

People & Places Board

Agenda

Tuesday, 16 November 2021
1.00 pm

Hybrid meeting (via Microsoft Teams &
Victoria Room, 18 Smith Square, London,
SW1P 3HZ)

Guidance notes for members and visitors **18 Smith Square, London SW1P 3HZ**

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

Welcome!

18 Smith Square is located in the heart of Westminster, and is nearest to the Westminster, Pimlico, Vauxhall and St James's Park Underground stations, and also Victoria, Vauxhall and Charing Cross railway stations. A map is available on the back page of this agenda.

Security

All visitors (who do not have an LGA ID badge), are requested to report to the Reception desk where they will be asked to sign in and will be given a visitor's badge to be worn at all times whilst in the building.

18 Smith Square has a swipe card access system meaning that security passes will be required to access all floors. Most LGA governance structure meetings will take place on the **ground floor, 7th floor and 8th floor** of 18 Smith Square.

Please don't forget to sign out at reception and return your security pass when you depart.

Fire instructions

In the event of the fire alarm sounding, vacate the building immediately following the green Fire Exit signs. Go straight to the assembly point in Tufton Street via Dean Trench Street (off Smith Square).

DO NOT USE THE LIFTS.

DO NOT STOP TO COLLECT PERSONAL BELONGINGS.

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



Open Council

Open Council, on the 7th floor of 18 Smith Square, provides informal meeting space and refreshments for local authority members and officers who are in London.

Toilets

Unisex toilet facilities are available on every floor of 18 Smith Square. Accessible toilets are also available on all 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.

Every effort has been made to make the building as accessible as possible for people with disabilities. Induction loop systems have been installed in the larger meeting rooms and at the main reception. There is a parking space for blue badge holders outside the Smith Square entrance and two more blue badge holders' spaces in Dean Stanley Street to the side of the building. There is also a wheelchair lift at the main entrance. For further information please contact the Facilities Management Helpdesk on 020 7664 3015.

Guest WiFi in 18 Smith Square

WiFi is available in 18 Smith Square 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.

The LGA also offers the Govroam network, a Wi-Fi network which gives Members seamless roaming internet access across multiple public-sector locations if you have also signed up for this service. This network is enabled throughout our Westminster building and allows Members and staff from other authorities who are part of the Govroam network to seamlessly connect to our Wi-Fi.

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

People & Places Board
16 November 2021

There will be a meeting of the People & Places Board at **1.00 pm on Tuesday, 16 November 2021**. This is a hybrid meeting and will take place via Microsoft Teams and in the Victoria Room, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch, tea and coffee will be available for those attending the meeting in person at 12.45pm.

Political Group meetings:

Please contact your political group as outlined below for further details.

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 3263	email: LABGP@lga.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

LGA Contact:

Emma West – emma.west@local.gov.uk

Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of £9.00 per hour or £10.55 if receiving London living wage 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 #lgapp

People & Places Board – Membership 2021/2022

Councillor	Authority
Conservative (12)	
Cllr Kevin Bentley (Chairman)	Essex County Council
Cllr Morris Bright MBE (Vice Chairman)	Hertsmere Borough Council
Cllr Rachel Bailey	Cheshire East Council
Cllr Marc Bayliss	Worcester City Council
Cllr Peter Butlin	Warwickshire County Council
Cllr Hilary Carrick	Cumbria County Council
Cllr Sam Chapman-Allen	Breckland Council
Cllr Jordan Meade	Gravesham Borough Council
Cllr Eddie Reeves	Oxfordshire County Council
Cllr Martin Tett	Buckinghamshire Council
Cllr Phillippa Williamson	Lancashire County Council
Cllr Barry Wood	Cherwell District Council
Substitutes	
Cllr Colin Davie	Lincolnshire County Council
Cllr Peter Heydon	Bracknell Forest Borough Council
Cllr Colin Kemp	Woking Borough Council
Labour (4)	
Cllr Simon Henig CBE (Deputy Chair)	Durham County Council
Cllr Kyle Robinson	Newcastle-under-Lyme Borough Council
Cllr Doina Cornell	Stroud District Council
Cllr Damien Greenhalgh	Derbyshire County Council
Substitutes	
Cllr Alan Waters	Norwich City Council
Cllr Rosanne Kirk	Lincoln City Council
Cllr Erica Lewis	Lancaster City Council
Liberal Democrat (3)	
Cllr Emily Smith (Vice-Chair)	Vale of White Horse District Council
Cllr Caroline Leaver	Devon County Council
Cllr Stan Collins	Cumbria County Council
Substitutes	
Cllr Michael Mullaney	Leicestershire County Council
Independent (3)	
Cllr Emily O'Brien (Deputy Chair)	Lewes District Council
Cllr Kevin Etheridge	Caerphilly County Borough Council
Cllr Sue Roberts	South Oxfordshire District Council

<i>Substitutes</i>	
Cllr Georgina Hill	Northumberland County Council
Cllr Nicola Dillon Jones	North Kesteven District Council
Cllr Rosemarie Harris	Powys County Council

Agenda

People & Places Board

Tuesday 16 November 2021

Hybrid meeting (via Microsoft Teams & Victoria Room, 18 Smith Square, London, SW1P 3HZ)

Item	Page
<u>OPEN SESSION</u>	
1. Chair's Welcome, Apologies and Substitutes and Declarations of Interest	
2. National Association of Local Councils (NALC) - Town and Parish Councils	1 - 4
3. Community Renewal Fund (CRF) and UK Shared Prosperity Fund (SPF) progress and lobbying goals	5 - 16
4. Green Skills and Employment	
• To follow as a supplemental paper.	To follow
5. Digital Connectivity	17 - 26
6. Business plan 2019-22: 2021 review and update	27 - 54
7. Updated Terms of Reference	55 - 58
<u>CLOSED SESSION</u>	
8. Minutes of the last meeting	59 - 64
9. Refreshing Work Local	65 - 76

Date of Next Meeting: Tuesday, 11 January 2022, 1.00 pm, Hybrid meeting (via Microsoft Teams OR Beecham Room, 18 Smith Square, London, SW1P 3HZ)

Town and Parish Councils

Purpose of report

For information.

Summary

This report provides a brief overview of the Board's recent work in relation to Town and Parish Councils to support a discussion with Councillor Sue Baxter, Chairman of the National Association of Local Councils.

Is this report confidential? Yes No

Recommendation/s

Board members are asked to consider the recently published report into better joint working between principal and parish councils and reflect on their own experiences ahead of the meeting.

Action/s

Officers will use the meeting to shape our future engagement with NALC within the context of the levelling up white paper.

