

# LGA Executive

## Agenda

**Thursday, 14 September 2017**  
**2.15 pm**

5th Floor Conference Suite, 5th Floor (South side), Layden House, 76-86 Turnmill Street, London, EC1M 5LG

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

[www.local.gov.uk](http://www.local.gov.uk)

This meeting is



## **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.

#### **Welcome!**

Layden House is located directly opposite the Turnmill Street entrance to Farringdon station, which is served by the Circle, Hammersmith & City, and Metropolitan lines as well as the Thameslink national rail route.

#### **Security**

Layden House has a swipe card access system meaning that a swipe enabled security passes will be required to access the lifts and floors 1-5.

Most LGA governance structure meetings will take place on the **ground floor** of Layden House which is open access and therefore does not require a swipe enabled security pass. **Access** to the rest of the building (floors 1-5) is via swipe enabled security passes.

When you visit Layden House, **please show your Local Government House security pass to reception** and they will provide you with a temporary pass which will allow you access to floors 1-5 if required. **Please don't forget to sign out at reception and return your security pass when you depart.**

If you do not have a LGH Security Pass, please email [member services](#) with your name and a recent photo and a pass will be made for you. You can pick this up from the Layden House reception desk on your next visit.

#### **Fire instructions**

In the event of the fire alarm sounding, vacate the building immediately via the nearest fire exit onto Turnmill Street and take the next turning on your left – Benjamin Street to St John's Gardens.

**DO NOT USE THE LIFTS.**

**DO NOT STOP TO COLLECT PERSONAL BELONGINGS.**

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

#### **Soft Seating Area**

There is a small soft seating area on Floor 2 which will also operate as an 'Open Council' area for visiting members and officers from member councils. Please note however that unlike Open Council, this area does not have tea and coffee facilities, nor access to computers.

#### **Toilets**

There are accessible toilets on the Ground Floor, 2nd and 4th floors.

#### **Accessibility**

If you have special access needs, please let the meeting contact know in advance and we will do our best to make suitable arrangements to meet your requirements.

Parking is available at the rear of the building for Blue Badge holders, accessed via the Turks Head Yard, North underpass. Disabled WCs are situated on the ground and 4<sup>th</sup> floors. An induction loop system is available in the 5<sup>th</sup> floor conference venue. For further information please contact the Facilities Management Helpdesk on 020 7664 3015.

### **Guest WiFi in Layden House**

WiFi is available in Layden House for visitors. It can be accessed by enabling “Wireless Network Connection” on your computer and connecting to LGA-Free-WiFi. You will then need to register,

either by completing a form or through your Facebook or Twitter account (if you have one). You only need to register the first time you log on.

### **Further help**

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

### **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 twelve months and we expect to be back in LGH by October 2017.

We appreciate your understanding and flexibility during this time.

## **LGA Executive**

14 September 2017

---

There will be a meeting of the LGA Executive at: **2.15 pm on Thursday, 14 September 2017 in 5th Floor Conference Suite, 5th Floor (South side), Layden House, 76-86 Turnmill Street, London, EC1M 5LG.**

Lunch will be available at the political group meetings at 12.30pm:

Conservative: 5<sup>th</sup> Floor, South Side  
Labour: Rooms A and B, Ground Floor  
Liberal Democrat: 5<sup>th</sup> Floor, North Side  
Independent: Rooms D and E, Ground Floor

### **Attendance Sheet**

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

### **Apologies**

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

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

### **Location**

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

### **LGA Contact**

Eleanor Reader-Moore  
[eleanor.reader-moore@local.gov.uk](mailto:eleanor.reader-moore@local.gov.uk) / 020 7664 3383

### **Carers' Allowance**

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £7.50 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.

### **Social Media**

The LGA is committed to using social media in a co-ordinated and sensible way, as part of a strategic approach to communications, to help enhance the reputation of local government, improvement engagement with different elements of the community and drive efficiency. Please feel free to use social media during this meeting. **However, you are requested not to use social media during any confidential items.**

The twitter hashtag for this meeting is #lgaexec.

## LGA Executive – Membership 2017/2018

| Councillor and Role                       | Authority                                      |
|---|--|
| <b>Conservative (11)</b>                  |  |
| Lord Gary Porter CBE (Chairman)           | South Holland District Council                 |
| Cllr David Simmonds CBE (Vice Chairman)   | Hillingdon London Borough Council              |
| Cllr Sean Anstee (Deputy Chairman)        | Trafford Metropolitan Borough Council          |
| Cllr Paul Carter CBE (Deputy Chairman)    | Kent County Council                            |
| Cllr Peter Fleming OBE (Deputy Chairman)  | Sevenoaks District Council                     |
| Cllr Izzi Seccombe OBE (Deputy Chairman)* | Warwickshire County Council                    |
| Cllr Mark Hawthorne MBE (Board Chair)     | Gloucestershire County Council                 |
| Cllr Martin Tett (Board Chair)            | Buckinghamshire County Council                 |
| Cllr Paul Bettison OBE (Board Chair)      | Bracknell Forest Borough Council               |
| Cllr Donna Jones JP (Balancing Member)    | Portsmouth City Council                        |
| <b>Labour (9)</b>                         |  |
| Cllr Nick Forbes (Senior Vice-Chair)      | Newcastle upon Tyne City Council               |
| Cllr Sue Murphy CBE (Deputy Chair)        | Manchester City Council                        |
| Cllr Peter Box CBE (Deputy Chair)         | Wakefield Metropolitan District Council        |
| Cllr Lib Peck (Deputy Chair)              | Lambeth London Borough Council                 |
| Cllr Michael Payne (Deputy Chair)         | Gedling Borough Council                        |
| Cllr Claire Kober OBE (Board Chair)*      | Haringey LB and Resources Board                |
| Sir Richard Leese CBE (Board Chair)       | Manchester City Council and City Regions Board |
| Cllr Simon Blackburn (Board Chair)        | Blackpool Council                              |
| Cllr Richard Watts (Board Chair)          | Islington Council                              |
| <b>Liberal Democrat (3)</b>               |  |
| Cllr Howard Sykes MBE (Vice-Chair)        | Oldham Metropolitan Borough Council            |
| Cllr Ruth Dombey OBE (Deputy Chair)       | Sutton London Borough Council                  |
| Cllr Gerald Vernon-Jackson CBE            | Portsmouth City Council                        |

|  |  |
|--|--|
| (Board Chair)                          |  |
| <b>Independent (2)</b>                 |  |
| Cllr Marianne Overton MBE (Vice-Chair) | Lincolnshire County Council                              |
| Cllr Peter Reeve MBE (Deputy Chair)    | Huntingdonshire District Council                         |
| <b>Regional Representatives (10)</b>   |  |
| Cllr Tom Fitzpatrick                   | CON East of England Local Government Association (EELGA) |
| Cllr Nicolas Heslop                    | CON South East England Councils (SEEC)                   |
| Cllr John Hart                         | CON South West Councils                                  |
| Cllr Stephen Parnaby OBE               | CON Local Government Yorkshire and Humber (LGYH)         |
| Cllr Nicholas Rushton                  | CON East Midlands Councils                               |
| Cllr Roger Lawrence                    | LAB West Midlands LGA                                    |
| Cllr Paul Watson                       | LAB Association of North East Councils                   |
| Cllr Barrie Grunewald                  | LAB North West Regional Leaders Board                    |
| Cllr Aaron Shotton                     | LAB Welsh Local Government Assoc. (WLGA)                 |
| Cllr Claire Kober OBE*                 | LAB London Councils                                      |
| <b>Named Substitutes</b>               |  |
| Cllr Stephen Parker                    | CON South East England Councils (SEEC)                   |
| Cllr Terry O'Neill                     | LAB North West Regional Leaders Board                    |
| Cllr Anthony Hunt                      | LAB Welsh Local Government Assoc. (WLGA)                 |

#### **Non-voting Members of LGA Executive**

| <b>Councillor</b>          | <b>Representing</b> |                               |
|----------------------------|---------------------|-------------------------------|
| Sir Stephen Houghton CBE   | LAB                 | SIGOMA                        |
| Cllr Philip Atkins OBE     | CON                 | County Councils Network (CCN) |
| Cllr John Fuller           | CON                 | District Councils Network     |
| Alderman Sir David Wootton | INDE                | Local Partnerships            |

\* Eligible for two votes by virtue of two roles.

