15. The demand for a poll may be withdrawn.

16. Except as provided in Article 18, if a poll is duly demanded it shall be taken in such manner as the Chair directs, and the result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded.
17. In the case of an equality of votes, whether on a show of hands or on a poll, the Chair of the meeting at which the show of hands takes place or at which the poll is demanded, shall be entitled to a second or casting vote.
18. A poll demanded on the election of a Chair, or on a question of adjournment, shall be taken forthwith. A poll demanded on any other question shall be taken at such time as the Chair of the meeting directs, and any business other than that upon which a poll has been demanded may be proceeded with pending the taking of the poll.
19. Subject to the provisions of the Act a resolution in writing signed by all the members for the time being entitled to receive notice of and to attend and vote at general meetings shall be as valid and effective as if the same had been passed at a general meeting of the Company duly convened and held.

VOTES OF MEMBERS

20. Any member may be represented at any general meeting of the Company by a proxy with full powers acting on his/her behalf provided such proxy is approved in writing by the body nominating the member.
21. Subject to Article 17 and as hereinafter provided:-
 - (a) on a show of hands every member present in person or by proxy shall have one vote;
 - (b) on a poll every member present in person or by proxy shall be entitled to one vote.
22. The instrument appointing a proxy shall be in writing. It shall be deposited at the registered office of the Company or at such other place within the United Kingdom as is specified for that purpose in the notice convening the meeting, not less than twenty four hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument proposed to vote,

or, in the case of a poll, not less than twenty four hours before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid.

23. An instrument appointing a proxy shall be in the following form or a form as near thereto as circumstances admit:-

"Improvement and Development Agency for Local Government

I _____ of _____ in the County of _____ being a member of the above named Company, hereby appoint _____ of _____ or failing him/her _____ of _____ as my proxy to vote for me on my behalf at the (annual or extraordinary, as the case may be) general meeting of the Company to be held on the _____ day of _____ 19 _____, and at any adjournment thereof.

Signed this _____ day of _____ 19 _____."

24. Where it is desired to afford members an opportunity of voting for or against a resolution the instrument appointing a proxy shall be in the following form or a form as near thereto as circumstances admit:-

"Improvement and Development Agency for Local Government

I _____ of _____ in the County _____ of _____ being a member of the above named _____ Company, hereby appoint _____ of _____ or failing him/her, _____ of _____ as my proxy to vote for me on my behalf at the (annual or extraordinary, as the case may be) general meeting of the Company to be held on the _____ day of _____ 19 _____, and at any adjournment thereof.

Signed this _____ day of _____ 19 _____ .

This form is to be used *in favour of/against the resolution.

Unless otherwise instructed, the proxy will vote as he thinks fit.

*Strike out whichever is not desired."

25. The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.
26. A vote given in accordance with the terms of an instrument of proxy shall be valid notwithstanding the previous death or insanity of the principal or revocation of the proxy or of the authority under which the proxy was executed, provided that no intimation in writing of such death, insanity or revocation as aforesaid shall have been received by the Company at the office before the commencement of the meeting or the adjourned meeting at which the proxy is used.

BOARD OF DIRECTORS

27. Until otherwise determined by the Company in General Meeting, the number of members of the Board shall be not less than five and not more than ~~tenseventeen~~.

BORROWING POWERS

28. The Board may exercise all the powers of the Company to borrow money, and to mortgage or charge its undertaking and property, or any part thereof, and to issue debentures, debenture stock and other securities, whether outright or as security for any debt, liability or obligation of the Company or of any third party.

POWERS AND DUTIES OF THE BOARD

29. The business of the Company shall be managed by the Board, who may pay all expenses incurred in promoting and registering the Company, and may exercise all such powers of the Company as are not, by the Act or by these Articles, required to be exercised by the Company in general meeting, subject nevertheless to the provisions of the Act or these Articles and to such regulations, being not inconsistent with the aforesaid provisions, as may be prescribed by the Company in general meeting; but no regulation made by the Company in general meeting shall

invalidate any prior act of the Board which would have been valid if that regulation had not been made.

30. All cheques, promissory notes, drafts, bills of exchange and other negotiable instruments, and all receipts for moneys paid to the Company, shall be signed drawn, accepted, endorsed or otherwise executed, as the case may be, in such manner as the Board shall from time to time by resolution determine.
31. The Board shall cause minutes to be made in books provided for the purpose:-
- (a) of all appointments of Officers made by the Board;
 - (b) of the names of the members of the Board present at each meeting of the Board and of any committee of the Board;
 - (c) of all resolutions and proceedings at all meetings of the Company, and of the Board and of committees of the Board.

DISQUALIFICATION OF MEMBERS OF THE BOARD

32. The office of member of the Board shall be vacated if the member:-
- (a) becomes bankrupt or makes any arrangement or composition with his/her creditors generally; or
 - (b) becomes incapable by reason of mental disorder, illness or injury of managing and administering his/her property and affairs; or
 - (c) becomes prohibited from being a director by reason of any order made under the Company Directors Disqualification Act 1986; or
 - (d) is directly or indirectly interested in any contract with the Company and fails to declare the nature of his/her interest in manner required by Section 317 of the Act; or

- (e) resigns his/her office by notice in writing to the Company; or
- (f) is absent from the meetings of the Board for more than three consecutive meetings without the consent of the Board; or
- (g) No longer holds the position or role that affords them the position as Director of the Company as detailed in Article 35 below.
- (g)(h) The position of the Independent Directors will be re-advertised in 2017 and then reviewed every three years thereafter. For the avoidance of doubt the tenure of the Directorship of the 'Independent Directors' shall be reviewed on a three yearly basis and the reconfirmation of these Directors will be subject to a majority vote of the remaining Board.
- (i) There shall be a maximum of 3 terms of 3 years each for Independent Directors.
- (h)(j)

APPOINTMENT OF MEMBERS OF THE BOARD

33. The- LGA shall be entitled to appoint and remove from time to time ~~10fourteen~~ members of the Board, a maximum of 3seven of which members shall not be councillors of local authorities in membership of the LGA i.e. Independent Directors.
34. The Secretary of State for the Department for Communities and Local Government~~Environment, Transport and the Regions~~ may~~shall~~ be invited~~entitled by the LGA~~ to appoint and remove from time to time one member of the Board.
- ~~35. The WLGA and the National Association of Regional Employers ("NARE") shall, if invited so to do by the LGA, be entitled each to appoint and remove from time to time one member of the Board which members shall be councillors of local authorities in membership of the WLGA and NARE respectively.~~
35. The Chair of the LGA's Improvement and Innovation Board (or equivalent) shall, by virtue of this role, become a Director of the Board of the Company. The Chairperson of the LGA and the Political Group Leaders, or equivalents, (or their nominees/ representative) shall, by virtue of these positions, become a Director of the Company. The two Independent Observers of the LGA's Improvement Board (or equivalent), by virtue of these roles, shall become Directors of the Company. All other Director appointments will be made in line with Articles 33 to 35 above. All non-political (i.e. non councillor) Directors shall be known as the 'Independent Directors'. All Directors shall have equal voting rights. ~~The number of members of the Board appointed from~~

~~time to time who are councillors appointed by the LGA, WLGA and NARE under Articles 33 and 35 above shall not exceed by more than two the number of other members of the Board who may be appointed under Article 33; and the number of members of the Board who are not councillors appointed by the LGA, WLGA and NARE under Articles 33 and 35 above shall not be greater than the number of members of the Board who are councillors appointed by the LGA, WLGA and NARE under Articles 33 and 35 above.~~

36. (a) Every appointment or removal of a director under the powers conferred by Articles 33 to 35 shall be notified in writing by the body making such appointment and shall only take effect on the service thereof at the registered office of the Company.
- (b) No person dealing with the Company shall be concerned to enquire as to the validity of the appointment or removal of a Director under this Article and shall not be affected or in any way prejudiced by any invalidity in such appointment or removal unless such person had at the time express notice of the same.
37. The Company may from time to time by Extraordinary Resolution increase or reduce the number of members of the Board.