Contact officer: Philip Clifford
Position: Senior Adviser
Phone no: 07909 898327
Email: philip.clifford@local.gov.uk

Town and Parish Councils

Background

1. There are over 10,200 parish and town councils across England, most of which are in rural areas. Eighty-five per cent set a local precept in 2020-21 raising £596 million, an increase of £42 million on 2019-20.
2. There is a large variation in both the size and capacity of town and parish councils across England. Some town councils cover a population equivalent in size to a small district and undertake a range of services and local functions. Conversely, some parishes cover less than 50 residents and meet only twice a year, as is the legal requirement.
3. The density of town and parish councils within county areas is also hugely varied. As an example, within the borders of North Yorkshire County Council there are 510 precepting parish councils which raised over £8 million in local precepts this tax year. In comparison, Surrey has only 85, although they raised a similar level of precept - £7 million. This significant variation across local areas means conversations about double or downward devolution are often complex, especially when considering how the local governance, accountability and management of devolved funding and services would work.
4. Figures within and around Government have continued to express interest in the role of town and parish councils as part of their vision for levelling up communities across the UK. Danny Kruger's report '[Levelling up our communities](#)' recommended that Government should legislate to increase community power through a 'Right to Serve' and Community Improvement Districts or "pop-up parishes". The influential thinktank Onward published a report [Policies Of Belonging](#) earlier in the year, proposing that every local area be given the "right to self-government" through a parish or town council.
5. For its part the National Association of Local Councils (NALC) has highlighted the vital role parish and town councils played during the Covid-19 emergency, organising local volunteering efforts and supporting local people and called for the sector to be empowered to play a greater role driving national recovery, supporting communities and reenergising local high streets, but also outlined the "urgent need to invest in increasing [the sector's] capacity and capability."¹
6. Within this context the People and Places Board commissioned Shared Intelligence in the last political cycle to explore opportunities for better engagement between principal and parish councils.

¹ <https://www.nalc.gov.uk/library/news-stories/3338-letter-to-rishi-sunak-240920/file>

7. The resulting report [Local service delivery and place-shaping: A framework to support parish and town councils](#) sets out a framework to guide principal councils who are interested in supporting parish and town councils to play an increased role in local service delivery and place-shaping.
8. It focuses on three areas:
 - 8.1. **Building trust** - the underlying principles, shared commitments and ongoing dialogue. The key components of which are:
 - 8.1.1. a clear statement of intent, ideally co-produced with the town and parish councils in the area, about the purpose, scope and mechanisms for delegation or devolution to the ultra-local level
 - 8.1.2. scoping and listening, to build an understanding of the town and parish councils in the area
 - 8.1.3. providing clear information and technical detail about current services or assets as part of a negotiation
 - 8.1.4. provision of material support, or funding, to ensure sustainability.
 - 8.2. **An implementation toolkit** – practical approaches and material for how devolution/responsibility shifts will be achieved. This includes:
 - 8.2.1. a clear process to manage expectations and set a road-map
 - 8.2.2. clarity about legal or contractual mechanisms for delegation or devolution arrangements
 - 8.2.3. forms and criteria to ensure transparency
 - 8.2.4. capacity building – a set of considerations to help local councils build their capacity for success.
 - 8.3. **Other enabling factors for supporting a context of partnership.** These cover:
 - 8.3.1. collaboration between counties, districts and town and parish councils in “three tier” areas
 - 8.3.2. the concept of parish clusters.

9. Following the well-received publication of this research there has been renewed interest in how the Local Government Association and the National Association of Local Councils might work together to take forward the themes and recommendations of this work.
10. To this end, the Chairman of the National Association of Local Councils, Cllr Sue Baxter, has been invited to attend this meeting of the People and Places Board for an initial discussion on where the common areas of interest might be within the forthcoming Levelling Up White Paper.

Implications for Wales

11. Local government structures in Wales are a devolved responsibility.

Financial Implications

12. The Board's activities are supported by budgets for policy development and improvement. Any work arising from this report will be met from within the Board's existing resources.

Equalities Implications

13. Where they exist Town and Parish Councils can provide an opportunity for local communities to take greater responsibility. During the pandemic the LGA provided both staff and financial support to NALC's 'make a change' campaign, which aligns with our 'be a councillor' programme to attract new individuals to local politics.

Community Renewal Fund and UK Shared Prosperity Fund: Update and Next Steps

Purpose of report

For discussion.

Summary

The report provides an update for the Board following the announcement of the successful Community Renewal Fund pilots. Members are asked to comment on the next steps for our lobbying and improvement work regarding the Community Renewal Fund and UK Shared Prosperity Fund.

Is this report confidential? Yes No

Recommendations

Members are asked to comment on the following areas:

- Community Renewal Fund Next Steps (para. 5-8)
- UKSPF Taskforce (para. 9-13)
- UKSPF Spending Review and next steps (para. 14-18)

Contact officer: Paul Green
Position: Policy Adviser
Phone no: 0207 664 3139
Email: paul.green@local.gov.uk

UK Shared Prosperity Fund and Community Renewal Fund: Update and next steps

Background

1. The long-awaited introduction of the UK Shared Prosperity Fund (UKSPF) and the Government's wider levelling up agenda brings a new opportunity for local government to tackle inequalities and build inclusive economies and communities. The European Structural and Investment Fund Programme (ESIF) has been a lifeline for communities and local growth. The design of the domestic replacement, the UKSPF, is an opportunity to deliver growth and tackling entrenched inequalities with a strong partnership between central and local government.
2. The LGA has been actively lobbying for the UKSPF to be a place-based fund, driven by local government and aligned to wider growth funding streams. The ESIF programme 2014-20 was a European programme that funded job creation, SME and business support, infrastructure and economic development. Delivery of the ESIF Programme continues until 2023 and the progress of the programme in England is monitored by the MHCLG/DWP led Growth Programme Board, on which local government has representation.
3. At the recent [Spending Review](#), the Government announced £2.6 billion for the UK in the first three years of the UK Shared Prosperity Fund (UKSPF) and that £560 million of it has been allocated to a UK wide adult numeracy programme "Multiply". While the Government committed that the quantum of UKSPF funding will at least match the funding levels of the seven-year ESIF programme, there is still limited information on the design and the investment framework for it. Ministers have previously committed to local government driving the UKSPF. However, with the announcement of a national programme incorporated within the UKSPF at the Spending Review, it is unclear what role local government will take and how much local determinism there will be for the fund.
4. This report sets out the next steps for the LGA's lobbying and improvement work for both the CRF and the UKSPF, including engagement with central government. Members are asked to contribute any further steers on the direction of our work.

Community Renewal Fund: Next Steps

5. The design of the UKSPF will be influenced by the delivery of the pilot programme, the Community Renewal Fund (CRF), with combined authorities, county and unitary councils running bidding processes as lead authorities.

6. On 3 November 2021, the Secretary of State for the Department of Levelling Up, Housing and Communities (DLUHC) announced the successful programmes for the £220 million CRF. Following lobbying from the LGA, he also confirmed that the deadline for delivering the delayed CRF programmes will be extended to the end of June. While this is positive for local CRF projects, given the rationale for CRF was to provide learning and evaluation for the design of UKSPF, it is not clear how this will be done if the start point of SPF stays the same.
7. Now that the CRF programmes have been announced, the LGA will commence the improvement work agreed by Members at the previous Board meeting. This will include a review of how successful bids were created through best practice case studies and share learning across the sector.
8. Appendix A outlines details of the lobbying work the LGA has undertaken to extend the deadlines for the CRF. It also outlines the improvement work the LGA is undertaking.

UK Shared Prosperity Fund Taskforce

9. The LGA has consistently called for there to be a UKSPF Taskforce between central and local government at both the member and officer levels. DLUHC hosted three officer level taskforce meetings in quick succession preceding the Spending Review. This was chaired by the Assistant Director in the Cities and Local Growth Unit, who has responsibility for the design of the UK Shared Prosperity Fund.
10. The LGA brought together local government officers from councils representing Core Cities, County Council Network, District Council Network, Key Cities and London Councils, as well as representatives from the other Home Nations Local Government Associations.
11. The representatives ensured that a number of key points were made about the UKSPF, including some of the key LGA lines, such as:
 - 11.1. A devolved, place based single pot with locally determined outcomes that does not repeat the bureaucracy, silos and process focused outputs of current EU Funding
 - 11.2. Quantum of ESIF and requisite match should be at least the same value and should be distributed over a stable, multi-year period
 - 11.3. Use existing local democratic decision-making structures and build the capacity to deliver the fund
 - 11.4. UKSPF should be aligned with wider economic and inclusive growth funding around local need, removing government silos
 - 11.5. The design of the UKSPF should be codesigned with local government at both the officer and political levels.