## Agenda

---

### LGA Executive

Thursday 14 September 2017

2.15 pm

5th Floor Conference Suite, 5th Floor (South side), Layden House, 76-86 Turnmill Street,  
London, EC1M 5LG

---

| Item   | Page    |
|--|---------|
| 1. <b>Apologies for Absence</b>                              | N/A     |
| 2. <b>Declarations of Interest</b>                           | N/A     |
| 3. <b>Membership, Terms of Reference and Appointments</b>    | 1 - 2   |
| a) Appendix A - LGA Executive Membership                     | 3 - 4   |
| b) Appendix B - LGA Executive Terms of Reference             | 5 - 6   |
| c) Appendix C - Membership Appointments 2017/18              | 7 - 18  |
| 4. <b>LGA Business Plan</b>                                  | 19 - 20 |
| a) Appendix A - Draft LGA Business Plan                      | 21 - 40 |
| <b>PART 2: CONFIDENTIAL</b>                                  |         |
| 5. <b>Business rates and Fair Funding Review</b>             | 41 - 50 |
| 6. <b>Autumn Budget</b>                                      | 51 - 54 |
| 7. <b>Note of the last Leadership Board meeting - Tabled</b> | N/A     |
| 8. <b>Note of last LGA Executive meeting</b>                 | 55 - 59 |

**Date of Next Meeting:** Thursday, 19 October 2017, 2.15 pm, 5th Floor  
Conference Suite, 5th Floor (South side), Layden House, 76-86 Turnmill  
Street, London, EC1M 5LG





## **Membership, Terms of Reference and Appointments to the LGA's Governance Structures for 2017/2018**

### **Purpose of report**

For information.

### **Summary**

The LGA Executive is asked to note its Membership and Terms of Reference for 2017/18.

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

For information, a list of appointments to the LGA's Boards for 2017/18 is set out at **Appendix C**.

### **Recommendations**

That the LGA Executive notes:

1. The Executive's membership for 2017/2018.
2. The Executive's Terms of Reference.
3. Appointments to the LGA's governance structures for 2017/2018.

### **Action**

No further action necessary.

**Contact officer:** Eleanor Reader-Moore  
**Position:** Assistant Member Services Manager  
**Phone no:** 020 7664 3383  
**E-mail:** [eleanor.reader-moore@local.gov.uk](mailto:eleanor.reader-moore@local.gov.uk)



## Appendix A

### LGA Executive Membership 2017/2018

| Councillor and Role   | Authority / Representing                       |
|---|--|
| <b>Conservative (11)</b>                                      |  |
| Lord Porter of Spalding CBE (Chairman)                        | South Holland District Council                 |
| Cllr David Simmonds CBE (Vice Chairman)                       | Hillingdon London Borough Council              |
| Cllr Sean Anstee (Deputy Chairman)                            | Trafford Metropolitan Borough Council          |
| Cllr Paul Carter CBE (Deputy Chairman)                        | Kent County Council                            |
| Cllr Peter Fleming OBE (Deputy Chairman)                      | Sevenoaks District Council                     |
| Cllr Izzi Seccombe OBE (Deputy Chairman and Board Chairman) * | Warwickshire County Council                    |
| Cllr Mark Hawthorne MBE (Board Chairman)                      | Gloucestershire County Council                 |
| Cllr Martin Tett (Board Chairman)                             | Buckinghamshire County Council                 |
| Cllr Paul Bettison OBE (Board Chairman)                       | Bracknell Forest Borough Council               |
| Cllr Donna Jones JP (Balancing Member)                        | Portsmouth City Council                        |
| <b>Labour (9)</b>   |  |
| Cllr Nick Forbes (Senior Vice-Chair)                          | Newcastle upon Tyne City Council               |
| Cllr Sue Murphy CBE (Deputy Chair)                            | Manchester City Council                        |
| Cllr Peter Box CBE (Deputy Chair)                             | Wakefield Metropolitan District Council        |
| Cllr Lib Peck (Deputy Chair)                                  | Lambeth London Borough Council                 |
| Cllr Michael Payne (Deputy Chair)                             | Gedling Borough Council                        |
| Cllr Claire Kober OBE (Board Chair) *                         | Haringey LB and Resources Board                |
| Sir Richard Leese CBE (Board Chair)                           | Manchester City Council and City Regions Board |
| Cllr Simon Blackburn (Board Chair)                            | Blackpool Council                              |
| Cllr Richard Watts (Board Chair)                              | Islington Council                              |

\* Eligible for two votes by virtue of two roles.

| <b>Liberal Democrat (3)</b>                  |                                     |
|--|-------------------------------------|
| Cllr Howard Sykes MBE (Vice-Chair)           | Oldham Metropolitan Borough Council |
| Cllr Ruth Dombey OBE (Deputy Chair)          | Sutton London Borough Council       |
| Cllr Gerald Vernon-Jackson CBE (Board Chair) | Portsmouth City Council             |

| <b>Independent (3)</b>                 |                                  |
|--|----------------------------------|
| Cllr Marianne Overton MBE (Vice-Chair) | Lincolnshire County Council      |
| Cllr Peter Reeve MBE (Deputy Chair)    | Huntingdonshire District Council |
| Cllr Lisa Duffy (Balancing Member)     | Huntingdonshire District Council |

| <b>Regional and Welsh Representatives (10)</b> |  |
|--|--|
| Cllr Tom Fitzpatrick                           | CON East of England Local Government Association (EELGA) |
| Cllr Nicholas Heslop                           | CON South East England Councils (SEEC)                   |
| Cllr John Hart                                 | CON South West Councils                                  |
| Cllr Stephen Parnaby OBE                       | CON Yorkshire and Humber                                 |
| Cllr Nicolas Rushton                           | CON East Midlands Councils                               |
| Cllr Roger Lawrence                            | LAB West Midlands LGA                                    |
| Cllr Paul Watson                               | LAB North East   |
| Cllr Barrie Grunewald                          | LAB North West Regional Leaders Board                    |
| Cllr Aaron Shotton                             | LAB Welsh Local Government Association (WLGA)            |
| Cllr Claire Kober OBE                          | LAB London Councils                                      |
| <b>Substitutes</b>                             |  |
| Cllr Stephen Parker                            | CON South East England Councils (SEEC)                   |
| Cllr Terry O'Neill                             | LAB North West Regional Leaders Board                    |
| Cllr Anthony Hunt                              | LAB Welsh Local Government Association (WLGA)            |

**Non-voting Members of LGA Executive**

| <b>Councillor</b>          | <b>Representing</b> |                           |
|----------------------------|---------------------|---------------------------|
| Sir Stephen Houghton CBE   | LAB                 | SIGOMA                    |
| Cllr Philip Atkins OBE     | CON                 | County Councils Network   |
| Cllr John Fuller           | CON                 | District Councils Network |
| Alderman Sir David Wootton | IND                 | Local Partnerships        |

\* Eligible for two votes by virtue of two roles.

## **Appendix B**

### **LGA Executive: Terms of Reference**

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

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

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

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

#### **Quorum**

One third of the members, provided that representatives of at least 2 political groups represented on the body are present.

### **Political Composition**

|                         |            |
|-------------------------|------------|
| Conservative group:     | 16 members |
| Labour group:           | 14 members |
| Independent group:      | 3 members  |
| Liberal Democrat group: | 3 members  |

Substitute members from each political group may also be appointed.

### **Frequency per year**

Seven meetings to be held per year.

### **Reporting Accountabilities**

The LGA Executive provides strategic direction to the work of the LGA, having regard to any advice from the Leadership Board.

31 August 2017

## Appendix C

### Appointments to LGA Governance Structures 2017/18

| <b>Board / Committee</b>                          |
|---|
| Children and Young People Board                   |
| City Regions Board                                |
| Community Wellbeing Board                         |
| Councillors' Forum                                |
| Culture, Tourism and Sport Board                  |
| Environment, Economy, Housing and Transport Board |
| Fire Services Management Committee                |
| Improvement and Innovation Board                  |
| People and Places Board                           |
| Resources Board                                   |
| Safer and Stronger Communities Board              |