PROCEEDINGS OF THE BOARD

38. The Board may meet together for the despatch of business, adjourn, and otherwise regulate their meetings, as they think fit. Questions arising at any meeting shall be decided by a majority of votes. In the case of an equality of votes the Chair shall have a second or casting vote. A member of the Board may, and the Secretary on the requisition of a member of the Board shall, at any time summon a meeting of the Board by notice in writing served upon the several members of the Board. It shall not be necessary to give notice of a meeting of the Board to any member of the Board for the time being absent from the United Kingdom.
39. The quorum necessary for the transaction of the business of the Board shall be three, of whom at least two shall be ~~from differing political groups~~~~councillors appointed by the LGA.~~
40. The continuing members of the Board may act notwithstanding any vacancy in their body, but, if and so long as their number is reduced below the number fixed by or pursuant to the Articles of the Company as the necessary quorum of members of the Board, the continuing members or

member of the Board may act for the purpose of summoning a general meeting of the Company, but for no other purpose.

41. The Board ~~Chair shall be the Chair of the LGA's Improvement and Innovation Board (or equivalent). may elect a Chair of their meetings and determine the period for which he/she is to hold office, save that a Chair so appointed shall be a councillor appointed by the LGA under Article 33 above; but, if no such Chair is appointed or~~ if at any meeting the Chair is not present within five minutes after the time appointed for holding the same, the members of the Board present may choose one of their number, from the present councillor members of the Board, to be Chair of the meeting.
42. The Board may delegate any of their powers to committees consisting of such member or members of their body as they think fit; any committee so formed shall in the exercise of the powers so delegated conform to any regulations that may be imposed on it by the Board and shall report all acts and proceedings to the Board as soon as is reasonably practicable.
43. A committee may elect a Chair of its meetings; if no such Chair is elected, or if at any meeting the Chair is not present within five minutes after the time appointed for holding the same, the members present may choose one of their number to be Chair of the meeting.
44. A committee may meet and adjourn as it thinks proper. Questions arising at any meeting shall be determined by a majority of votes of the members present, and in the case of an equality of votes the Chair shall have a second or casting vote.
45. All acts done by any meeting of the Board or of a committee of the Board, or by any person acting as a member of the Board, shall notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such member of the Board or person acting as aforesaid, or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and was qualified to be a member of the Board.
46. A resolution in writing, signed by all the members of the Board for the time being entitled to receive notice of a meeting of the Board, shall be as valid and effectual as if it had been passed at a meeting of the Board duly convened and held.
47. The Board or a committee of the Board may hold meetings by video conference link, by conference telephone connection(s) or by a series of telephone conversations, or by exchange

of facsimile or electronic mail transmissions addressed to the Secretary. The views of the Board or a committee of the Board as ascertained by such video conference link or telephone conversations, or by such facsimile or electronic mail transmissions and communicated to the Secretary, shall be treated as votes in favour of or against a particular resolution. A resolution passed at any meeting held in this manner and signed by the Chair shall be as valid and effectual as if it had been passed at a meeting of the Board or committee of the Board duly convened and held.

EXECUTIVE DIRECTOR

~~49. Save for the first Executive Director of the Company who shall be appointed by the LGA, an Executive Director shall be appointed by the Board in consultation with the LGA for such term, at such remuneration and, subject to Article 51, upon such conditions as it shall think fit. He/she shall be responsible to the Board for the execution of the Board's policies and for the conduct of business on behalf of the Company.~~

~~50. The Executive Director shall engage all persons to be employed under him/her and shall be responsible for them.~~

~~51. The Executive Director shall be entitled to receive notice of and to attend and speak, but not vote, at all general meetings of the Company, all meetings of the Board and all meetings of any committee.~~

SECRETARY

48. Subject to Section 13(5) of the Act, the Secretary shall be appointed by the Board in consultation with the LGA for such term, ~~at such remuneration~~ and upon such conditions as the Board may think fit; and any Secretary so appointed may be removed by them, provided always that no member of the Board may occupy the position of Secretary. The role of Secretary shall be held by the Head of Improvement for the LGA or equivalent or more senior LGA member of staff. The Board in consultation with the LGA may from time to time by resolution appoint a joint, assistant or deputy Secretary, and any person appointed as assistant or deputy Secretary may act in place of the Secretary if there is no Secretary or no Secretary capable of acting.

THE SEAL

49. The Board shall provide for the safe custody of the seal, which shall only be used by the authority of the Board or of a committee of the Board authorised by the Board in that behalf, and every instrument to which the seal shall be affixed shall be signed by a member of the Board and shall be countersigned by the Executive Director or Secretary.

ACCOUNTS

50. The Board shall cause accounting records to be kept in accordance with the provisions of the Act.
51. The accounting records shall be kept at the registered office of the Company or, subject to the provisions of the Act, at such other place or places as the Board thinks fit, and shall always be open to the inspection of the officers of the Company.
52. The Company in general meeting may from time to time make reasonable conditions or regulations regarding the extent, times and manner of inspection of the accounts and books of the Company by members not being members of the Board, and subject to such conditions and regulations the accounts and books of the Company shall be open to inspection by members of the Company at all reasonable times during business hours.
53. The Board shall from time to time in accordance with the provisions of the Act, cause to be prepared and to be laid before the Company in general meeting such profit and loss accounts, balance sheets, group accounts (if any) and reports as are referred to in those provisions.
54. A copy of every balance sheet (including every document required by law to be annexed thereto) which is to be laid before the Company in general meeting, together with a copy of the auditor's report, and Board's report, shall not less than twenty-one days before the date of the meeting be sent to every member of, and every holder of debentures of, the Company. Provided that this Article shall not require a copy of those documents to be sent to any person of whose address the Company is not aware or to more than one of the joint holders of any debentures.

AUDIT

55. Auditors shall be appointed and their duties regulated in accordance with the provisions of the Act.

NOTICES

56. A notice may be served by the Company upon any member either personally or by sending it by post addressed to the member at his/her registered address, or (if the member has no registered address within the United Kingdom) to the address, if any, within the United Kingdom supplied by the member to the Company for the service of notice to him/her. Where a notice is sent by post, service shall be deemed to be effected by properly addressing, prepaying and posting a letter containing the notice, and to have been effected on the day following that on which the letter containing the same is posted.
57. Notice of every general meeting shall be given in any manner hereinbefore authorised to:-
- (a) every member of the Company except for any member who has not supplied to the Company an address within the United Kingdom for the giving of notices to them;
 - (b) the auditor for the time being of the Company; and
 - (c) each member of the Board.

No other person shall be entitled to receive notices of General Meetings.