12. While the taskforce welcomed the opportunity to voice local government's key lines on the design of the UKSPF, they stressed the need for any future engagement to have a political level, as well as the need for greater collaboration in the design of the fund.
13. The LGA has been engaging on the political and officer level to recommence the taskforce, stressing the urgency of setting up a political and officer level that has real influence over the design of the UKSPF.

UKSPF Spending Review and next steps

14. The Government announced in the spending review a total of £2.6 billion over three years, with £400 million allocated in the first year, £700 million in the second and £1.5 billion in the third. This is based on the calculation of receipts for the first three years of the ESIF programme.
15. Under the ESIF Programme 2014-20, England was originally allocated £5.3 billion at the start of the programme with funding continue to be spent up to 2023. The amount allocated at the Spending Review does not yet provide the longevity or quantum of European and match funding secured under ESIF.
16. Now that the immediate concerns with the CRF delays have been resolved, our Ministerial and official engagement can now focus on the design and investment framework of the UKSPF that we are expecting to be launched at the beginning of 2022. We will also have the opportunity to influence government thinking through the UKSPF Taskforce outlined in paragraphs 8-12.
17. The LGA is also developing a compelling narrative of the need for a localised, place based domestic fund driven by councils and combined authorities. Appendix B outlines some of the key policy principles for Members to consider. This is based on the LGA's previous asks for the UKSPF, issues raised by the sector in the UKSPF taskforce, feedback so far from the CRF and other ongoing engagement with the sector and wider partners since the 2016 referendum.
18. Members are asked to provide any further steers and comments on the work that is outlined in this report.

Implications for Wales

19. The Welsh Assembly is the Managing Authority for ESIF in Wales. The LGA and WLGA work closely together in lobbying for the UKSPF. It is important that the UKSPF does not stop at the Welsh Assembly and is devolved to local areas. The LGA has worked with the WLGA, NILGA and COSLA on the UKSPF Taskforce.

Financial Implications

20. UKSPF lobbying is part of business as usual activity and falls within current budgets.

Next steps

21. Officers to reflect any further steers provided by Members in policy work relating to the UKSPF.

Appendix A**Community Renewal Fund Update**

The UK Community Renewal Fund (CRF), a pilot programme offering £220 million of revenue funding for 2021/22. It is intended to trial 'innovative programmes' as well as assess the bidding process in advance of the launch of the UKSPF. The CRF identified county councils, unitary councils and combined authorities as lead authorities to manage the bidding process.

Lead authorities ran bidding processes and submitted their priority bids to the Government worth up to £3 million in June 2021. Lead authorities will then enter a funding agreement with the successful programmes and will monitor and evaluate the programmes as they are being delivered.

Delay in the launch of the Community Renewal Fund

There was a delay of three months in the announcement of the successful programmes, leading to councils and combined authorities raising concerns about the deliverability of any CRF funded programmes. The LGA therefore lobbied the Government to announce the successful programmes and extend the delivery deadline, and undertook the following actions:

- Correspondence the Chair of the People & Places Board to then Minister Luke Hall
- Wider engagement with LGA members and the new Ministerial team
- Tabling parliamentary questions
- Press releases
- Contributions to the UKSPF Taskforce.

The Secretary of State announced the successful programmes on 3 November 2021. As part of the announcement, the Secretary of State [confirmed](#) that the deadline for the delivery of programmes will be extended by three months to the end of June 2022, which is a positive step. DLUHC will now engage directly with councils and combined authorities to manage any issues that may arise as a result of this change. The LGA will keep a watching brief.

England secured 225 projects worth £125,561,514. There are a range of programmes that have been successful, including the themes of:

- Achieving net zero in businesses
- Youth and disability inclusion in the securing employment
- Digital skills
- Culture, heritage and archaeology
- Exporting
- Business support and innovation.

There is currently limited detail on the individual projects. As more information becomes available, we will undertake further analysis of the types of projects to inform both our policy and improvement work.

The LGA will continue to engage with local government to identify any issues related to the CRF. We will continue to communicate key messages to government including shared learning and constructive feedback from the CRF process.

Community Renewal Fund improvement work

We will turn our attention to supporting the learning from the CRF improvement programme that the Board has previously agreed. This programme is expected to commence by the end

of November. It will include a review of how successful bids were created with learning points shared through best practice case studies, as well as share learning across the wider sector. This will include lead authorities who were not successful in the CRF bidding process, as well as local authorities, including district councils, who are running CRF funded programmes.

- Review of how successful bids were created to develop best practice case studies
- Run a webinar to share good practice
- Develop peer network, roundtables and other avenues of learning opportunities.

UKSPF Principles

The UK Shared Prosperity Fund (UKSPF) is the domestic replacement for the European Structural and Investment Fund Programme. It will be a key fund to support local communities and places in recovering from the pandemic as well as tackle the biggest entrenched inequalities that exist in our communities. It is also essential that our local communities have the chance to innovate and develop new opportunities as the UK's relationship with the EU and the rest of the world changes, helping achieve the Government's levelling up agenda.

Local government has shown it has the capability to lead local places and communities as demonstrated through the pandemic, bringing together a range of partners quickly and acting in a responsive manner.

Local government has already demonstrated they are the natural partner to central government in delivering the ambition of levelling up, tackling inequalities and building back better. We welcome the trust given to lead authorities in the pilot programme for the UKSPF, the Community Renewal Fund (CRF). It is therefore essential that the UKSPF be a localised, place-based fund that is driven by democratic and accountable local government to deliver locally determined outcomes.

Included below are the LGA's principles for the design of the UKSPF. Members agreed an earlier version of these principles, which have been updated to include learning points from the CRF.

1. Councils and combined authorities are the democratically accountable leaders of place

Local government can provide the long-term vision, leadership and transparent decision-making needed to support the government's levelling up agenda through the UKSPF. Devolving the UKSPF to the local level will provide the continuity and accountability that Ministers require. The UKSPF can only deliver our place ambitions through a multi-year settlement and greater flexibilities are needed to make the biggest impact and develop opportunities in local communities.

Local government's role in the CRF demonstrates the trust in local democratically accountable decision-making structures, as well as the strong partnership between local and national government. In a short space of time, lead authorities successfully utilised decision-making structures through conducting transparent bid assessments tested through democratically accountable governance arrangements.

2. A flexible and light touch national investment framework that supports local priorities

The design of the SPF is an opportunity to rethink the economic and social aspirations of local economies in the context of the COVID-19 pandemic. While the UKSPF should be driven by democratic, accountable local government on behalf of their communities, this will need to be enabled by light touch national investment framework.

All frameworks and processes must be developed in collaboration with local government to make them as effective as possible, creating processes that are streamlined, simplified and suitable for local decision making, but provide the assurance central government is seeking.

The framework needs to recognise and embrace the need for a tailored and flexible approach for each place. This will enable the fund to respond to local needs and deliver against locally agreed priorities while maximising national support. For example, the CRF assurance framework did not allow lead authorities to incorporate their own local equalities issues, making it more difficult to tackle locally specific inequalities.