## Children & Young People Board – Membership 2017/2018

| Councillor                          | Authority                               |
|-------------------------------------|---|
| <b>Conservative (8)</b>             |   |
| Cllr Roy Perry (Vice-Chairman)      | Hampshire County Council                |
| Cllr Natasha Airey                  | Windsor & Maidenhead Royal Borough      |
| Cllr Ryan Brent                     | Portsmouth City Council                 |
| Cllr Susie Charles                  | Lancashire County Council               |
| Cllr Matthew Golby                  | Northamptonshire County Council         |
| Cllr Dick Madden                    | Essex County Council                    |
| Cllr Laura Mayes                    | Wiltshire Council                       |
| Cllr Roger Gough                    | Kent County Council                     |
| <b>Substitutes</b>                  |   |
| Cllr John Riley                     | Hillingdon London Borough Council       |
| Cllr Janet Walton                   | Borough of Poole                        |
| <b>Labour (7)</b>                   |   |
| Cllr Richard Watts (Chair)          | Islington Council                       |
| Cllr Anntoinette Bramble            | Hackney London Borough Council          |
| Cllr Bob Cook                       | Stockton-on-Tees Borough Council        |
| Cllr John Kent                      | Thurrock Council                        |
| Cllr David Mellen                   | Nottingham City Council                 |
| Cllr Andy Moorhead                  | Knowsley Metropolitan Borough Council   |
| Cllr Megan Swift                    | Calderdale Metropolitan Borough Council |
| <b>Substitutes</b>                  |   |
| Cllr Brigid Jones                   | Birmingham City Council                 |
| Cllr Imran Khan                     | Bradford Metropolitan District Council  |
| <b>Liberal Democrat (2)</b>         |   |
| Cllr Lucy Nethsingha (Deputy Chair) | Cambridgeshire County Council           |
| Cllr Carl Cashman                   | Knowsley Metropolitan Borough Council   |
| <b>Substitutes</b>                  |   |
| Cllr Christopher Coleman            | Cheltenham Borough Council              |
| <b>Independent (1)</b>              |   |
| Cllr Gillian Ford (Deputy Chair)    | Havering London Borough Council         |
| <b>Substitutes</b>                  |   |
| Cllr Julie Fallon                   | Conwy County Borough Council            |
| Cllr Ruth O'Keeffe                  | Lewes District Council                  |



## City Regions Board – Membership 2017/2018

| Councillor                          | Authority                                |
|-------------------------------------|--|
| <b>Conservative (5)</b>             |  |
| Cllr Robert Light (Vice Chairman)   | Kirklees Metropolitan Council            |
| Cllr Robert Alden                   | Birmingham City Council                  |
| Cllr Abi Brown                      | Stoke-on-Trent City Council              |
| Cllr Donna Jones JP                 | Portsmouth City Council                  |
| Cllr Tim Warren                     | Bath & North East Somerset Council       |
|                                     |  |
| <b>Substitutes</b>                  |  |
| Cllr Barry Anderson                 | Leeds City Council                       |
| Mayor Ben Houchen                   | Tees Valley Combined Authority           |
|                                     |  |
| <b>Labour (14)</b>                  |  |
| Sir Richard Leese CBE (Chair)       | Manchester City Council                  |
| Cllr Susan Hinchcliffe (Vice-Chair) | Bradford Metropolitan District Council   |
| Mayor Joe Anderson OBE              | Liverpool City Council                   |
| Cllr Jon Collins                    | Nottingham City Council                  |
| Cllr Samantha Dixon                 | Cheshire West and Chester Council        |
| Cllr Martin Gannon                  | Gateshead Council                        |
| Cllr Sue Jeffrey                    | Redcar & Cleveland Borough Council       |
| Cllr Peter John OBE                 | Southwark Council                        |
| Cllr Simon Letts                    | Southampton City Council                 |
| Cllr Warren Morgan                  | Brighton & Hove City Council             |
| Mayor Marvin Rees                   | Bristol City Council                     |
| Cllr Jean Stretton                  | Oldham Metropolitan Borough Council      |
| Cllr Debbie Wilcox                  | Newport City Council                     |
| Cllr Timothy Swift                  | Calderdale Metropolitan Borough Council  |
|                                     |  |
| <b>Substitutes</b>                  |  |
| Mayor Sir Steve Bullock             | Lewisham London Borough Council          |
| Cllr Julie Dore                     | Sheffield City Council                   |
| Cllr Andrew Morgan                  | Rhondda Cynon Taf County Borough Council |
| Cllr Darren Rodwell                 | London Borough of Barking & Dagenham     |
|                                     |  |
| <b>Liberal Democrat (2)</b>         |  |
| Cllr Abigail Bell (Deputy Chair)    | Hull City Council                        |
| Cllr Paul Crossley                  | Bath & North East Somerset Council       |
|                                     |  |
| <b>Substitutes</b>                  |  |
| Cllr Ben Dowling                    | Portsmouth City Council                  |
|                                     |  |
| <b>Independent (1)</b>              |  |
| Cllr Liz Hazell (Deputy Chair)      | Walsall Metropolitan Borough Council     |
|                                     |  |
| <b>Substitutes</b>                  |  |
| Cllr Clarence Barrett               | Havering London Borough Council          |

## Community Wellbeing Board – Membership 2017/2018

| Councillor                           | Authority                             |
|--------------------------------------|---------------------------------------|
| <b>Conservative (8)</b>              |                                       |
| Cllr Izzi Seccombe OBE (Chairman)    | Warwickshire County Council           |
| Cllr Nigel Ashton                    | North Somerset Council                |
| Cllr Gareth Barnard                  | Bracknell Forest Borough Council      |
| Cllr Liz Fairhurst                   | Hampshire County Council              |
| Cllr Liz Mallinson                   | Cumbria County Council                |
| Cllr Jonathan Owen                   | East Riding of Yorkshire Council      |
| Cllr Sue Woolley                     | Lincolnshire County Council           |
| Cllr Graham Gibbens                  | Kent County Council                   |
| <b>Substitutes</b>                   |                                       |
| Cllr Elaine Atkinson OBE             | Borough of Poole                      |
| Cllr Olivia Sanders                  | Brentwood Borough Council             |
| <b>Labour (7)</b>                    |                                       |
| Cllr Linda Thomas (Vice-Chair)       | Bolton Council                        |
| Cllr Rachel Eden                     | Reading Borough Council               |
| Cllr Paulette Hamilton               | Birmingham City Council               |
| Cllr Jonathan McShane                | Hackney London Borough Council        |
| Cllr Jackie Meldrum                  | Lambeth London Borough Council        |
| Cllr Shabir Pandor                   | Kirklees Metropolitan Council         |
| Cllr Lynn Travis                     | Tameside Metropolitan Borough Council |
| <b>Substitutes</b>                   |                                       |
| Cllr Mohammed Iqbal                  | Pendle Borough Council                |
| Cllr Robin Moss                      | Bath & North East Somerset Council    |
| <b>Liberal Democrat (2)</b>          |                                       |
| Cllr Richard Kemp CBE (Deputy Chair) | Liverpool City Council                |
| Cllr Doreen Huddart                  | Newcastle upon Tyne City Council      |
| <b>Substitutes</b>                   |                                       |
| Cllr Rob Rotchell                    | Cornwall Council                      |
| <b>Independent (2)</b>               |                                       |
| Mayor Kate Allsop (Deputy Chair)     | Mansfield District Council            |
| Cllr Claire Wright                   | Devon County Council                  |
| <b>Substitutes</b>                   |                                       |
| Cllr Neil Burden                     | Cornwall Council                      |
| Cllr Ian Cruise                      | Birmingham City Council               |

## Culture, Tourism & Sport Board – Membership 2017/2018

| Councillor                             | Authority                               |
|--|---|
| <b>Conservative (8)</b>                |   |
| Cllr Peter Golds (Deputy-Chairman)     | North Yorkshire County Council          |
| Cllr John Beesley                      | Bournemouth Borough Council             |
| Cllr Geraldine Carter                  | Calderdale Metropolitan Borough Council |
| Cllr Geoffrey Theobald OBE             | Brighton & Hove City Council            |
| Cllr David Jeffels                     | North Yorkshire County Council          |
| Cllr Barry Lewis                       | Derbyshire County Council               |
| Cllr Michelle Tanfield                 | Fenland District Council                |
| Cllr Tom Killen                        | Mendip District Council                 |
| <b>Substitutes</b>                     |   |
| Cllr Andrew Bowles                     | Swale Borough Council                   |
| Cllr Chris Saint                       | Warwickshire County Council             |
| <b>Labour (7)</b>                      |   |
| Cllr Simon Henig CBE (Deputy Chair)    | Durham County Council                   |
| Cllr Faye Abbott                       | Coventry City Council                   |
| Cllr Muhammed Butt                     | Brent Council                           |
| Cllr Sonja Crisp                       | City of York Council                    |
| Cllr Richard Henry                     | Stevenage Borough Council               |
| Cllr Terry O'Neill                     | Warrington Council                      |
| Cllr Alice Perry                       | Islington Council                       |
| <b>Substitutes</b>                     |   |
| Cllr Guy Nicholson                     | Hackney London Borough Council          |
| <b>Liberal Democrat (2)</b>            |   |
| Cllr Gerald Vernon-Jackson CBE (Chair) | Portsmouth City Council                 |
| Cllr Mike Bell                         | North Somerset Council                  |
| <b>Substitutes</b>                     |   |
| Cllr Niall Hodson                      | Sunderland City Council                 |
| <b>Independent (1)</b>                 |   |
| Cllr Geoff Knight (Vice-Chair)         | Lancaster City Council                  |
| <b>Substitutes</b>                     |   |
| Cllr Tom Hollis                        | Nottinghamshire County Council          |