DISSOLUTION

58. If upon the winding up or dissolution of the Company there remains, after the satisfaction of all its debts and liabilities, and after due provision has been made for the continuance of or payment or payments of any superannuation, pensions, redundancy payments and allowances to retired employees of the Company or of any company which is a subsidiary of the Company or is allied to or associated with the Company or with any such subsidiary company, or of any of the Company's predecessor bodies, LGMB, LGTB and LACSAB (as defined in Article 2(a)(xix))

and such other bodies for whom LGMB, LGTB and LACSAB had responsibility, or dependants of such employees in accordance with any superannuation, pension and redundancy payment schemes for the time being in force at the date of liquidation, any property whatsoever, the same shall not be paid to or distributed among the Members of the Company but shall be paid to or distributed to the LGA or some other organisation or local authority association having objects similar to the objects of the Company, and which shall prohibit the distribution of its or their income and property among its or their Members to an extent at least as great as is imposed on the Company under or by virtue of Article 2(d), such organisation or local authority association to be determined by the Members of the Company at or before the time of dissolution, and if and so far as effect cannot be given to such provision then to some charitable object.

INDEMNITY

59. In the execution of his/her duties and the exercise of his/her rights in relation to the affairs of the Company (and without prejudice to any indemnity to which he/she may otherwise be entitled) every member of the Board shall be entitled to be indemnified out of the assets of the Company against any costs, losses, claims, actions or other liabilities suffered or incurred by him/her and arising by reason of any improper investment made by or for the Company in good faith (so long as he/she shall have sought professional advice before making or procuring the making of such investment) or by reason of any negligence or fraud of any agent engaged or employed by him/her in good faith (provided reasonable supervision shall have been exercised) notwithstanding the fact that the engagement or employment of such agent was strictly not necessary or by reason of any mistake or omission made in good faith by him/her or by reason of any other matter or thing other than deliberate fraud, wrongdoing or wrongful omission on the part of the member of the Company who is sought to be made liable.



Appendix B

Resolution of the Board of Directors of the Improvement and Development Agency for Local Government Ltd (IDeA)

Company number: 3675577

WRITTEN RESOLUTION

of

**THE IMPROVEMENT AND DEVELOPMENT AGENCY FOR LOCAL GOVERNMENT LIMITED
known as
IDeA
(A Private Company Limited by Guarantee)**

Circulation date 8th December 2016

Pursuant to Chapter 2 of Part 13 of the Companies Act 2006 and the Articles of Association the Board of the Company propose that the following resolutions are passed as special resolutions (**Resolutions**).

RESOLUTIONS

- 1. **THAT** the Company approves and directs the Board of the Company to approve:
 - a) That the attached document be recommended to the Local Government Association to be approved and adopted in full as the Articles of Association for the company in substitution for and to the exclusion of the existing Articles of Association.

AGREEMENT

Please read the notes at the end of this document before signifying your agreement to the Resolutions.

The undersigned, is entitled to vote on the Resolutions on circulation date above, hereby irrevocably agrees to the Resolutions.

For and on behalf of
IDeA Ltd

.....

Date

.....

Print Name:

.....



Chief Executive's Report – January 2017

Purpose

For discussion and direction.

Summary

The LGA business plan for 2016/17 centres on seven external priorities:

- Britain's exit from the EU
- Funding for local government
- Inclusive growth, jobs and housing
- Children, education and schools
- Promoting health and wellbeing
- Devolution
- Sector-led improvement

Part 1 of the six-weekly Chief Executive's report sets out the LGA's main achievements against those priorities. Part two focusses on our internal priority – A single voice for local government - including membership and our media outreach activities.

Recommendation

That the LGA Leadership Board notes the Chief Executive's report for January 2017.

Action

As directed by members.

Contact officer: Mark Lloyd
Position: Chief Executive
Phone no: 020 7664 3237
Email: mark.lloyd@local.gov.uk

Chief Executive's Monthly Report – January 2017

Achievements against our seven external priorities

Priority 1 – Exit from the EU

- 1.1 **Brexit priorities** – published an [LGA Brexit Briefing](#), which sets out five headline priorities for local government, and 10 priority areas in any review of the legal framework following Brexit.
- 1.2 **EU decisions, regulations and directive** – continued to develop a dataset of those EU Decisions, Regulations and Directives that affect local government in England. It will list laws covering a wide-range of services and set out where change may be needed.
- 1.3 **EU 'regional aid'** – the Resources Board has continued working on the principles that should underpin a UK replacement for "EU regional aid", which will be based on local rather than Whitehall or Brussels rules.
- 1.4 **Community cohesion** – the Safer and Stronger Communities Board are renewing our existing guidance for councils on building cohesive communities, and have commissioned a programme to help councils develop the effectiveness of their consultation and engagement with their communities.
- 1.5 **Health and social care** – following our written submission to the Commons Health Committee inquiry on Brexit and health and social care, we have continued to meet with partners, in particular the NHS and social care providers, to assess the impacts of Brexit on the public sector workforce and develop joint proposals for Government accordingly.
- 1.6 **Impacts of exiting the EU** – leading a commission with Government and local authorities to build evidence of the place-based impacts. We have continued to publicise the call for information through LGA Political Group newsletters and Principal Advisors, and feed submitted information to Government.
- 1.7 **Local government post-Brexit** – drawing on themes developed in LGA campaigns such as '100 days', 'Rewiring Public Services' and 'Independent Local Government', the 2007 Concordat between the LGA and DCLG, and the European Charter of Local Self-Government, the City Regions and People & Places Boards have developed initial principles to guide local government's thinking on the position and autonomy of local government post-Brexit.

Priority 2 – Funding for Local Government

- 2.1 **Provisional Local Government Finance Settlement** – published an [on-the-day briefing](#) highlighting the key announcements and their impact on local government.
- 2.2 **Autumn Statement** – provided an [on-the-day briefing](#) setting out the major announcements. The Chancellor confirmed the public spending totals set out in Spending Review 2015.
- 2.3 **LGA Annual Finance Conference** – Over 90 delegates reflected on the local government finance settlement announcements and the various aspects of business rates retention reform. Speakers from the LGA, Government and CIPFA, as well as local authority treasurers, shared their insights in various discussions.
- 2.4 **Business Rates Revaluation** – [responded](#) to the Government's consultation on transitional arrangements for the 2017 business rates revaluation. We highlighted the continuing impact of business rates appeals on local authorities and called for currently outstanding appeals to be resolved by April 2018.

- 2.5 **Business Rates Retention** – the LGA’s Task and Finish Group has considered initial feedback from the summer consultations, the operation of multiplier flexibilities and indicators of need. Work is also progressing in the officer-level steering group and working groups. Further Government consultations are expected shortly.
- 2.6 **Exit payment reform** – worked with colleagues from DCLG and local government trade unions on possible changes to the local government framework on exit payments following a HM Treasury consultation undertaken during 2016.
- 2.7 **Markets in Financial Instruments Directive** – met regularly with the Financial Conduct Authority and representatives of the investment industry to discuss the EU’s MIFID II Directive on LGPS pension funds, due to come into force in January 2018 with potentially significant impacts on the investment work of LGPS pension funds.