We recognise there are national priorities for the UKSPF, such as achieving net zero carbon and tackling entrenched inequalities. The UKSPF should be led by locally developed strategies to support local economies and recovery, skills and employment, as well as climate change action plans, and transport and infrastructure investment plans that reflect local priorities and encourage greater links between interventions. This will support a focus on outcomes-based model rather than the current emphasis of unit costs driving ESIF. National government should work with every local area and agree a set of relevant indicators and outcomes to deliver strategic local outcomes

3. Built-in support for innovation and learning

Building in the time and space to try new things and encouraging innovative approaches should be given careful consideration in the design of the UKSPF. At the same time, a learning approach should run through the programme, making sure good practice is captured and shared in a timely fashion to ensure maximum effectiveness across projects. This is in line with the LGA's successful sector-led improvement approach. The outcomes-based model proposed above could also allow for greater comparison and evaluation across investment priorities and areas.

The UKSPF should also allow for investments in pilot and innovation without areas/places being penalised if this does not work. Evaluation plays a significant role in this and there should be a focus on sharing learning among all levels of delivery. Even more important will be the evaluation at a programme level and this needs to be shared among all partners so that learning and evidence drive continuous improvements.

The CRF has provided a limited opportunity for local government, national government and partners to learn how better to tackle inequalities and deliver the levelling up agenda. Lead authorities have brought together stakeholders through webinars and online events, demonstrating their role as place leaders and convening different partners.

In order to strengthen this partnership working, the UKSPF needs to build and develop consortia of stakeholders and collaborative projects, as well as providing the time needed to develop meaningful, creative and innovative programme proposals. This will also ensure that our third sector and civil society organisations can be fully engaged and add value to help deliver local services.

4. Simplified and flexible funding arrangements agreed for multiple years

A new UKSPF must be built on developing long term objectives under a clearly articulated and multi-year funding framework which is clearly understood by all.

It is essential that there is maximum integration across people, business and place interventions to deliver the right support for residents and businesses, to make the funding system easier to navigate. The fund will need to avoid recreating institutional and operational silos by removing or reducing the ring fencing of funding and providing projects the flexibility to integrate people-based and place-based interventions into the same project.

Numerous funding streams, both new and old, have been aligned with the Government's levelling up agenda, with some streams targeting very similar activity. Local government is having to prioritise which funds they need to focus their limited resources on and have redeployed existing resources to maximise opportunities. The UKSPF should provide some funding from the outset covering the full period of the fund to support the development of local areas' capacity and expertise to deliver the changes from a long term, multi-year funding stream.

In addition, competitive bidding reduces the ability for adopting collaborative approaches to delivering joint solutions. Often the competitive bid process pits area against area, and becomes more about the quality of bid writing, rather than the implementation of schemes which truly benefit local communities. The UKSPF should move towards a process of allocation based on need rather than bidding, so local areas can focus on tackling inequalities and developing opportunities, rather than committing resources to chasing relatively small pots of money. This creates issues concerning longer term planning, ability for providers to deliver and repetition of provision.

The UKSPF is an opportunity to align funds together in a transparent and democratic manner that make a real impact to local communities driven by local need. This will support local government to maximise further capacity to deliver the change needed by simplifying funding allocation processes, limit the duplication and bureaucracy of multiple bidding processes and free up time and resources.

The UKSPF should also be designed in a way which is flexible enough to be used holistically for both capital and revenue purposes. Local areas should be able to determine the appropriate split between capital and revenue to deliver local priorities in their investment plans as well as flexibility to determine their investment strategies and the mix between grants, loans and equity investments.

Digital Connectivity

Purpose of report

For direction.

Summary

This paper provides members with three priority areas for digital connectivity policy over the 2021/22 political cycle and sets out proposed actions for discussion with the LGA's Digital Champion, Councillor Mark Hawthorne (see Appendix A).

Recommendations

Members are invited to:

- **Agree**, subject to a discussion with Cllr Mark Hawthorne, the proposed actions for the People and Places Board to pursue over the 2021/22 political cycle as set out in paragraph 21.

Actions

- Officers will take forward the actions as set out above.

Contact officer: Esther Barrott
Position: Adviser
Phone no: 07464652906
Email: esther.barrott@local.gov.uk

Rural Digital Connectivity

Digital Connectivity

Background

1. This paper sets out a digital connectivity work programme for the Board to discuss with the LGA's Digital Champion, Councillor Mark Hawthorne (Appendix A).
2. The LGA's [Councillor's Guide to Digital Connectivity](#) is a useful guide to the main issues and challenges facing local areas, a brief overview of Government policy, glossary of widely used terms and a description of the vital role councillors can play in this area.
3. Reflecting previous discussions with members, this paper focuses on three areas: the role of digital connectivity in 'levelling up' communities; the rollout of ultrafast broadband; and the implementation of the shared rural network.
4. Subject to the discussion at the meeting, the Board is asked to agree the work programme set out below.

Connectivity and levelling up communities

5. Digital exclusion is inextricably linked to wider inequalities in society, and is more likely to be faced by those on [low incomes](#), [people over 65](#) and disabled people. When the pandemic hit in March 2020, only 51 per cent of households earning between £6,000 to £10,000 had home internet access compared with 99 per cent of households with an income over £40,000. Even when poorer households had access to equipment and internet, they [were less likely to have the skills to utilise it](#).
6. Reliable digital connectivity is vital to allow people to fully participate in society. As we recover from the Covid-19 pandemic, tackling the digital divide will be essential to address social and economic inequalities and level up every community.
7. Following the recent cabinet reshuffle there have been changes to the ministers in the Department for Digital, Culture, Media and Sport (DCMS) who hold the digital portfolios (see Appendix B). A letter (see attached in Appendix 1) has been sent from the LGA's Digital Connectivity Champion and Creative Industries Champion congratulating Julia Lopez on her new role as Minister for Media, Data and Digital Infrastructure and offering to meet to discuss how we can continue to work with the department to deliver positive outcomes for our communities.
8. The LGA's Levelling Up Local inquiry provides an opportune moment to bring together stakeholders to discuss the role of local government in strengthening local digital capital

and innovation to support the levelling up agenda. There is also the opportunity to include the City Regions Board in looking into themes around digital exclusion, which impact urban as well as rural areas. It is proposed we run a complementary round table for members of both boards to explore these areas in greater detail and the outcomes of the discussion will be used to inform the boards' future work.

9. The LGA's new publication '[Councils' role supporting the digital skills pipeline](#)', alongside [LG Inform forecasts for digital employment](#), outlines the key roles councils play in supporting local digital skills progression, which, in turn, plays a vital role in levelling up communities. It is proposed the LGA organises a webinar for both councillors and officers with digital and skills portfolios to promote the guide. The webinar will include speakers from the case studies showcasing successful interventions to date. This will allow good practice to be replicated on a wider scale, supporting the areas that are forecast to experience high levels of future growth for tech specialists.
10. Telephone providers are in the process of upgrading the landline network, also known as the PSTN (Public Switched Telephone Network) from analogue to digital or IP (Internet Protocol) which means in future voice telephone calls will be carried in the same way as data over a broadband connection. The current telephone network will close at the end of 2025. There will be changes to the way some equipment works with the new technology, for example devices connected to a home phone line such as telecare alarms, emergency pendants, dialysis machines and telemetry devices may no longer be compatible, disproportionately impacting vulnerable groups. To mitigate the impact of the switch-over we propose to work with both central government and industry representatives to provide a joint communications plan to increase awareness about the forthcoming changes.
11. The Board will continue to keep a watching brief on issues which may affect the Government's ambitions to level-up every part of the country.