## Environment, Economy, Housing & Transport Board – Membership 2017/2018

| Councillor                         | Authority                              |
|------------------------------------|--|
| <b>Conservative (8)</b>            |  |
| Cllr Martin Tett (Chairman)        | Buckinghamshire County Council         |
| Cllr Alistair Auty                 | Wokingham Borough Council              |
| Cllr Simon Cooke                   | Bradford Metropolitan District Council |
| Cllr Lynne Duffy                   | Wychavon District Council              |
| Cllr Blake Pain                    | Harborough District Council            |
| Cllr Mark Mills-Bishop             | Broxbourne Borough Council             |
| Cllr David Renard                  | Swindon Borough Council                |
| Cllr Colin Davie                   | Lincolnshire County Council            |
|                                    |  |
| <b>Substitutes</b>                 |  |
| Cllr Philip Broadhead              | Bournemouth Borough Council            |
| Cllr Stephen Parker                | Hart District Council                  |
|                                    |  |
| <b>Labour (7)</b>                  |  |
| Cllr Judith Blake CBE (Vice-Chair) | Leeds City Council                     |
| Cllr Rachel Blake                  | Tower Hamlets Council                  |
| Cllr Gillian Campbell              | Blackpool Council                      |
| Cllr Michael Mordey                | Sunderland City Council                |
| Cllr Helen Holland                 | Bristol City Council                   |
| Cllr Tony Newman                   | Croydon Council                        |
| Cllr Ed Turner                     | Oxford City Council                    |
|                                    |  |
| <b>Substitutes</b>                 |  |
| Cllr Tim Roca                      | Westminster City Council               |
| Cllr Jon Clempner                  | Harlow District Council                |
| Cllr James Robbins                 | Swindon Borough Council                |
|                                    |  |
| <b>Liberal Democrat (2)</b>        |  |
| Cllr Adele Morris (Deputy Chair)   | Southwark Council                      |
| Cllr Peter Thornton                | Cumbria County Council                 |
|                                    |  |
| <b>Substitutes</b>                 |  |
| Cllr Stuart Golton                 | Leeds City Council                     |
|                                    |  |
| <b>Independent (2)</b>             |  |
| Cllr Rachel Eburne (Deputy Chair)  | Mid Suffolk District Council           |
| Cllr Linda Gillham                 | Runnymede Borough Council              |
|                                    |  |
| <b>Substitutes</b>                 |  |
| Cllr Andrew Cooper                 | Kirklees Metropolitan Council          |
| Cllr Philip Evans JP               | Conwy County Borough Council           |

## Fire Services Management Committee – Membership 2017/2018

| Councillor                       | Authority                                    |
|----------------------------------|--|
| <b>Conservative (6)</b>          |  |
| Cllr Rebecca Knox (Deputy Chair) | Dorset and Wiltshire Fire and Rescue Service |
| Cllr Jason Ablewhite             | Huntingdonshire District Council             |
| Cllr John Bell                   | Greater Manchester Fire and Rescue Authority |
| Cllr Nick Chard                  | Kent and Medway Fire and Rescue Authority    |
| Cllr Mark Healey MBE             | Devon and Somerset Fire and Rescue Authority |
| Cllr Simon Spencer               | Derbyshire Fire and Rescue Authority         |
| <b>Substitutes</b>               |  |
| Cllr Tony Hunter                 | North Hertfordshire District Council         |
| Cllr Roger Reed                  | South Bucks District Council                 |
| <b>Labour (6)</b>                |  |
| Fiona Twycross (Vice-Chair)      | Greater London Authority                     |
| Cllr David Acton                 | Trafford Metropolitan Borough Council        |
| Cllr Les Byrom CBE               | Merseyside Fire and Rescue Authority         |
| Cllr John Edwards                | West Midlands Fire and Rescue Authority      |
| Cllr Judith Hughes               | Kirklees Metropolitan Council                |
| Cllr Thomas Wright               | Tyne and Wear Fire and Rescue Authority      |
| <b>Substitutes</b>               |  |
| Cllr John Robinson JP            | Durham County Council                        |
| Cllr Brian Grocock               | Nottingham City Council                      |
| <b>Liberal Democrat (1)</b>      |  |
| Cllr Keith Aspden                | North Yorkshire Fire and Rescue Service      |
| <b>Substitutes</b>               |  |
| Cllr Stuart Bray                 | Hinckley & Bosworth Borough Council          |
| <b>Independent (1)</b>           |  |
| Cllr Ian Stephens (Chair)        | Isle of Wight Council                        |

## Improvement & Innovation Board – Membership 2017/2018

| Councillor                           | Authority                                  |
|--------------------------------------|--|
| <b>Conservative (8)</b>              |  |
| Cllr Paul Bettison OBE (Chairman)    | Bracknell Forest Borough Council           |
| Cllr Janet Blake                     | Aylesbury Vale District Council            |
| Cllr Peter Fleming OBE               | Sevenoaks District Council                 |
| Cllr Angelique Foster                | North East Derbyshire District Council     |
| Cllr James Jamieson                  | Central Bedfordshire Council               |
| Cllr Catherine Rankin                | Tunbridge Wells Borough Council            |
| Cllr Barry Wood                      | Cherwell District Council                  |
| Cllr Laura Miller                    | Purbeck District Council                   |
| Cllr Glen Sanderson JP (Observer)    | Northumberland Council                     |
| <b>Substitutes</b>                   |  |
| Cllr Thomas Garrod                   | Norfolk County Council                     |
| Cllr Ian McCord                      | South Northamptonshire District Council    |
| Cllr Linda Robinson                  | Wychavon District Council                  |
| <b>Labour (7)</b>                    |  |
| Cllr Judi Billing MBE (Deputy Chair) | North Hertfordshire District Council       |
| Cllr Joy Allen                       | Durham County Council                      |
| Cllr Phil Davies                     | Wirral Metropolitan Borough Council        |
| Cllr Tudor Evans OBE                 | Plymouth City Council                      |
| Cllr Abdul Jabbar MBE                | Oldham Metropolitan Borough Council        |
| Cllr Bob Price                       | Oxford City Council                        |
| Cllr Sue Woodward                    | Staffordshire County Council               |
| Sir Stephen Houghton CBE (Observer)  | Barnsley Metropolitan Borough Council      |
| <b>Substitutes</b>                   |  |
| Cllr Amy Cross                       | Blackpool Council                          |
| Cllr Colin Glover                    | Carlisle City Council                      |
| Cllr Nicole Meardon                  | Cheshire West and Chester Council          |
| <b>Liberal Democrat (2)</b>          |  |
| Mayor Dave Hodgson MBE (Vice-Chair)  | Bedford Borough Council                    |
| Cllr Liz Green                       | Kingston upon Thames Royal Borough Council |
| Cllr Alan Connett (Observer)         | Teignbridge District Council               |
| <b>Substitutes</b>                   |  |
| Cllr Cherry Beath                    | Bath & North East Somerset Council         |
| <b>Independent (1)</b>               |  |
| Cllr Ron Woodley (Deputy Chair)      | Southend-on-Sea Borough Council            |
| Cllr Mike Haines (Observer)          | Teignbridge District Council               |
| <b>Substitutes</b>                   |  |
| Cllr Sebastian Bowen                 | Herefordshire Council                      |
| Cllr Andrew Stringer                 | Mid Suffolk District Council               |
| Cllr Robert Bucke                    | Tendring District Council                  |