Priority 3 – Economic Growth, Jobs and Housing

- 3.1 **RSA Inclusive Growth commission** – LGA response to the Commission’s call for evidence was submitted on 22 December. Report author Charlotte Alldritt (RSA) will attend City Regions Board on 30 January. Round table discussion to gather further evidence to be held in Bradford in March.
- 3.2 **Digital Economy Bill** – briefed for the House of Lords second reading with peers echoing our calls for a broadband USO social tariff, which Ofcom have now recommended Government implement. Chief Executive, Sharon White, will visit the People and Places Board in January 2017
- 3.3 **LGA Housing Commission** – launched on Thursday 22 December. Following extensive engagement with over 100 partners, the final report makes 37 recommendations for local and national government to work together to build more of the right homes in the right places.
- 3.4 **Homelessness in London event** – hosted an event attended by local government and private sector representatives, which sought to facilitate innovation in providing temporary accommodation.
- 3.5 **Neighbourhood Planning Bill** –briefed MPs in advance of debates and Cllr Tony Newman ahead of giving evidence at the Public Bill Committee. We have highlighted the LGA’s view that the reforms are unnecessary and called for locally set planning fees.
- 3.6 **Gaming machines and social responsibility** – responded to the Government’s call for evidence in its Review of Gaming Machines and Social Responsibility, outlining the LGA’s call for Fixed Odds Betting Terminal (FOBT) stakes to be reduced to £2 and for councils to have stronger powers to tackle betting shop clustering.
- 3.7 **Urban Congestion Inquiry** – submitted written evidence to the Transport Select Committee’s inquiry. We made the case that councils have the power to manage street works, introduce the workplace parking levy and enact full implementation of part 6 of the Traffic Management Act 2004.
- 3.8 **Policing and Crime Bill** – at Report Stage successfully supported amendments that ensure local residents are consulted where a police and crime commissioner plans to take on governance of the fire and rescue service.
- 3.9 **Counter-extremism** – jointly held a roundtable with the Minister for Countering Extremism and the councils receiving funding for counter extremism community coordinators to discuss the challenges they face and how they could be better supported in their work.
- 3.10 **Bus Services Bill** – the Bus Services Bill has now passed through the Lords and has had its first reading in the Commons. The LGA is in ongoing discussion with the DfT about the guidance and secondary legislation that will enable the bill.

- 3.11 **European Capital of Culture** – Cllrs Ian Stephens and Martin Tett, Chairs of the CTS & EEHT Boards, sent a joint letter to the Rt Hon Karen Bradley MP, Secretary of State for Culture, Media and Sport, requesting clarification on the eligibility of UK cities for European Capital of Culture funding. The Secretary of State has since announced the launch of the nationwide competition.

Priority 4 – Children, education and schools

- 4.1 **Education Services Grant** – opposed the proposed £600 million cuts announced in the Spending Review last year, including national media and trade press coverage. In November DoE announced an extra £50 million for councils to support school improvement, and £148 million to support failing schools, which should ensure that they retain some capacity to monitor school performance and support improvement.
- 4.2 **Apprenticeships** – Cllr Philip Atkins told an Institute of Government conference that national plans to reform apprenticeships could have been more effective had the Government given councils a commissioning role for provision and by allowing them to pool the new Apprenticeship Levy through local hubs, rather than nationally, so they could plug local skills gaps and meet employers' needs. He also called for clarity on whether or not LGA calls for the public sector target to be based on FTE rather than headcount were successful.
- 4.3 **Improvement in children's services** – following the publication of LGA-commissioned action research into [enablers of improvement in local children's services](#), the ISOS Partnership delivered four regional workshops to discuss the practical local application of findings - [key points here](#).
- 4.4 **Calais camp clearance** – a cross-party delegation of LGA members met with the Immigration Minister as part of ongoing discussions on key issues, including funding and fostering capacity. An LGA maintained resource for councils can be found [here](#).
- 4.5 **Children and Social Work Bill** – our briefing ahead of the House of Commons [Committee Stage](#) welcomed the Bill's focus on support for children in care and clarification that proposed freedoms to innovate must only be used where proposals are clearly in the best interests of children. We also highlighted that new burdens must be fully funded and reflect existing local government expertise.
- 4.6 **National schools and high needs funding consultations** – on 14 December the DfE published their second stage consultations on national school and high needs funding. The LGA is currently soliciting responses from councils to ensure we reflect the views of member councils in our response.
- 4.7 **Early Years National Funding Formula** – responded to the Government's recent announcement on EYNFF, highlighting the possible cost of new burdens unmet by current increases in funding.

Priority 5 – Promoting Health and Wellbeing

- 5.1 **Public health funding** – responded to the reduction in public health funding for 2017/18 announced in the Local Government Finance Settlement, highlighting that this short term approach could undermine objectives to improve public health and keep pressure off adult social care and the NHS.
- 5.2 **Healthy futures** – published the report ['Healthy Futures: supporting and promoting the health needs of looked after children'](#).
- 5.3 **PrEP** – following successful legal action by the LGA and the National AIDs Trust, NHS England will be commissioning a trial and rollout of the HIV treatment PrEP.
- 5.4 **Stepping up to the place** – published a [integration self-assessment tool](#), designed to support local health and care leaders through health and wellbeing boards to critically assess their ambitions, capabilities and capacities to integrate services to improve the health and wellbeing of local citizens

and communities.

- 5.5 **Transforming social care** – launched the report [‘Transforming social care through the use of information and technology’](#), which highlights the emerging role of technology in transforming social care services and enabling health and care integration.
- 5.6 **Clean Air Zones Consultation** – submitted a response to the recent consultation on the implementation of Clean Air Zones in England. We raised concerns over a lack of ambition of proposed measures as well as the lack of resources and concern over their legal basis.

Priority 6 – Devolution

- 6.1 **Support to Combined Authorities** – continued to work with combined authorities to develop and deliver a tailored package of support including a Leadership development programme to be delivered early in the New Year in Cambridge and Peterborough.
- 6.2 **West Midlands Combined Authority (CA)** - continued to support the West Midlands CA via their devolution strategy group and CA programme board.
- 6.3 **Support to elected mayors** – The Combined Authorities’ Chief Executives Network meeting on 19 December was attended by Tom Walker (DCLG) who led a discussion about capacity in Combined Authorities to support the new Mayors. The LGA is finalising its own mayoral support offer.

Priority 7 – Sector-led Improvement

- 7.1 **Public Sector Audit Appointments (PSAA)** – continued to work with PSAA to encourage councils to opt in to the national scheme for the appointment of auditors, which will provide a cost-effective and high quality means to meet Councils’ statutory requirement for audit.
- 7.2 **Bereavement services** – ran a conference on the latest developments that impact on councils’ registrars, coroners and funerals services with sessions covering the introduction of medical examiners, funeral poverty, commercialisation of burial services and the future of pathology services.
- 7.3 **Vision for public libraries** – supported the LGA/DCMS Libraries Taskforce to publish its vision for supporting and transforming local library services, including reprioritising £4 million to develop innovative library service activity to benefit disadvantaged people and places in England.
- 7.4 **Taxi/private hire vehicle licensing** – ran four regional workshops in Telford, Gateshead, London and Cambridge to support councillors to strengthen taxi/private hire vehicle licensing.
- 7.5 **Culture and sport** – delivered culture and sport leadership essentials courses to equip portfolio holders with the skills to champion sporting and cultural achievements in their localities and transform local services. We have also engaged with academic researchers on measuring the impact of local culture activities and strategies, and responded to a national consultation on archives services.
- 7.6 **Design in the Public Sector programme** – in partnership with the Design Council, the LGA has recently updated the [Design in the Public Sector](#) programme which equips councils with design skills and techniques to apply to their biggest service challenges.
- 7.7 **Sector-led improvement update** – published a [report](#) on take up so far in 2016/17 and inviting reflections by 18 January 2017 on future support needs to inform discussions with DCLG.
- 7.8 **Member development Charter** – with various regional employers’ support, refreshed the [Charter](#), which signifies an authority’s commitment to support and encourage member development. More

information is available [here](#).