Broadband

12. The Covid-19 pandemic has highlighted that broadband is essential infrastructure. Access to fast and reliable broadband connectivity is vital to help communities stay connected, drive inclusive recoveries, create quality jobs, improve quality of life and level up local areas.
13. We are disappointed by the downgraded target of 85 per cent gigabit-capable coverage by 2025 but will continue to work with Government to achieve this new target and call for funding for councils to support with the coordination and delivery locally and spur on demand. We have been working with the LGA public affairs team to highlight the importance of good digital connection, collating a [briefing for a Westminster Hall Debate](#)

[on Tackling the Digital Divide](#) and submitting evidence to the Public Accounts Committee inquiry into [DCMS recall \(broadband\)](#).

14. The previous CEO of Building Digital UK, Raj Kalia attended a People and Places Board meeting in the last political cycle. There has since been a change in leadership with Paul Norris taking over the role. It is proposed that Paul Norris is invited to a future Board meeting to progress our conversations with BDUK.
15. The recent review of Community-led Internet Service Providers' plans by BDUK, and subsequent announcement to pause the Gigabit voucher scheme was a cause for concern and on 21 September the [LGA responded to a House of Commons debate on Project Gigabit and Community Led Internet Service Providers](#). While concessions now have been made to community-led internet service providers, we want to ensure there will be no future delays to the pace of roll-out which will result in communities who have broadband below super-fast speeds being further left behind and will raise this issue with Paul Norris at the suggested meeting.

Mobile connectivity

16. The People and Places Board has campaigned for improved mobile coverage to be provided to their communities. The Shared Rural Network (SRN) will deliver reliable mobile broadband from at least one operator to 95 per cent of the UK. We will be working with ADEPT Digital Connectivity Working Group to ensure the SRN delivers on its promise of improved mobile connectivity in remote communities.
17. It is proposed that the Board invites a senior representative from DCMS who oversees the SRN to attend a future meeting to provide an update on progress and give members an opportunity to raise any concerns around coverage. Members can view the current coverage for their local authority area using this [heat map](#).
18. Following this, it would be well timed for the Board to engage with the Ofcom Chief Executive, Melanie Dawes on this important agenda. It is suggested that an introductory meeting is set up between the Chief Executive and the LGA's Digital Connectivity Spokesperson to address areas of concern and set out what councils can do to support better connectivity locally.
19. 5G is short for 'fifth generation mobile networks' and is technology that will provide the underlying wireless infrastructure to support a host of new applications such as connected cars, virtual and augmented reality, and the foundations for Internet of Things (IoT) technologies such as wearable health monitors and autonomous farming equipment. The Board might like to consider the challenges and opportunities of 5G in a non-metropolitan context.

Next steps

20. The upcoming Board cycle is an opportunity for members to build on their work to date influencing the Government's gigabit-broadband roll out and supporting councils to

catalyse improvements to mobile connectivity as well as considering ways in which digital connectivity can support the levelling up of communities post Covid-19.

21. The following list details suggested actions for the Board's work programme:

- 21.1 run a digital exclusion round table event alongside the Levelling Up Local Inquiry;
- 21.2 organise a webinar promoting councils' role supporting the digital skills pipeline;
- 21.3 invite Paul Norris of BDUK to speak to the Board;
- 21.4 invite a senior representative from DCMS who oversees the Shared Rural Network; to a future Board meeting;
- 21.5 arrange a meeting between Melanie Dawes of Ofcom and Cllr Mark Hawthorne;
- 21.6 continued working with the ADEPT Digital Connectivity Working Group;
- 21.7 continued public affairs activity.

22. Members are invited to comment on which of the three proposed areas and suggested actions the Board should prioritise over the coming political cycle.

Implications for Wales

23. Digital infrastructure policy is a devolved responsibility.

Financial Implications

24. The Board's activities are supported by budgets for policy development and improvement. The research will be funded from the Board's budget for policy development.

Equalities Implications

25. The equalities impact of poor and unreliable digital connectivity will be considered, specifically the social and economic issues that worsen outcomes and prevent the levelling up of communities in rural areas. We commit to strengthening our evidence base in this area.

Appendix A

Cllr Mark Hawthorne MBE, Local Government Association Digital Champion

First elected to Gloucester City Council in 1998 at the age of 22, Cllr Mark Hawthorne went on to become the council's youngest leader in 2004 before deciding to step down in 2007.

Cllr Hawthorne returned to local Government in 2009 when he was elected to Gloucestershire County Council. He became Leader a year later becoming one of the youngest upper tier authority leaders in the country. He was re-elected as leader following the May 2013 elections and was awarded an MBE for services to local government in the 2014 New Year Honours list. He is Chairman of the Conservative Councillors' Association.



Cllr Hawthorne is a member of the LGA's Resources Board and current LGA Digital Champion. The role of the LGA Digital Champion involves helping shape future LGA digital connectivity policy in partnership with the People and Places Board and attending relevant meetings with digital connectivity stakeholders both with and on behalf of the current Chairman.

Appendix B

Julia Lopez MP, Minister of State at the Department for Digital, Culture, Media and Sport

Julia is a Conservative politician and Member of Parliament for Hornchurch and Upminster since the 2017 general election. Before entering the House of Commons, she served as a local councillor on Tower Hamlets Council, and a parliamentary aide.



Prior to her appointment as Minister of State at the Department for Digital, Culture, Media and Sport, Julia was previously Parliamentary Secretary at the cabinet Office from 14 February 2020 to 15 September 2021.

Julia's portfolio covers telecoms and digital infrastructure, data policy and reform, cyber security and digital identity, media and creative industries and corporate business.

Chris Philp MP, Parliamentary Under Secretary of State (Minister for Tech and the Digital Economy)

Chris is a Conservative politician and Member of Parliament for Croydon South since 2015.



He was previously Parliamentary Under Secretary of State at the Home Office and Ministry of Justice from February 2020 to September 2021. He was Minister for London at MHCLG from December 2019 to February 2020.

Chris' portfolio covers digital and tech policy, online safety, international strategy, gambling and lotteries and legislation.



Julia Lopez MP
Minister for Media, Data and Digital Infrastructure
Department for Digital, Culture, Media and Sport
100 Parliament St,
London
SW1A 2BQ

03 November 2021

Dear Julia,

Local Government Association

As the Local Government Association's Champions for Digital Connectivity and the Creative Industries, we would like to congratulate you on your appointment as Minister for Media, Data and Digital Infrastructure. The LGA works on behalf of councils across England and Wales and has enjoyed a constructive relationship with the Department of Digital, Culture, Media and Sport as we seek to achieve our shared agenda of rolling out world class digital infrastructure and developing the creative industries in every place to level up communities.

Councils are the biggest national funders of culture, spending over £1 billion annually on the arts, heritage, museums and libraries in England, and are vital partners in delivering DCMS services and objectives. The success or failure of the creative industries is important to councils, not just from an economic perspective but because of the way culture and creative spaces contribute to local identity and opportunity. Councils support local creative sectors through economic development strategies, infrastructure investment and skills strategies and direct sectoral support. The LGA has recently published [a guide](#) for councils seeking to support their local creative industries.

Over the last 18 months, councils have provided a raft of support to mitigate the economic effects of the crisis and worked with your department to target support to where it's been needed most, including through the Retail, Hospitality, and Leisure Grant Fund and through providing local cultural institutions with comprehensive support to save them from closure. We look forward to working with you and your officials to share our ideas for driving local recovery and regeneration and continue making the case for sustainable investment, to ensure councils can create thriving places that people want to live, work and visit.