## People & Places Board – Membership 2017/2018

| Councillor                           | Authority                             |
|--------------------------------------|---------------------------------------|
| <b>Conservative (14)</b>             |                                       |
| Cllr Mark Hawthorne MBE (Chairman)   | Gloucestershire County Council        |
| Cllr Gillian Brown (Vice Chairman)   | Arun District Council                 |
| Cllr Ralph Bagge                     | South Bucks District Council          |
| Cllr Derek Bastiman                  | Scarborough Borough Council           |
| Cllr Deborah Croney                  | North Dorset District Council         |
| Cllr Tom Fitzpatrick                 | North Norfolk District Council        |
| Cllr Keith Glazier                   | East Sussex County Council            |
| Cllr Charlotte Haitham Taylor        | Wokingham Borough Council             |
| Cllr Ian Hudspeth                    | Oxfordshire County Council            |
| Cllr Daniel Humphreys                | Worthing Borough Council              |
| Cllr Peter Jackson                   | Northumberland Council                |
| Cllr Harvey Siggs                    | Mendip District Council               |
| Cllr Rob Waltham MBE                 | North Lincolnshire Council            |
| Cllr Steve Count                     | Cambridgeshire County Council         |
| <b>Substitutes</b>                   |                                       |
| Cllr Adrian Hardman                  | Worcestershire County Council         |
| Cllr Kenneth Meeson                  | Solihull Metropolitan Borough Council |
| <b>Labour (4)</b>                    |                                       |
| Cllr Anne Western CBE (Deputy Chair) | Derbyshire County Council             |
| Cllr Azhar Ali                       | Lancashire County Council             |
| Cllr Vince Maple                     | Medway Council                        |
| Cllr Leigh Redman                    | Somerset County Council               |
| <b>Substitutes</b>                   |                                       |
| Cllr Lesley Williams MBE             | Gloucestershire County Council        |
| Cllr Alan Waters                     | Norwich City Council                  |
| <b>Liberal Democrat (2)</b>          |                                       |
| Cllr Heather Kidd (Deputy Chair)     | Shropshire Council                    |
| Cllr Sarah Osborne                   | Lewes District Council                |
| <b>Substitutes</b>                   |                                       |
| Cllr Stan Collins                    | South Lakeland District Council       |
| <b>Independent (2)</b>               |                                       |
| Cllr Bob Jennings (Deputy Chair)     | Epping Forest District Council        |
| Cllr Helen Grant                     | North Yorkshire County Council        |
| <b>Substitutes</b>                   |                                       |
| Cllr Robin Julian                    | Devon County Council                  |

## Resources Board – Membership 2017/2018

| Councillor                         | Authority                             |
|------------------------------------|---------------------------------------|
| <b>Conservative (8)</b>            |                                       |
| Cllr John Fuller (Vice Chairman)   | South Norfolk District Council        |
| Cllr Philip Atkins OBE             | Staffordshire County Council          |
| Cllr Hilary Carrick                | Cumbria County Council                |
| Cllr Barry Macleod-Cullinane       | Harrow Council                        |
| Cllr Roger Phillips                | Herefordshire Council                 |
| Cllr Byron Rhodes                  | Leicestershire County Council         |
| Cllr David Williams                | Hertfordshire County Council          |
| Cllr David Finch                   | Essex County Council                  |
| <b>Substitutes</b>                 |                                       |
| Cllr James Gartside                | Rochdale Metropolitan Borough Council |
| Cllr Andrew Leadbetter             | Exeter City Council                   |
| Cllr Judith Oliver                 | North Norfolk District Council        |
| <b>Labour (7)</b>                  |                                       |
| Cllr Claire Kober OBE (Chair)      | Haringey Council                      |
| Cllr Tom Beattie                   | Corby Borough Council                 |
| Cllr Sarah Hayward                 | Camden Council                        |
| Cllr Peter Marland                 | Milton Keynes Council                 |
| Cllr Rishi Shori                   | Bury Metropolitan Borough Council     |
| Cllr Sharon Taylor OBE             | Stevenage Borough Council             |
| Cllr Sian Timoney                  | Luton Borough Council                 |
| <b>Substitutes</b>                 |                                       |
| Cllr Christopher Massey            | Redcar & Cleveland Borough Council    |
| Cllr Amanda Serjeant               | Chesterfield Borough Council          |
| <b>Liberal Democrat (2)</b>        |                                       |
| Cllr Claire Hudson (Deputy Chair)  | Mendip District Council               |
| Cllr Adam Paynter                  | Cornwall Council                      |
| <b>Substitutes</b>                 |                                       |
| Cllr Simon Shaw                    | Sefton Metropolitan Borough Council   |
| <b>Independent (1)</b>             |                                       |
| Cllr Graham Whitham (Deputy Chair) | Sutton London Borough Council         |
| <b>Substitutes</b>                 |                                       |
| Cllr Gillian Corr                  | Stockton-on-Tees Borough Council      |



## Safer & Stronger Communities Board – Membership 2017/2018

| Councillor                           | Authority                               |
|--------------------------------------|---|
| <b>Conservative (8)</b>              |   |
| Cllr Morris Bright (Vice Chairman)   | Hertsmere Borough Council               |
| Cllr Jo Beavis                       | Braintree District Council              |
| Cllr Chris Pillai                    | Calderdale Metropolitan Borough Council |
| Cllr Lisa Targowska                  | Windsor & Maidenhead Royal Borough      |
| Cllr Judith Wallace                  | North Tyneside Council                  |
| Cllr Katrina Wood                    | Wycombe District Council                |
| Cllr Nick Worth                      | South Holland District Council          |
| Cllr Colin Spence                    | Suffolk County Council                  |
| <b>Substitutes</b>                   |   |
| Cllr Bill Bentley                    | East Sussex County Council              |
| Cllr Paul Findlow                    | Cheshire East Council                   |
| Cllr Vic Pritchard                   | Bath & North East Somerset Council      |
| <b>Labour (7)</b>                    |   |
| Cllr Simon Blackburn (Chair)         | Blackpool Council                       |
| Cllr Jim Beall                       | Stockton-on-Tees Borough Council        |
| Cllr Carole Burdis                   | North Tyneside Council                  |
| Cllr Janet Daby                      | Lewisham London Borough Council         |
| Cllr James Dawson                    | Erewash Borough Council                 |
| Cllr Kate Haigh                      | Gloucester City Council                 |
| Cllr Alan Rhodes                     | Nottinghamshire County Council          |
| <b>Substitutes</b>                   |   |
| Cllr Jane Black                      | Bury Metropolitan Borough Council       |
| Cllr Richard Chattaway               | Warwickshire County Council             |
| <b>Liberal Democrat (2)</b>          |   |
| Cllr Anita Lower (Deputy Chair)      | Newcastle upon Tyne City Council        |
| Cllr Jeremy Hilton                   | Gloucestershire County Council          |
| <b>Independent (1)</b>               |   |
| Cllr Clive Woodbridge (Deputy Chair) | Epsom and Ewell Borough Council         |
| <b>Substitutes</b>                   |   |
| Cllr Helen Carr                      | Brent Council                           |



## **LGA Business Plan 2017/18**

### **Purpose**

For decision and direction.

### **Summary**

The LGA produces an annual Business Plan, agreed by the Leadership Board and LGA Executive.

The Business Plan has been updated for 2017/18. The only significant presentational changes are the amalgamation of the former *Devolution* and *Funding for Local Government* priorities and revised wording from *Promoting Health and Wellbeing* to *Adult Social Care and Health*. Our proposed areas of focus for 2017/18 are:

- Britain's exit from the EU;
- Devolution and funding for local government;
- Inclusive growth, jobs and housing;
- Children, education and schools;
- Adult Social Care and health;
- Supporting Councils; and
- A single voice for local government.

The Business Plan also highlights the LGA's current priority campaigns. The focus this year is to secure the powers and fiscal freedoms councils need to enable them to lead their local areas through the major changes in the coming years. Leadership Board are asked to approve the inclusion of the following campaigns in the Business Plan:

- Britain's Exit from the EU;
- Sustainable funding for Local Government;
- Children' Social Care and Wellbeing;
- Work Local;
- Housing; and
- Adult Social Care.

A copy of the draft Business Plan for 2017/18 is attached at **Appendix A**.

### **Recommendation**

That the Executive agree the 2017/18 Business Plan for publication.

### **Action**

Subject to Member's comments, updated Business Plan is circulated and published on the LGA website.

Contact officer: Claire Holloway  
Position: Head of Corporate Services  
Phone no: 020 7664 3156  
Email: [Claire.Holloway@local.gov.uk](mailto:Claire.Holloway@local.gov.uk)



# Our commitment to our member councils

The Local Government Association (LGA) is the national voice of local government. We work with councils to support, promote and improve local government.

We are a politically-led, cross party membership organisation working on behalf of councils to give local government a strong, credible voice with national government.

We aim to influence and set the political agenda on the issues that matter to councils so they can deliver local solutions to national problems. We fight local government's corner, supporting councils through challenging times and focusing our efforts where we can have real impact.

Our membership includes English and Welsh councils, fire and rescue authorities, national parks authorities and town councils. Working with, and on behalf of, our membership we:

- influence critical financial and policy decisions and shape and develop the policies that local government needs
- use our seat at the negotiating table to secure the best deal for councils from Britain's exit from the EU, pressing for more powers to be devolved from Whitehall – and from the EU – to local government
- pick up emerging government thinking, ensuring councils' views are represented
- work with public, private, community and voluntary organisations to secure their support for local priorities
- coordinate collective legal action on behalf of member councils
- promote local government and defend its reputation through the local, regional and national media
- support councils to share best practice, drive innovation and improvement and to continue to deliver essential services
- in our role as national employer, negotiate fair pay and pensions and provide support and advice on workforce issues
- deliver broader services to local government via our joint ventures and wholly owned companies such as Local Partnerships, GeoPlace and Public Sector Audit Appointments.