- 7.9 **Design in the Public Sector programme** – launched a [webpage](#) of case studies from participating councils. The programme teaches strategic design approaches, such as prototyping and visual techniques.
- 7.10 **Shared management** – published a [report](#), highlighting how shared chief executives, senior management teams and some services have already delivered savings of over £60 million for around 45 councils.
- 7.11 **LG Inform Plus** –upgraded [LG Inform Plus](#)’ search pages to allow users to search by theme and categories and create new reports.

Internal Priority – A single voice for local government**LGA Membership**

1. Six local authorities and National Parks England remain on notice to leave the LGA on 31st March 2017. However six of the 10 National Parks Authorities that subscribe to NPE have confirmed their intention to remain in Associate membership.

On notice to leave on 31 March 2017

- East Staffordshire Borough Council (rolled over)
 - Hartlepool Borough Council
 - Gosport Borough Council
 - Preston City Council (rolled over)
 - West Sussex County Council (rolled over)
 - London Borough of Richmond (rolled over)
 - National Parks England (corporate membership for 10 English National Parks)
2. Three local authorities remain out of membership – the London Boroughs of Bromley, Wandsworth and Barnet.

Membership visits by the Strategic Management Team:

Chief Executive's Membership Visits: 9 December 2016 – 17 January 2017	
13 December	NHS Providers Chairs and Chief Executives Network
19 December	CA Chief Executives Network - Birmingham
11 January	DCN Member Board Meeting
Forward plan: 18 January - 1 March 2017	
17 January	Norfolk County Council
20 January	West Sussex Chief Executives meeting – Chichester District Council
2-3 February	DCN Annual Conference
6 February	Newcastle City Council
7 February	South Tyneside Council
24 February	South West Chief Executive meeting
Associate Director's Membership Visits: 9 December 2016 – 17 January 2017	
19 December	Combined Authority Network
6 January	West Midlands Combined Authority
Forward plan: 18 January - 1 March 2017	
20 January	West Midlands Combined Authority
26 January	West Midlands Combined Authority
16-17 February	West Midlands Combined Authority
Head of Improvement's Membership Visits: 9 December 2016 – 17 January 2017	
13 January	Tower Hamlets
13 January	London Councils
16 January	Northamptonshire



LGA Leadership Board

18 January 2017

Director of Communication's Membership Visits: 9 December 2016 – 17 January 2017	
14 December	Lambeth Council
20 December	Cheshire East Narrative Support meeting
5 January	West Yorkshire Fire and Rescue Service review
5 January	GCS Council
10 January	West Yorkshire Fire and Rescue Service review
12 January	East Lindsey District Council
Forward Plan: 18 January - 1 March 2017	
26 January	Plymouth Council

Media and Public Affairs

Media Source	Issue
Exit from the EU	
FT Online	The LGA's Autumn Statement asks, including for £5.3 billion of EU regeneration funding to be guaranteed by government, more devolution, more spending on infrastructure, increased resources for schools and for the "enormous financial pressures" councils face to be alleviated.
Funding for Local Government	
Guardian Online	CWB Chairman Cllr Izzi Seccombe and EEHT Board Chairman Cllr Martin Tett both featured with the LGA's Autumn Statement calls ahead of the Chancellor's announcement.
BBC Radio 4's World at One, FT, Guardian, Independent Online	The LGA's response to the lack of any further funding for adult social care following the Autumn Statement.
BBC News channel, LBC, BBC Online, Sky News Online, Mail (twice), Times, Guardian Online	Chairman Lord Porter gave the LGA's response to the Autumn Statement, about the urgent need for extra resources for council-run social care to help look after the country's ageing population.
Observer, BBC Radio 2, BBC Radio 4, BBC Radio 5 Live, LBC, BBC Online, Sky News Online, ITV Online, LBC Online, Independent Online, Mail	The LGA's joint letter signed by political group leaders on the need for government to address the social care funding crisis following the Autumn Statement.
BBC Online, Guardian, i paper, Sun Online, Mail Online, FT Online, Guardian Online	The LGA's response to the Local Government Finance Settlement.
BBC News and BBC Radio 5 Live	Senior Vice Chair Cllr Nick Forbes discussed the Financial Settlement.
Radio 4's Today programme, BBC News channel, BBC Radio 5 Live, LBC, BBC One O'Clock News Observer, Sunday Express, BBC Online, ITV Online, Telegraph Online, Guardian Online, Mail Online, Mirror Online, Sun Online Telegraph, Mail, Mirror, Metro Online, Independent Online,	The LGA's warning that increasing the social care precept on council tax will not be enough to fill the adult social care funding gap was widely featured, with interviews by CWB Chairman Cllr Izzi Seccombe and Resources Board Chair Cllr Claire Kober on research by LGC which found that council tax bills could rise by more than £60 a year to help offset the social care funding gap.
Mail, Guardian Online	The LGA's warnings that allowing councils to add a 3% on council tax for 2 years to help the funding crisis in adult social care will create a postcode lottery and put pressure on already struggling taxpayers.
i paper, Mail, Guardian, Express, Sun, BBC Online, Guardian Online, Mail Online, Channel 4 News Online	CWB Chairman Cllr Izzi Seccombe calling for an urgent injection of £1.3 billion into the social care system and warning that proposed rises in the council tax social care precept will be not be enough to offset the funding gap.
Times Online	Chairman Lord Porter gave the LGA's warnings about the funding gap facing adult social care following the Autumn Statement.
Mirror and Guardian Online	CWB Chairman Cllr Izzi Seccombe on how adult social care remains in crisis, following the lack of any new funding in the Autumn Statement.
Telegraph, Express, FT Online, Mail Online and Mirror Online	The LGA's Autumn Statement analysis that social care for the elderly and disabled faces a funding gap of at least £2.6 billion.