During the pandemic, access to effective broadband has been essential to facilitate working and learning from home. With the right resources and flexibilities, councils can play a much greater role in driving the broadband rollout and we look forward to strengthening our good working relationship with you on the digital agenda. Councils recognise the importance of world class digital connectivity and have partnered with the telecommunications industry to extend superfast and now full-fibre broadband to the hardest to reach areas. The LGA has also worked closely with DCMS on this agenda, supporting the work of the Barrier Busting Taskforce to share best practice across our sector, and welcoming recent proposals put forward to require developers to provide full fibre connectivity to all new builds.

To close the digital divide, tackle digital exclusion and ensure rural areas can seize the benefits of home working and attract high tech, high value businesses, we are keen to continue working in partnership to ensure investment is targeted to prioritise those with the least connectivity. As we outlined in our Spending Review submission, a £250 million contingency fund for councils to support the rollout of ultrafast broadband in areas that fall within the scope of Project Gigabit, but are lagging behind in delivery will help to reach those left behind by the current roll out, and a £30 million a year fund would enable councils to put in place a local digital champion to coordinate local delivery and recruit extra capacity to respond to surges in local roll out activity.

We also want our digital future to be safe, secure and inclusive. Our Cyber, Digital and Technology (CDT) team is engaging with your officials on a new National Cyber Security Strategy and with Whitehall officials more broadly on the Government Cyber Security Strategy. We are also working closely with your department on Secure Connected Places and interacting with your Cyber Policy Regional Engagement Leads. Some of the CDT team's £4.4 million budget for this year has been allocated to councils to improve local connectivity, broadband and mobile. The LGA is raising awareness of, and supporting councils' preparations for the withdrawal of the Public Switched Telephone Network, in which DCMS has a convening role. We also continue to work with DCMS on the Digital Identities agenda, and related issues of data protection, security and inclusivity.

On behalf of the LGA, I would be delighted to meet to discuss how we can continue to work with your department to deliver positive outcomes for our communities. Emma West (Emma.West@local.gov.uk/ 07956 859543) in our member services team would be happy to work with your officials to find a suitable date for a meeting.

We wish you the best of luck in your role.

Yours sincerely,



Cllr Mark Hawthorne
LGA Digital Champion



Cllr Phil Seeva
LGA Creative Industries Champion

Business plan 2019-22: 2021 review and update

Purpose of report

For information.

Summary

In October 2019 the LGA Board approved a new 3-year [business](#) plan, built around the United Nations sustainable development goals. In 2020, one additional priority – narrowing inequalities and protecting communities - was added, bringing the total to seven.

- Funding for local government
- Adult social care, health and wellbeing
- Narrowing inequalities and protecting communities
- Places to live and work
- Children, education and schools
- Strong local democracy, leadership and capacity
- Sustainability and climate action

The 2021 update, which retains the same seven priorities, was approved by the LGA Board on 8 September 2021. The LGA's work on Supporting Councils now underpins each of the seven priorities and there is a greater emphasis throughout on resilience, economic recovery and levelling up.

The updated business plan is attached at **Appendix 1**. As before it will be published as an accessible PDF. A full review of the LGA's business priorities will be undertaken in 2022.

Recommendation

That the People and Places Board note the 2020/21 update of the 3-year business plan as the basis for work programmes over the coming months.

Action

The updated plan will be published on the LGA website.

Contact officer: Claire Holloway
Position: Head of Corporate Services and Company Secretary
Phone no: 020 7664 3156
Email: Claire.holloway@local.gov.uk

LGA business plan 2019-2022

2021 update

Introduction

The coming year will be a huge challenge for local government as the country recovers from the COVID-19 pandemic and rebuilds lives and livelihoods. As we learn to live with the virus, it will be councils who lead their communities through every aspect of that recovery.

The LGA's aim is to provide the support and secure the resources and the powers that local government needs to deliver that crucial role. Promoting the value of local government and supporting councils in their roles as community leaders remains our central mission.

This business plan, built around seven core themes that reflect councils' own priorities, sets out how we will deliver that mission, both through lobbying to shape national policy and by providing practical improvement support for council leadership and across a whole range of service areas.

Councils will have a key role in place-building and ensuring that our local high streets, transport hubs, cultural and sporting venues and other local infrastructure bounce back from the crisis. Boosting skills and ensuring that we have the workforce for the future will be central to our economic recovery, along with a renewed focus on public health, whilst councils will continue to support the NHS and other organisations in the ongoing rollout of the vaccination programme.

Local government is also leading the way in responding to the impacts of climate change. Nine out of ten councils have declared a climate emergency and the sector is working hard to support local action across the country, promoting good practice and sharing innovative solutions in the run up to COP 26 in Glasgow in November.

We will continue to evidence councils' efficiency and effective management of taxpayers' money. A multi-year settlement in the forthcoming Spending Review, that puts local government funding on a long-term sustainable footing, would enable proper planning of local services and help reduce demand and cost pressures on other parts of the public sector.

Through our Government-funded sector support programme, we will continue to support councils to respond to issues triggered by the pandemic, providing intensive support, guidance and challenge to help shape key services. That includes intensive peer support and challenge, support for financial resilience and economic recovery, as well as political leadership training. We will provide the tools and resources to enable councils to respond to challenges and support improvement in a range of areas - from children's services and climate change to safeguarding and cyber security.

We continue to embed and promote equality, diversity and inclusion into our core values, policies and practices, and through our improvement and leadership support programmes.

Strong local leadership is key to recovery and the Levelling Up White Paper must empower councils to build back local. Our [Build Back Local](#) campaign, which will be central to our work in the coming year, demonstrates how Government and councils, working as equal partners, will level up those communities that feel left behind and transform places across the country. Enabling local people to make local decisions will create the conditions for sustainable growth, better public services and a stronger, more resilient society.

Councillor James Jamieson
Chairman

Mark Lloyd
Chief Executive

Working for councils

The LGA is the national membership body for local authorities. Our core membership is made up of English councils and Welsh councils through the Welsh LGA.

We are politically led and cross-party and we work 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.

We also provide membership services to other organisations through our associate scheme, including fire and rescue authorities, national parks authorities, town councils, police & crime commissioners and elected mayors of combined authorities.

Our vision for local government

Our vision for local government is one of a vibrant local democracy, where powers from Westminster are devolved to local areas, and citizens have a meaningful vote and real reason to participate in civic and community life.

Councils have been a trusted partner to Government to deliver throughout the COVID-19 pandemic. Now local government needs to be trusted to deliver recovery locally in a way that has the greatest impact for their communities.

As we move forward, enabling local people to make local decisions will create the conditions for sustainable growth, better public services and a stronger society. It is vital that councils are backed to lead the recovery in their places.

Our purpose and priorities

Our work on behalf of local government falls under two overarching themes

National voice of local government – we campaign to influence the political agenda and secure funding and powers on behalf of councils, and we promote and defend the reputation of the sector

Supporting councils - we support councils continuously to improve and innovate through our extensive programmes of practical peer-based support underpinned by strong local leadership, through our support for collective legal actions and through our service delivery partnerships.

Our business – underpinning our work on behalf of councils is an efficient, cost effective and forward-thinking business; we are politically led, committed to equalities and diversity and we aim to operate in an environmentally and financially sustainable way.