# Our vision for local government

Britain's exit from the EU means that we are reshaping the way our country is run. Our vision is one of a rejuvenated local democracy, where power from Westminster and from the EU is significantly devolved to local level and citizens feel they have a meaningful vote and real reason to participate in civic life and their communities.

Economic growth is boosted in a way that offers prosperity to every place, with well-targeted and planned investment in infrastructure, training and housing and support that leads to jobs and an adequate supply of affordable homes.

Public services are transformed so that they focus on preventing problems instead of just picking up the pieces, delivering positive outcomes for all, but in particular for our children and young people. Services are built around people and their needs, joining up to make the best use of resources, to have a positive impact on the lives of individuals, families and communities and to make local areas better places to live.

## Our focus for 2017/18

To support this vision, we will concentrate our activities on seven areas in the year ahead:

### **Britain's exit from the EU**

Local government has a strong and influential voice during Britain's exit from the EU negotiations, securing the best deal for councils and ensuring that the different needs of different local communities are fully recognised.

### **Devolution and funding for local government**

A radical re-think of local governance and accountability achieves a real shift in power to local people and a refocus on local democratic leadership. This must be underpinned by reforms to the finance system that gives councils the confidence their financing is sustainable and fair, with opportunities to raise more funds locally and greater ability to promote collective working across local public services.

### **Inclusive growth, jobs and housing**

Councils are recognised as central to revitalising local economies and providing decent life chances for all residents.

### **Children, education and schools**

Councils have the powers and resources they need to bring partners together in their local place to ensure all children get the support and high quality education they deserve.

### **Adult social care and health**

Councils are well placed to support their citizens to live healthy, active lives and to remain at home and independent for as long as possible. Their capacity to do this is dependant on sustainable funding and more effective integration with health services.

### **Supporting Councils**

Councils are responsible for their own performance, effectiveness and efficiency, accountable before all else to their local communities.

### **A single voice for local government**

The LGA is the national voice of local government supporting and working on behalf of councils and councillors across England and Wales.

# Our priority campaigns

We will work to secure the powers and fiscal freedoms councils need to enable them to lead their local areas through the biggest changes in the coming years. Our priority campaigns for 2017/18 are:

## **Britain's exit from the EU**

Our work to make the case for local government's requirements from Brexit will focus on calling for powers and funding to go from Brussels to local areas, not to Westminster and will lobby to ensure that decision makers understand the legal and funding implications for local government.

## **Sustainable funding for local government**

To ensure that councils are empowered to bring together local public services, making them more responsible to local need and fit for the next decade and beyond, we will be calling for a reformed funding base.

We will be calling for continued joint working with Government to ensure that further business rates retention is introduced in a way that gives councils maximum fiscal independence but which recognises it could also bring with it increased risk for the sector.

## **Children's social care and wellbeing**

With a £2 billion funding gap for children's services expected by 2020, we will be pushing for urgent action to be taken to reduce the financial pressures and a renewed focus on investing in early intervention.

## **Work local**

Work Local is the LGA's positive vision for an integrated and devolved employment and skills service – bringing together information, advice and guidance alongside the delivery of employment, skills, apprenticeships and wider support for individuals and employers.

## **Housing**

Our Housing campaign will be a national, integrated programme of work calling on the Government to give councils the powers and funding to resume their role as a major builder of affordable homes and to establish local government as the expert and leader in the housing sector.

## **Adult social Care**

We will be calling on the Government to set out in detail its proposals to close the funding gap for adult social care services by 2020 and for the upcoming consultation on social care to consider a full range of options to share the risks of high care costs effectively.

Working with partners across the sector, we will also support a multi-organisational social movement to increase the profile, and raise awareness of the importance of, social care with the general public, politicians and stakeholders.



# Britain's exit from the EU

Local government has a strong and influential voice during Britain's exit from the European Union negotiations, securing the best deal for councils and ensuring that the different needs of different local communities are fully recognised.

## **A seat at the negotiating table – we will:**

- act as the voice of local communities and ensure that the different needs of different localities are represented and heard
- ensure that negotiations focus on those issues that matter most to local government and lead the negotiations on behalf of the sector.

## **Constitutional reform – we will:**

- be a leading voice in redesigning how the UK works, and take advantage of the opportunity to seek the entrenchment of local government within our new constitutional settlement.

## **Local economic developments – we will:**

- work to secure the £5 billion of regeneration investment guaranteed to local economies from EU structural funds to 2020 up until we leave the EU and lobby for alternative UK sources after we leave
- help redefine future regional aid and state-aid rules which have, to date, been defined in Brussels.

## **Disentangling councils' legal base – we will:**

- develop a revised legal framework for those local government services which are currently based on EU laws – for example, environmental policy, air pollution and energy waste
- ensure that repatriated laws and regulations are not centralised in Whitehall.

## **Community cohesion – we will:**

- ensure that councils are supported to work in partnership to build community cohesion and promote integration, tackle extremism, implement the 'Prevent' duty and develop a sector-led approach to sharing good practice.

## **Exiting the EU and place – we will**

- ensure that there is an evidence base to demonstrate the risks and opportunities of exiting the EU by place and how these differ by geography.

# Devolution and funding for local government

A radical re-think of local governance and accountability achieves a real shift in power to local people and a refocus on local democratic leadership. In the context of the growing financial crisis facing councils across England and Wales, this must be underpinned by reforms to the finance system that enable councils to plan and deliver essential public services beyond the short term and give them confidence that their financing is sustainable and fair, with opportunities to raise more funds locally and greater ability to promote collective working across local public services.

## **Funding for local services is appropriate, timely and demand-led – we will:**

- continue to press for funding for English local government that reflects the current and future demand for services, including full retention of business rates to find growing pressures.
- continue to highlight at every opportunity the consequences for local government of central government reforms and press for adequate funding, particularly in the areas of housing, adult social care and children's services
- work with local and central government on a fairer funding formula for local government that supports effective long term planning, is an evidence based reflection of needs and resources, is simpler and more transparent and has appropriate transition mechanisms

## **Councils have the powers and responsibilities to tackle the big challenges facing the country – we will:**

- work in partnership with government, business and others to ensure that communities in England and Wales have more responsibility to make decisions on the issues which are of greatest importance to their lives
- provide direct support to combined authorities and councils to support the implementation of devolution deals and the development of growth plans and new models of governance models, through leadership development programmes, expert support, online tools and information
- develop models of economic growth and service delivery that demonstrate how devolution can lead to better outcomes and work with councils to make the case to government

## **People have a meaningful local voice on a wide range of tax and spending decisions – we will:**

- lobby for a local government finance system that promotes self-reliance and self-sufficiency, encourages entrepreneurialism and innovation, promotes local decision-

making on service delivery and maintains support for the most vulnerable

- press for freedoms that lead to greater local financial autonomy with a view to achieving local control over and retention of both council tax and business rates
- develop proposals to improve business rates, the business rates appeals system and to modernise valuation and collection
- build a case for the right to determine new local taxes and set fees and charges which fully recover costs.

**Councils are able to access alternative sources of finance to encourage investment and create jobs – we will:**

- lobby to free local government borrowing from Treasury restrictions
- develop policy improvements in capital financing and contribute to national reviews in this area.

DRAFT

# Inclusive growth, jobs and housing

Councils are recognised as central to revitalising local economies and providing decent life chances for all residents and as key partners in delivering the government's Industrial Strategy.

## **Councils have a key role to play in driving economic growth, new jobs and wealth creation – we will:**

- support city regions and non-metropolitan areas to deliver a better economic and social future for their citizens and effective local industrial strategies
- support councils to work with partners to maximise the value of local and national infrastructure investment, including road, rail, broadband and local assets (with Local Partnerships)
- support councils to work with universities and higher education institutions to maximize the benefits of strong, joined-up local leadership
- lead a debate on future the role of local government in trade and inward investment.
- support local innovation to better deliver digital infrastructure and continue to press for a regulatory framework that will deliver the best deal for customers.

## **Councils play a lead role in working with businesses to match education, training and skills with employer needs – we will:**

- campaign for people of all ages to be supported to participate in quality skills development and training, including independent careers advice and a passport for lifelong learning
- promote good employment practices in helping apprentices, interns and NEETs (not in education, employment or training) into work, including a series of national events for young apprentices
- continue to press for councils to be given the power, funding and lead responsibility to integrate and commission back to work, skills and welfare support under a devolved model.