Express, Mail Online, BBC Online and Radio 4's Today programme.	CWB Chairman Cllr Izzi Seccombe responding to new analysis by Age UK, calling on the Government to address the social care funding crisis in the Autumn Statement.
Observer	How councils will have £9.9 billion in unfunded costs by 2019/20, in a feature piece about how parks, museums, libraries and town halls face being lost due to austerity measures.
Inclusive Growth, Jobs and Housing	
BBC Radio 5 Live, BBC Online, Guardian Online and Metro	The LGA's response to a report by Shelter on rising homelessness.
Guardian	The LGA's estimated £5.8 billion funding gap by 2020 and how the proposed Homelessness Reduction Bill will struggle to make a difference without extra resources, following new government figures showing numbers living on the streets has doubled in six years.
BBC Online and BBC News	The LGA's response to new figures showing councils in Britain spent more than £3.5 billion on temporary accommodation for homeless families in the last five years.
Telegraph Online	LGA Chairman Lord Porter responded to government plans to use money set aside to incentivise councils to build new homes to pay for social care instead.
BBC Online and Mail Online	The LGA's call for councils to be given powers and funding to build affordable homes, following new government data showing affordable homes built in England in 2015/16 fell to its lowest level for 24 years.
BBC Online, Sky News Online, ITV Online, LBC Online, Guardian, Mirror, Sun, Mail, Telegraph, Express, Independent Online, Star, BBC Breakfast, Sky News, BBC Radio 5 Live, LBC, BBC Radio One Newsbeat, TalkSport, TalkRadio	The launch of the LGA's final Housing Commission report and analysis of the drop in the number of young people on the housing ladder. EEHT Chairman Cllr Martin Tett discussed the launch of the report and analysis of the drop in the number of young people on the housing ladder.
Guardian and Times	The LGA's Autumn Statement release in response to new measures to boost affordable housing, including new spending on housing projects totalling £3.7 billion in England. Lord Porter said the measures were good news for local government but must be supported by adequate infrastructure.
Times, Guardian, Guardian Online, Mirror Online, BBC Online and BBC Radio 4	Lord Porter gave the LGA's response to the Government's announcement that Pay-to-Stay plans would be voluntary for councils.
BBC Online	The LGA's estimates that at least four million people of working age in England would need affordable housing by 2024.
BBC Radio 5 Live, 5 Live and BBC Online, BBC Radio 4's You and Yours, Mirror	EEHT Chairman Cllr Martin Tett gave the LGA's Autumn Statement lines that it would take 14 years and £12 billion to repair the backlog of potholes on local roads before and in response to the Autumn Statement announcement to spend £1.1 billion on improving Britain's local roads and public transport.
Mail	The LGA's call for greater openness and honesty in broadband speed advertising. UK broadband companies will be made to change the way they advertise their internet speeds, under regulator plans.
Children, education and schools	
Mail Online	Our Autumn Statement warning that councils face a funding gap of almost £1.9 billion in children's social care services by 2020.
Guardian	Cllr Richard Watts, Chair of CYP Board responded to the launch of the annual Ofsted report on how the latest statistics showed councils still had a vital role to play in school improvement.

Promoting Health and Wellbeing	
Mail on Sunday, Star	CWB Chairman Cllr Izzi Seccombe on the importance of physical activity in helping tackle the obesity crisis, following reports that some NHS patients on free gym membership schemes are failing to attend.
Sun Online	Our response to new guidelines banning the advertising of high fat, salt or sugar (HFSS) food or drink products in children's media.
Guardian and BBC Online	The LGA's research, as part of the Advisory Group on Contraception, on the closure/reduced hours of clinics in England offering women contraception due to public health budget reductions.
Mail Online, Independent Online, Metro Online and Star on Sunday	Cllr Izzi Seccombe, CWB chairman gave the LGA's response to NHS England agreeing to commission the HIV preventative drug PrEP, as part of an initial clinical trial.
BBC Online twice	Community Wellbeing Board Chairman Cllr Izzi Seccombe gave the LGA's response to updated NICE guidance, which said HIV testing should take place in GP surgeries and hospitals.
Good Morning Britain	Deputy Chairman Cllr Peter Fleming on the impact of isolation on health and social care means that it must be recognised as a major public health issue.
Good Morning Britain Mail Online, Express Online, ITV Online	Deputy Chairman Cllr Peter Fleming on new data from charity Mind, about councils' spend on public mental health.
BBC Radio 4's Today in Parliament and BBC Radio 2	Chief Executive Mark Lloyd's evidence to the Communities and Local Government Committee's inquiry into social care.
BBC Radio 4's Today, BBC News, Telegraph	EEHT Board Chairman Cllr Martin Tett gave the LGA's response to a new NICE report on air pollution.
Mirror, Independent Online	Chair of the Fire Services Management Committee, Cllr Jeremy Hilton, featured calling for the need for e-cigarette packaging to display prominent safety warnings.
Devolution	
Guardian	The LGA's call for money for flood defences to be devolved to councils, to ensure it is directed where it is needed, following flash flooding and travel chaos across parts of England and Wales.
Telegraph	The LGA's joint press release with the WLGA, CoSLA and NILGA on the need for greater devolution across the UK after Brexit. A joint statement signed by the leaders of the LGA, COSLA, NILGA and WLGA called for constitutional talks with the Government.
Sector-led Improvement and Core Services	
Sky News, ITV Online, BBC Radio 5 Live, BBC Radio 2, BBC Radio 4 and LBC BBC Online, Express Online	LGA Deputy Chairman Cllr Peter Fleming and Safer and Stronger Communities Board Chair Cllr Simon Blackburn on LGA calls for a loophole in taxi licensing laws, allowing minibus drivers to operate without criminal record checks, to be closed.
Mail and Sun Online	Asylum, Migration and Refugee Task Group Chairman Cllr David Simmonds on the need for extra support and information for schools, ahead of the arrival of child refugees from the Calais "jungle".
LBC, Sunday Times, Times, Mail, Express and Mirror	Asylum, Refugee and Migration Task Group Chairman Cllr David Simmonds on how traffickers pursue vulnerable refugees for the money they had previously agreed to pay to get to the UK.
BBC Online	Chair of the LGA's Culture, Tourism and Sport Board, Cllr Ian Stephens on the LGA's response to the Culture, Media and Sport select committee's report on regional arts funding.
Efficiency and Effectiveness	
Sky News, BBC Breakfast, ITV News and BBC Radio One	Deputy Chairman Cllr Peter Fleming on councils launching a pre-Christmas zero tolerance nationwide crackdown on fly-tippers.
BBC Online, ITV News Online, Sky	EEHT Chairman Cllr Martin Tett on councils launching a pre-

News Online, LBC Online, Mail Online and People	Christmas zero tolerance nationwide crackdown on fly-tippers.
Express, Times, Mail, Sun, i paper, Guardian Online, Mirror Online and Sky News Online	The LGA's press release highlighting how councils are fully prepared for Storm Barbara.
LBC	LGA Deputy Chairman Cllr Peter Fleming on council preparations for any severe weather this Christmas.
BBC Radio 4's Today programme, Good Morning Britain, ITV News, LBC, TalkSport	LGA Deputy Chairman Cllr Peter Fleming on the LGA's response to an RAC Foundation report on council parking income.
BBC Breakfast, BBC Radio 2, BBC Radio 5 Live, BBC Online, ITV Online, Telegraph, Times, Mail, Mirror, Sun Online, Metro Online	The LGA's response to an RAC Foundation report on council parking income.
BBC Online, Sky News Online, ITV Online, LBC Online, Telegraph Online, Guardian Online, Mail Online, Express Online, Metro Online, Sun Online, Mirror Online	The LGA's press release highlighting how councils are fully prepared for the cold weather with gritting lorries on standby.
Times, Metro, Guardian Online, Mail Online, Mail Online	EEHT Board Chairman Cllr Martin Tett on how council gritters will treat thousands of miles of roads whenever overnight temperatures drop below zero.
Mail Online and Mirror Online	Cllr Claire Kober, Chair of the Resources Board, responding to the Public Accounts Committee report on councils' commercial ventures.
Mail on Sunday	The LGA's lines on how the maximum bet at Fixed Odds Betting Terminals could be cut from £100 to £10. The article highlighted how rising opposition including from the LGA, means the Government is likely to take action.

LGA Forward Plan

Purpose of report

For discussion and direction.

Summary

The LGA Leadership Board is responsible for driving the Association's activities and business, taking a lead in developing and overseeing delivery of the business plan and identifying the emerging and key issues to highlight to the LGA Executive.

As part of this, Members are invited to consider which items they would like to see on future agendas of the LGA Leadership Board, LGA Executive and Councillors' Forum.