Our three-year rolling business plan sets out our key priorities and commitments and demonstrates how our work will contribute to the delivery of the UN’s Sustainable Development Goals (SDGs).

The national voice of local government

We lobby and campaign to influence the political agenda and secure funding and powers on behalf of councils and we promote and defend the reputation of the sector.

Over the next 12 months we will focus on the seven areas that councils tell us matter most to them:

Funding for local government

Fair and sustainable funding enables councils to plan and deliver essential public services beyond the short term, to raise more funds locally and to promote greater collective working across local public services.

Adult social care, health and wellbeing

Sustainable funding and better integration with health services enable councils to continue to support people to live safe, healthy, active, independent lives and to promote wellbeing and resilience for all ages.

Narrowing inequalities and protecting communities

Councils lead and work with diverse communities and partners to address inequalities and build safe, cohesive and resilient communities, supporting the government’s ambition to level up communities across the country

Places to live and work

Councils lead the way in driving a resilient economic recovery which helps level up across the country and sees no community left behind, building the homes that people need and creating places they are proud to live, work and visit.

Children, education and schools

Councils have the powers and resources they need to bring partners together to deliver inclusive and high-quality education, help children and young people recover from the impact of the pandemic and fulfil their potential and offer lifelong learning opportunities for all.

Strong local democracy, leadership and capacity

A refocus on local democratic leadership, and a comprehensive shift in power from Whitehall to local communities, leads to greater diversity of elected representatives, high standards of conduct and strong, flexible local governance.

Sustainability and climate action

Councils take the lead in driving urgent actions in their local areas to combat climate change and its impacts and to deliver zero net carbon.

Supporting councils

We support councils continuously to improve and innovate through a programme of practical peer-based support underpinned by strong local leadership and through our service delivery partnerships.

The LGA's sector-led improvement programme continues to provide a responsive and flexible offer and remains in a strong position to respond and adapt to councils' needs as circumstances evolve.

We work closely with councils to understand their current and future support needs and continue to adapt as the opportunities and challenges facing councils change.

The **core programme**, funded by Department for Levelling Up, Housing and Communities (DLUHC), provides councils with tools and resources to respond to present and emerging challenges and supports improvement across the sector. The programme is underpinned by the work of our regional support networks, including LGA principal advisers and member and officer peers. It delivers improvement and peer support covering financial resilience and economic recovery; safer and more sustainable communities; leadership, workforce and communications.

Our **Care and Health Improvement Programme** (CHIP) is funded by the Department of Health and Social Care (DHSC), with some complementary NHS funding, and delivered jointly with the Association of Directors of Adult Social Services. It provides expert input to DHSC policy and prioritises support for commissioning, managing the care market, recruitment and retention and local integrated care systems. It also supports social care financial resilience and the use of technology enabled care.

Our **Public Health Improvement Programme** is funded by DHSC and supports councils' Covid-19 response and engagement with the new national public health bodies. Additional targeted programmes, funded by DHSC, Public Health England and The Health Foundation focus on child obesity, weight management, suicide prevention and wider determinants of health.

Our **Children's Improvement Programme** is funded by the Department for Education (DfE). We deliver a range of activity to support improvement including support for political leaders and intensive support for councils facing specific challenges.

Through our **communications improvement work**, we offer support to councils and help to raise the standard of public sector communications.

We also receive funding from other government departments for specific improvement activities, including:

1. [One Public Estate](#), funded by Cabinet Office and DLUHC, provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners
2. [Cultural services and sport](#), in partnership with Arts Council England and Sport England, support councils through range of programmes and tools to help councils tackle the challenges and take advantage of the opportunities for culture, tourism and sport.
3. [Planning Advisory Service](#), funded by DLUHC, provides consultancy and peer support, learning events and online resources to help local authorities understand and respond to planning reform.
4. [Cyber-security and digital transformation programme](#), funded by the Cabinet Office, to support the improvement of digital services for councils and their residents in as secure a way as possible.
5. [Joint Inspection Team](#) funded by DLUHC, to help councils to enforce against owners of private sector blocks with combustible cladding, and make the blocks safe

We will continue to update our commitments to match councils' needs across the period of this business plan.

17 Goals to Transform Our World

The Sustainable Development Goals are a call for action by all countries – poor, rich and middle-income – to promote prosperity while protecting the planet.

They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.



SUSTAINABLE DEVELOPMENT GOALS

Funding for local government

Fair and sustainable funding enables councils to plan and deliver essential resilient public services beyond the short term, to raise more funds locally and to promote greater collective working across local public services.

CAMPAIGN - Build back local

Councils have been a trusted partner to Government to deliver throughout the pandemic. Our Build Back Local campaign calls for local government to be trusted to deliver recovery locally in a way that has the greatest impact for their areas. With the right investment and powers, national and local government can work together to achieve a shared ambition: levelling up communities across all parts of the country

The benefits to the country of investing in local government are clear and understood – we will:

- continue to highlight the pressures on all services and press for funding that reflects current and future demand, particularly for housing, homelessness, adult social care and children’s services
- lobby Central Government to fully meet all costs and income losses arising from COVID-19 in 2020/21 and beyond
- continue to emphasise and evidence the impact, value and efficiency of local government services
- work with central and local government to identify a wider range of suitable and sustainable funding sources for council services in the future
- work with local and central government on a distribution mechanism for local government funding that supports long-term planning, is evidence-based, simpler and more transparent with appropriate transition mechanisms.

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

- press for freedoms that lead to greater local financial autonomy with a view to achieving local control over both council tax and business rates
- lobby for improvements to business rates to help tackle business rates avoidance and develop proposals to improve the system, including valuation and the appeals process
- press for legislation to allow councils to raise more funds locally including new local taxes and set fees and changes which fully recover costs.

Councils are able to access a range of sources of finance to encourage investment and create jobs, supported by an appropriate financial framework – we will:

- further develop policy on capital financing and investing and contribute to national reviews in these areas so that they support and enable prudent investment and financial management
- contribute to reviews of the accounting and financial regulatory framework for councils to ensure it is appropriate, not over restrictive and balanced with local freedom and accountability
- support the United Kingdom Municipal Bonds Agency to deliver cheaper debt financing to councils, through the sale of bonds in the capital markets.

Supporting councils

Fair and affordable pay awards enable councils to recruit and retain good staff – we will:

- convene the employer side of the collective bargaining arrangements to agree equitable and affordable pay awards for more than two million local authority and related employees, including fire and rescue authorities.

- provide evidence to the schoolteachers' pay review body and Low Pay Commission in relation to the National Living Wage.

Financial resilience within the local government sector – we will:

- support councils to deliver robust financial leadership, governance and scrutiny to support effective decision-making
- provide a bespoke enhanced financial resilience support offer to councils facing the most significant challenges
- support councils to make the most of adult social care funding streams, such as the Better Care Fund and Infection Control Fund and provide bespoke support to the most financially challenged

Adult social care, health and wellbeing

Sustainable funding and better integration with health services enable councils to continue to support people to live safe, healthy, active, independent lives and to promote wellbeing and resilience for all ages,

SDG 3 – Good health and wellbeing

Ensure healthy lives and promote wellbeing for all at all ages

CAMPAIGN - The lives we want to lead

We want to build a society where everyone is supported to live a healthy, fulfilled and independent life, staying at home and contributing to family and community life for as long as possible - but escalating funding pressures and increasing demand are threatening that ambition. Our campaign calls for sustainable long-term funding that gives people the care and support they need now and in the future.