## **Councils unblock the barriers to house-building and drive the increase in housing supply the nation needs – we will:**

- seek to ensure that high rise residential buildings are safe in the future by submitting evidence to the Grenfell Tower Inquiry, contributing to the review of building regulations, and lobbying for the additional resources councils need to carry out remedial work to their own tower blocks and work to assess other buildings
- continue to make the case for councils to increase housing supply, promote affordable housing and make more effective use of surplus public sector land
- support consortia of councils to access significant development funds for housing

through the creation of new partnership models

- support councils to initiate discussions exploring options that free councils from restrictions on their borrowing to build homes, including removing Housing Revenue Account (HRA) borrowing contributing towards national public debt
- seek to ensure councils have the tools to manage the housing impacts of welfare reform and the 2016 Housing Act.

**Councils have the levers they need to maximise the impact of their culture services as drivers of growth – we will:**

- support councils to make the most of their cultural, sporting and heritage assets and to have greater control over the levers of growth for their local visitor economy.

**Councils facilitate economic growth and strong local communities through the development of risk-based, business-friendly public protection services – we will:**

- lead a debate on the key role of councils in building safer and more resilient communities and in preventing crime in particular through early intervention
- lobby for greater flexibility in the licensing system to enable councils to manage their local economy, including making the case for the localisation of licensing fees while also pressing for the review of gambling stakes to continue
- promote reform of the law around taxi-licensing to ensure it is fit for purpose in the 21<sup>st</sup> century and support councils to improve taxi licensing, helping them understand the links between licensing and child sexual exploitation.

# Children, schools and education

Councils have the powers and resources they need to bring partners together in their local place to ensure all children get the support and high quality education they deserve.

## **Councils lead the way in driving up educational standards – we will:**

- set out a clear vision for councils' role in promoting high educational standards for all children and young people, whatever type of school they attend, accompanied by the appropriate resources, powers and flexibilities to ensure every child has access to a place at a good local school
- lobby for a stronger role for councils in making sure that new schools are fit for purpose, high quality and value for money, including a lead role for councils in decisions about new free schools.

## **Schools have the funding they need to deliver the best education for all pupils – we will:**

- lobby to ensure the introduction of a national funding formula for schools retains an element of local flexibility to allow councils and schools to reflect local needs and priorities
- highlight the growing pressures on the high needs budget which supports pupils with Special Educational Needs and Disabilities and lobby the government to provide councils with sufficient funding and flexibility to meet rising demand

## **Councils keep children safe – we will:**

- highlight the £2 billion funding gap in children's services funding and make the case for adequate funding and investment in early intervention approaches
- Work with partners to develop and secure DfE funding for a sector-led approach to improving children's services
- continue to support councils to protect children and young people from child sexual exploitation, radicalisation and extremism and improve outcomes for children in care and care leavers.

## **Councils have the flexibility and resources to deliver services that meet the needs of children and young people – we will:**

- support councils to take a place-based approach to children and young people's health issues, including childhood obesity and child and adolescent mental health services
- work in partnership to improve life chances for disadvantaged households,

particularly those with young children, making the case for early intervention and improved integration of services for families

DRAFT

# Adult social care and health

Councils are well placed to support people to live safe, healthy, active lives and to remain at home and be independent for as long as possible. Their capacity to do this is dependant on sustainable funding and more effective integration with health services.

## **Councils are able to secure sufficient resources to deliver effective, integrated social care services – we will:**

- work with government and opposition parties to seek cross party solution to the sustainable funding of social care and vision of future services.
- campaign to close the funding gap in adult social care, predicted to grow by at least £700 million a year, highlighting the impact of winter pressures, Deprivation of Liberty Safeguards and implementation of the Living Wage on budgets and the provider market.
- continue to support implementation of the Care Act and work with government and other partners to understand the issues for the phase two reforms.

## **Councils lead the debate on the future vision for health and social care – we will:**

- continue to promote a clear vision of councils' role in planning and delivering health and care systems, with the integration of health and care at its centre
- support areas to escalate the scale and pace of integration; make the case for a lighter touch approach to Better Care Fund plans and lobby for areas who have made good progress to move beyond a national mandate
- campaign for health and wellbeing boards, and other bodies reflecting strategic place-based approaches, to have a leading role in driving forward health and social care commissioning as part of closer integration
- continue to lobby for a key role for councils and councillors in sustainability and transformation partnerships to ensure local democratic accountability for redesigning health and care services
- work with the Association of Directors of Adult Social Care, Department of Health and NHS England to refresh and roll out the Care and Health Improvement Programme to help councils and health and wellbeing boards deliver sustainable local services with increased public, regulator and government confidence.

## **Councils have a central role in promoting health and wellbeing locally – we will:**

- commission a full cost benefit case for investing in prevention as a basis for educating different sectors on how they can contribute, including by encouraging the public to live well and provide self-care



- work with partners to continue improving public health and promote the role of wider preventative work within local areas' overall health and care systems.

**Councils support the vulnerable and elderly – we will:**

- assist councils to support carers, improving dementia and mental health services, tackling the challenges and exploiting the opportunities of an aging population, and better supporting those with autism and learning difficulties
- continue to work with councils to deliver the Armed Forces Community Covenant
- support councils to reduce domestic abuse, female genital mutilation, modern slavery and anti-social behaviour.

**Councils actively work with the NHS to ensure that health and care services are built around the needs of local populations – we will:**

- work with health colleagues to ensure that strategic transformation partnerships will help drive genuine and sustainable transformation in patient experience and health outcomes of the longer-term
- support areas negotiating the devolution of health resources and decision-making to escalate the scale and pace of health integration.

**Councils continue to play a leading role in the design and delivery of blue light services – we will:**

- support a positive debate about future blue light collaboration and influence the implementation of the inspection regime for the fire and rescue service, as well as the establishment of a new professional standards body
- support fire and rescue authorities to make the service more representative of the communities they serve, and support greater collaboration between the service and health
- work with fire and rescue authorities to ensure that any change in governance arrangements for the fire and rescue services are agreed locally and backed by a robust business case
- work with police and crime panels to strengthen their scrutiny of police and crime commissioners, including PCCs' new responsibilities for the fire and rescue service.

# Supporting councils

Councils are responsible for their own performance, effectiveness and efficiency, accountable above all else to their local communities.

Our support offer reflects feedback from the sector and is based on what we know works for improvement: strong political and managerial leadership; challenge and support from peers; productivity and efficiency support; access to comparable performance data and learning from each other. Take up of the offer is strong and there is an expectation that every council will have a corporate peer challenge or finance peer review at least every four-five years.

Importantly the offer provides different tiers of support depending on the intensity of the challenges councils are facing locally. This means we are able to offer practical bespoke support packages to help councils respond to severe local challenges or address significant underperformance issues.

Our offer of support to the sector is funded by Department for Communities and Local Government (DCLG) grant and organised around four themes. Key offers under each theme are as follows:

**Challenge and support from peers lies at the heart of local government's approach to improvement – we will:**

- maintain an overview of councils' performance, using this information to drive improvement, manage the risk of significant underperformance and minimise government intervention
- deliver up to 110 peer challenges involving councillor and senior officer peers from councils and other organisations, including corporate peer challenges, service specific peer challenges, financial challenges and place based peer challenges
- provide direct support to at least 150 councils and groups of councils each year, especially those with the most severe performance challenges or to resolve issues between the political and managerial leadership
- share best practice of councils who are finding new and effective ways of working to secure outcomes for their communities at significantly less cost
- through LG Inform, our online data and benchmarking service, provide free council and public access to transparent performance information. LG Inform Plus will give councils access to small area data reports and tools and support authorities to drive improvement
- provide direct support, through our partnership with the Centre for Public Scrutiny (CfPS), to develop scrutiny skills and expertise
- with Local Partnerships, support councils to make savings by providing commercial advice and support on matters of legal and contractual complexity.

**Strong political and officer leadership is at the heart of local democracy and an essential pre-condition for continuous improvement – we will:**

- support at least 700 councillors with leadership roles in their councils – including those in opposition – through our suite of leadership programmes
- support at least 60 ambitious and talented councillors with the potential to progress in their political careers through our Next Generation programme
- support the leadership development of managers in councils, in partnership with SOLACE, including secondment opportunities with central government
- help councils, political groups and the national parties to attract new talent to get involved in civic life through our 'Be a Councillor' programme
- provide member peer support for at least 20 councils where there has been a change of political control, including new e-learning opportunities for all councillors, particularly induction and community leadership skills
- recruit up to 100 high calibre graduates to local government working with councils to secure interesting and challenging placements, as part of a two year National Graduate Development Programme, building links with other public sector graduate programmes.