Recommendation

That the LGA Leadership Board endorses the Forward Plan and specifies topics and items for future meetings of the LGA Executive, Leadership Board and Councillors' Forum.

Action

Officers to brief Members and officers in line with steer.

Contact officer: Frances Marshall
Position: Member Services Manager
Phone no: 020 7664 3220
E-mail: frances.marshall@local.gov.uk

LGA Forward Plan

**LGA Leadership Board
LGA Executive
Councillors' Forum**

MARCH

LEADERSHIP BOARD

LGA LEADERSHIP BOARD 1.03.17	
Item	Summary / Purpose
LGA Business	
LGA Budget	To agree the LGA's Budget for recommendation to the Executive.
Annual Perceptions Survey	To note the results of the Perceptions Survey and agree headline principles for a revised action plan
Annual Conference & Exhibition	To update the Board on progress with arrangements for Annual Conference – first progress report
Treasury Management	To consider the performance of treasury management over the year
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
Part 2: Confidential	
Note of the last Commercial Advisory Board meeting	To note the minutes of the CAB last meeting.
Business Rates Retention	To receive an update on the LGA's work on the government's proposals for business rates retention.
Brexit	To update and take a steer on the LGA's Work Programme on Brexit
Local Government House & Layden House Update	To update on the Local Government House & Layden House refurbishment projects

COUNCILLORS' FORUM

Councillors' Forum 2.3.17	
Item	Summary / Purpose
Strategic Transformation Plans	Rt. Hon Jeremy Hunt MP, Secretary of State for Health to address to Forum on Strategic Transformation Plans
Chairman's Report	To present the Chairman's monthly report
Chairs of Boards Reports	To present the Chairs of Boards' monthly reports.
Digest of the last meeting	To note the digest of the last meeting.

LGA EXECUTIVE

LGA Executive 2.3.17	
Item	Summary / Purpose
LGA Business	
LGA Budget	To agree the Budget as recommended by the Leadership Board.
Annual Perceptions Survey	To note the results of the Perceptions Survey and agree headline principles for a revised action plan
Note of LGA Leadership Board Meeting	To highlight key issues from the LGA Leadership Board meeting the previous day.
Note of the last LGA Executive meeting	To agree the note of the last meeting.

APRIL

LGA LEADERSHIP BOARD 5.04.17	
Item	Summary / Purpose
LGA Business	
The Budget	To receive a summary of the Chancellor's Budget announcements and LGA activity on it.
General Assembly Agenda	To consider and endorse the proposed format and agenda for the General Assembly.
Timetable for LGA Proportionality	To agree the process and timetable for confirming changes to LGA's political balance.
Communications Update	To consider communications activity over the past year (3 rd and 4 th quarters).
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
Part 2: Confidential	
Note of the last Commercial Advisory Board meeting	To note the minutes of the CAB last meeting.
LGA Company Structures	To receive recommendations from the LGA Company Structures Task Group for Leadership Board's agreement.
LGA Constitution	To receive recommendations from the LGA Constitution Task Group for Leadership Board's agreement.
Business Rates Retention	To receive an update on the LGA's work on the government's proposals for business rates retention.
Brexit	To update and take a steer on the LGA's Work Programme on Brexit
Local Government House & Layden House Update	To update on the Local Government House & Layden House refurbishment projects

There is no Councillors' Forum or LGA Executive in April due to the local elections.

JUNE

LEADERSHIP BOARD

LGA LEADERSHIP BOARD 7.06.17	
Item	Summary / Purpose
LGA Business	
LGA Political Balance	To endorse the LGA's proportionality figures as the basis for negotiating the allocation of chairs/vice-chairs and populating member structures.
General Assembly Motions	To agree any Motions for recommendation to the General Assembly.
Vice-Presidents	To approve the Vice-President nominations made by the political groups.
Audit Committee Report to General Assembly	To approve the Audit Committee's report to General Assembly.
Audit Committee Minutes	To note the Minutes of the Audit Committee.
SIGs Annual Reports	To note the Annual Reports of the LGA's Special Interest Group.
LGA Consolidated Accounts	To approve the financial statements for the year to 31 March for presentation to the General Assembly
Performance Report	To review the full year LGA's performance report.
Annual Conference & Exhibition	To consider progress on the LGA's Annual Conference & Exhibition.
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
Part 2: Confidential	
Note of the last Commercial Advisory Board meeting	To note the minutes of the CAB last meeting.
Business Rates Retention	To receive an update on the LGA's work on the government's proposals for business rates retention.
Brexit	To update and take a steer on the LGA's Work Programme on Brexit
Local Government House & Layden House Update	To update on the Local Government House & Layden House refurbishment projects

COUNCILLORS' FORUM

Councillors' Forum 8.6.17	
Item	Summary / Purpose
TBC - Industrial Strategy	Greg Clark, Secretary of State for Business, Energy and Industrial Strategy, has been invited to discuss the Government's Industrial Strategy and what it means for localities. Attendance TBC
Chairman's Report	To present the Chairman's monthly report
Chairs of Boards Reports	To present the Chairs of Boards' monthly reports.
Digest of the last meeting	To note the digest of the last meeting.

LGA EXECUTIVE

LGA Executive 8.6.17		
Item	Summary / Purpose	Lead
LGA Business		
Queen's Speech	To approve the suggested priority Bills for the LGA.	Lee Bruce
Audit Committee Report to General Assembly	To approve the Audit Committee report to General Assembly	Donna Gallagher / Claire Holloway
General Assembly Motions	To agree motions for submission to General Assembly	Claire Holloway
LGA Political Balance	To note the revised proportionality and the implications for the distributions of seats on governance structures	Claire Holloway
Note of LGA Leadership Board Meeting	To highlight key issues from the LGA Leadership Board meeting the previous day.	Frances Marshall
Note of the last LGA Executive meeting	To agree the note of the last meeting.	Paul Goodchild

Note of last Audit Committee meeting

Title: Audit Committee
Date: Monday 28 November 2016
Venue: Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street,
London, EC1M 5LG

Attendance

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

Item	Decisions and actions	Action
1	Declarations of Interest The Chair welcomed committee members to the meeting. It was noted that Cllr David Neighbour and Cllr Ian Swithenbank were directors of the LGA Property Company.	
2	Membership, Terms of Reference and Meeting Dates for 2016/17 The Committee agreed the terms of reference, and noted committee membership and meeting dates.	
3	Review of the Year 2015/16 The Committee agreed the review of the year.	
4	Internal Audit Report Donna Gallagher, Performance Manager, introduced the item. The Internal Audit Report was discussed. The Committee was informed of plans to move to a new room booking system. There was a discussion on commercial opportunities to boost LGA income. The following points were made: <ul style="list-style-type: none">• There was a discussion on the quota number of meetings each member authority could hold at the LGA and how this was recorded. The Committee was informed that the new booking system would flag when authorities booked rooms. It was highlighted that a commercial approach would give councils a better service, whilst recognising that rooms would not be charged for as part of the membership offer.	

- The Committee was assured that the new booking system would be in place on the organisation's return to Local Government House. It was currently out to procurement.
- It was highlighted that some councils were unaware facilities were available for them to use at LGA buildings – there was a discussion on marketing to raise awareness.

Decision:

1. The Committee reviewed the TIAA's phase 1 report and **agreed** the draft management responses.

Action:

1. Officers to implement in line with the Committee's steer.

5 LGA Performance Report 2016/17 April - September Summary

Donna Gallagher, Performance Officer, introduced the item, advising the Committee that the report illustrated the impact of the LGA's work on government and councils against its business plan and internal priorities over the period from 1 April to 30 September 2016. She highlighted that media coverage had increased by 15% and that the EU exit had been added to the organisation's risk register.

The following points were made:

- The number of sickness absences were low and therefore positive.
- There was a discussion on attitudes to risk across the organisation. The Committee were advised that there was a high awareness of risks included on the register within the organisation.
- There was a discussion on the proportion of employees that worked from home. The Committee were advised that there were different home working policies in different teams.

Decision:

1. The Committee **noted** the report.

6 Management Accounts Report - Period 6

Paul Brack, Strategic Finance Manager, introduced the item, advising the Committee that the report presented a summary of the LGA's financial performance from 1 April to 30 September 2016. Budget monitoring reports for the LGA Group could be found in the appendices. He advised members that there was a £50,000 underspend at present, although accounting processes had now been set up to address this.

Decision:

1. The Committee **noted** the report.

7 Draft 2016/17 Business Plan

Donna Gallagher, Performance Manager, introduced the item, advising members that the LGA produced an annual Business Plan which was agreed by the LGA Leadership Board and Executive. Two additional priorities had been included: Britain's exit from the EU and Children, Education and Schools.

The following points were made:

- The delay to the report this year was briefly discussed. Committee members were advised there had been a need to tie in with the schedules of individual policy boards.
- There was a brief discussion around assisting councils to become more commercial.

Decision:

1. The Committee noted progress on the business plan. The Committee were informed the document would now go to the LGA Executive for approval.

8 Note of the Previous Meeting

The notes of the previous meeting were **agreed** as an accurate summary of the discussion.

9 AOB

There was a request for officers to check the allowance for audit committee members and find out whether the payment schedule differed from 2015-2016.

Action:

1. Officer to look into the audit committee allowance as outlined above.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Cllr Jonathan Owen	East Riding of Yorkshire Council
Vice-Chairman	Cllr Ian Swithenbank CBE	Northumberland Council
Deputy-chairman	Cllr Philip Evans JP	Conwy County Borough Council
	Cllr David Neighbour	Hart District Council

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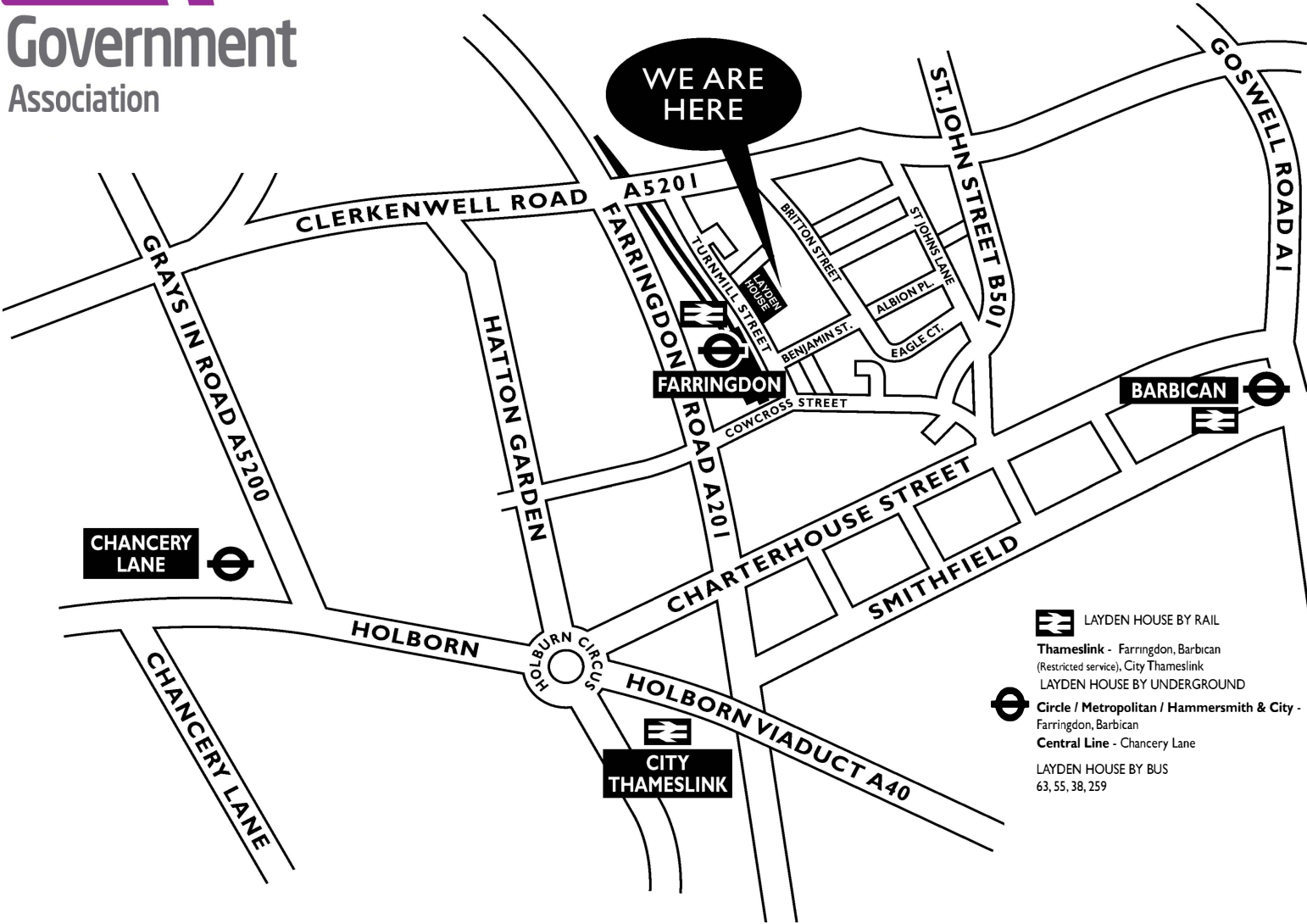
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-  LAYDEN HOUSE BY RAIL
- Thameslink** - Farringdon, Barbican (Restricted service), City Thameslink
- LAYDEN HOUSE BY UNDERGROUND**
-  **Circle / Metropolitan / Hammersmith & City** - Farringdon, Barbican
- Central Line** - Chancery Lane
- LAYDEN HOUSE BY BUS**
63, 55, 38, 259

Layden House

76-86 Turnmill Street,
 London
 EC1M 5LG

Tel: 020 7664 3000 Fax: 020 7664 3030

**The Local Government Association will be based at Layden House whilst refurbishment takes place at their offices in Smith Square.*

Public Transport

Layden House is served well by public transport. The nearest mainline station is **Farringdon** (Circle, Hammersmith & City and Metropolitan Lines. It also has Overground lines)

Bus routes - Farringdon Station

- 63 - Kings Cross - Crystal Palace Parade (**Stop A/B**)
- 55 - Oxford Circus -High Road Leyton (**Stop E/K**)
- 243 - Redvers Road - Waterloo Bridge (**Stop E/K**)

Cycling Facilities

The nearest Santander Cycle Hire racks are on Theobold's Road.
 For more information please go to www.tfl.gov.uk

Car Parks

- Smithfield Car Park - EC1A 9DY
- NCP Car Park London Saffron Hill - EC1N 8XA