**Councils continue to be the most efficient part of the public sector – we will:**

- develop more opportunities for councils to enter collaborative procurement arrangements, saving councils at least £10 million a year
- support at least 25 councils to realise efficiency savings through our productivity expert programme, saving the councils in total at least £25 million
- help councils to develop a more commercial approach to their activities, achieving savings or generating additional income of £10 million
- provide bespoke political and officer support for at least 40 councils to help them address issues around financial sustainability, integrated budgets, and managing the risk of new delivery models
- provide a matchmaking service for councils who wish to share services and/or management teams and promote good practice through our web-based interactive shared services map
- equip 18 more councils with the skills and confidence to use design to improve public services and manage future demand for them
- in collaboration with CIPFA, help councils to be more proactive in dealing with fraud
- work with councils, sector representative bodies, DCLG, Cabinet Office and the National Cyber Security Centre to highlight the importance of cyber security and cyber resilience to protect our data and systems.
- support councils work to improve fire safety in their own tower blocks and other high rise buildings, as well as addressing any safety issues that arise from buildings constructed using the large scale panels method.

- work with councils, SOLACE, DCLG and the Civil Contingencies Secretariat to strengthen emergency planning and resilience preparations through appropriate training for councilors and senior managers, promoting the use of new civil resilience standards to assess preparedness, and sharing knowledge and experience from within the sector
- work with partners to create innovative solutions to the challenge of bringing together workforces, improving organisational performance and productivity, better aligning pay and reward to performance and recruiting and retaining talent
- lead pay negotiations and deliver cost-effective pay settlements for councils that address the challenge of the National Living Wage, supporting councils to develop an employment deal relevant to 21st century public servants
- provide specialist advice and support for the Local Government Pension Scheme  
provide sector specific advice on a range of employee relationship issues including employment law and job evaluation
- deliver a programme of support to help councils achieve their apprenticeship targets and maximize their levy investment
- support 80 councils to transform their workforces and modernise the way they are managed..

# A single voice for local government

The LGA is the national voice of local government supporting and working on behalf of councils and councillors across England and Wales.

## **A national membership body for local government – we will:**

- maintain membership levels amongst local authorities in England and Wales by continuing to offer membership benefits that meet the sector's changing needs and expectations
- maintain subscriptions at current levels and continue to communicate on the benefits of membership directly with individual councils and all councillors
- seek to attract organisations with an interest in local government into associate membership.

## **A supportive membership body – we will:**

- coordinate collective legal action and new burdens applications on behalf of councils
- provide political support to individual councillors and to council administrations through our political group offices.

## **A politically-led organisation – we will**

- implement the constitutional changes agreed by the General Assembly in July 2017 to provide a strong framework for the Association and its membership
- ensure that combined authorities, authorities with devolution deals and elected mayors are appropriately represented on our governance arrangements.

## **Persuasive and transparent communications – we will**

- work to support, promote and improve local government using the full range of communications activity
- continue to develop all channels of communication in line with the transparency agenda, to deliver accessible information and communicate with key audiences and stakeholders.

## **Financial sustainability – we will:**

- continue to develop the commercial activities of the LGA and its joint venture companies to ensure the long term sustainability of the organisation
- invest in Layden House and Local Government House to increase their capital values and maximise our income from fully commercial lettings.

**Efficient business management – we will:**

- continue to streamline our company structures to deliver a solid and tax-efficient base from which to run our business, including incorporation of the Association
- through our partnership arrangement with the London Borough of Brent, continue to roll out a programme of ICT development that supports our drive for greater efficiency and flexibility and aligns with our overall priorities.

**Supportive people management – we will:**

- undertake a review of our future leadership needs and put in place a leadership development programme for our current and aspiring managers
- carry out a staff survey to ensure that we have a comprehensive understanding of our workforce and put in place a programme of actions and activities that respond to the results.

DRAFT

## Our service delivery partnerships

**Local Partnerships** – is a joint venture between the LGA and HM Treasury, formed in 2009 to help the public sector deliver local services and infrastructure. It offers support to local authorities in the following areas:

- developing and reviewing strategic business cases and business plans
- service transformation and change
- modelling and legal frameworks for alternative service delivery models
- options' appraisal and assurance of chosen approaches or options
- forming effective partnerships (inter-agency brokerage)
- sourcing and commissioning, contract negotiation and management
- economic development and planning
- delivering infrastructure

**GeoPlace** – is a joint venture between the LGA and Ordnance Survey, formed in 2010 in response to a government call to bring together existing creators and suppliers of addressing data to one central place to build a single, definitive address database. It works in close collaboration with local authorities to:

- create and maintain data models
- cleanse and validate data
- provide support and training to councils ensure high quality, cost effective and timely data.

**Public Sector Audit Appointments (PSAA)** – is an independent company limited by guarantee incorporated by the Local Government Association in August 2014. PSAA is responsible for:

- appointing auditors to local government, police and local NHS bodies for
- setting audit fees
- making arrangements for the certification of housing subsidy claims





Document is Restricted

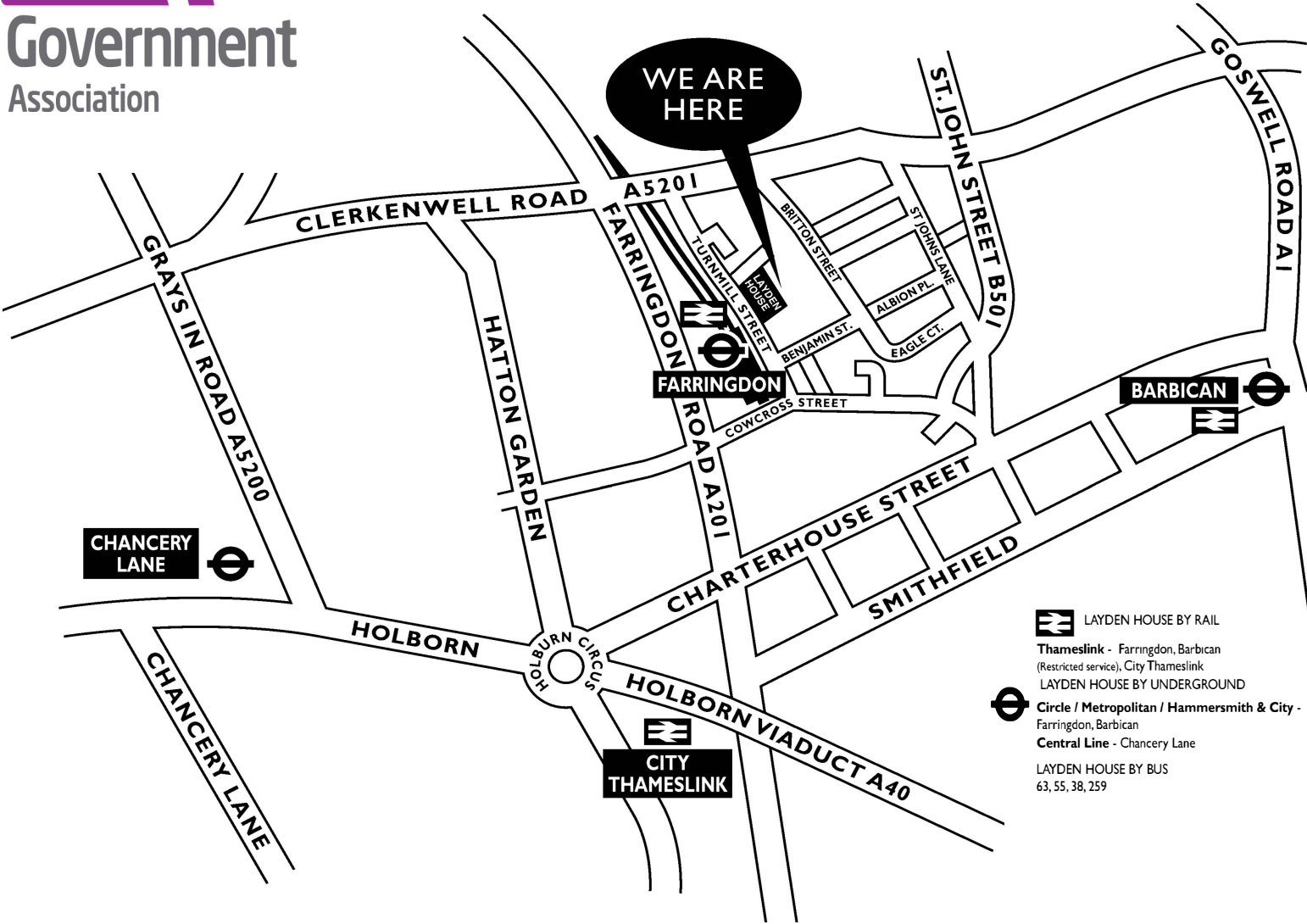


Document is Restricted



Document is Restricted





**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](http://www.tfl.gov.uk)

**Car Parks**

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