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

- continue to lobby for the short, medium and long-term financial sustainability of adult social care and support, arguing that all options, including national taxation, should be considered
- work with government to agree a sustainable, long term funding deal for public health.
- press for a new deal for the care workforce ensuring parity of esteem with colleagues in the NHS; comprising action on pay, training and development, career progression and professionalisation, and recognition.

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

- promote a clear vision of councils' role in planning and delivering integrated health and care; continue to promote health and wellbeing boards as leaders of health and care and support councils and their partners to develop and deliver place-based person-centred support and that integrated care systems ensure that decisions are taken at the most local level.
- continue to press for a long-term policy framework for the Better Care Fund (BCF), with lighter touch reporting and greater emphasis on local targets and prevention.
- Seek to ensure that local government is an equal and integral partner in the development of integrated care systems, particularly in the membership and governance of integrated care boards and integrated care partnerships

Councils support older people, disabled people and people in vulnerable circumstances – we will:

- support councils to tackle the challenges and exploit the opportunities of an ageing population, and to

improve dementia, supported housing and mental health and capacity services, unpaid carers' support and support for autistic people and people with learning disabilities.

- continue to lobby for councils' interests around the Armed Forces Community Covenant.

Councils work actively with the NHS to build health and care services around the needs of local populations – we will:

- work with the Government, NHSEI and other national partners to ensure that councils and health and wellbeing boards, are meaningfully engaged in developing integrated care systems
- work with national partners to increase the understanding of, and commitment to, planning and delivery at place level and the leadership role of councils
- support councils to work with NHS and other partners to ensure that the plans of integrated care systems build on existing priorities to improve health and wellbeing and are subject to democratic oversight and scrutiny
- work with the NHS to learn the lessons of responding to the pandemic and promoting local accountability and closer working through the Health and Care Bill and wider work to implement the legislation.

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

- work to strengthen the position of councils as public health leaders.
- continue to make the case for long-term financial sustainability of public health services and support councils to understand the importance of preventative approaches.
- work with the NHS and partners to develop a system-wide approach to public health workforce planning and address urgent staffing issues in children's public health.
- lobby for long-term sustainable funding for leisure, culture and park services which play an important part in people's physical health and mental wellbeing and tackling health inequalities.
- lobby for the national policy, resources, powers and data councils need to manage the quarantine restrictions for international travel, self-isolation, vaccine roll out, and local outbreaks of COVID-19

Supporting Councils

Councils are supported to address their social care challenges – we will

Support councils to work with the NHS and other partners to:

- improve and sustain local care services including commissioning high-quality adult social care services, understanding and managing the local care market and co-producing services with people with lived experience.
- improve adult safeguarding practice and services for those with the greatest social care financial risks.
- improve social care practice through person-centred planning, positive risk-taking and asset and strengths-based practice planned around the family/network
- develop regional & local strategic social care workforce plans that reflect reform, increase recruitment and retention of social care workers and maximise the care contribution to local and national economies
- strengthen the role of political, clinical and managerial leadership at system, place and neighbourhood levels
- develop health and care systems and partnerships that deliver integrated provision focused on supporting people to live well and independently at home
- build the right support for people in hospital, in or at risk of admission, to live in the community or alternatives to hospital
- build and strengthen their digital leadership and confidence in the use of care technology that helps people to live the lives they want to lead

Councils are supported to promote population health and respond to the next phase of the pandemic – we will

Support councils to:

- improve the health of their communities in the priority areas of weight management, substance misuse, suicide prevention and the wider determinants of health.
- through specified pilot schemes, understand the wider determinants of health and the barriers to tackle child weight management and share the learning with the wider sector.
- fulfil their varied roles in tackling current and future pandemic phases, including the rollout of vaccinations, testing and provision of care and support

Councils are supported to respond to the structural changes in public health and implement new policies and legislation – we will

Support councils to:

- respond to the public health system changes as the new regional and national structures of the Office for Health Promotion and UK Health Security Agency develop
- implement government priorities and bring our expertise to inform government policy on the Better Care Fund, Enhanced Care in Care Homes, personalised budgets and Continuing Health Care reforms
- introduce the new Liberty Safeguards Protection Act

Narrowing inequalities and protecting communities

Councils lead and work with diverse communities and partners to address inequalities, promote inclusion and build safe, cohesive and resilient communities, supporting the government’s ambition to level up communities across the country

SDG 1 – No poverty
End poverty in all its forms everywhere
SDG 10 – Reduced inequalities
Reduce inequalities within and among countries

CAMPAIGN: Build Back Local

Councils have been a trusted partner to Government to deliver throughout the pandemic. Now our campaign calls for local government to be trusted to deliver recovery locally in a way that has the greatest impact for their communities.

As we move forward, enabling local people to make local decisions will create the conditions for sustainable growth, better public services and a stronger society.

Councils lead and work with diverse communities and partners to address inequalities and build cohesive and resilient communities – we will:

- review and strengthen the LGA’s work on reducing inequalities, promoting equality and inclusion through our policy messages and lobbying and our improvement and leadership support to councils.
- promote and support councils in developing the diversity of their candidates, elected members and senior leadership.

- underline the need for a strong commitment to tackling health inequalities and economic vulnerability and ensure that local government concerns and priorities resulting from the impact of COVID-19 on their communities are heard by government
- work to strengthen the local safety net and secure proper recognition and adequate resources for the role of local government in providing fair and effective welfare, housing and employment support.

Councils lead the way in shaping communities where people feel safe – we will:

- lead the debate on councils' role in building safer and resilient communities and support them to reduce serious violence, domestic abuse, Violence Against Women and Girls (VAWG), female genital mutilation and anti-social behaviour
- provide council input to the development of the new modern slavery strategy, as we work collaboratively with partners to raise awareness and support councils to tackle this issue
- contribute to the independent review of Prevent and the refreshed hate crime strategy, and feed in sector views on the new Protect duty
- facilitate the work of the Special Interest Group on Countering Extremism and ensure that councils are supported to build community cohesion, promote integration, tackle extremism and deliver the Prevent duty

Councils continue to play a leading role in the design and delivery of blue light and other services that help protect local communities – we will:

- work with the HSE and government to establish an effective, professional and fully funded system for regulating building safety
- lobby for sustainable funding for fire and rescue authorities and support them to become more inclusive and representative of their communities and to strengthen their leadership and governance.
- Support National Employers and maintain national negotiating machinery on pay and workforce issues for firefighters, brigade managers, police staff and coroners.

Supporting Councils

Councils are supported to meet their statutory duties, including on supporting vulnerable residents and preventing and reducing homelessness and rough sleeping – we will:

- support councils as they address the inequalities exposed by the COVID-19 pandemic, with particular regard to those groups and communities whose circumstances and life chances have been most affected by the virus and to children and young people whose development and futures will be affected by the containment measures.
- help councils tackle homelessness and rough sleeping, including those who are homeless prior to admission or after leaving hospital
- support councils to work with local partners and communities to become more resilient and better placed to respond to civil contingency risks and other challenges
- support councils to address wider building safety issues and ensure that they and Fire and Rescue Authorities are more aware of the new enforcement and duty holder responsibilities under the Building Safety Bill
- support police and crime panels and share best practice

Councils are protecting their communities and taking a leading role in the response to COVID-19 – we will:

- support councils to access information, support and good practice and feel supported to fulfil their varied role in tackling the COVID-19 virus
- support councils in their test, trace and outbreak management response through a sector-led

improvement support programme

- work with councils to review and share learning from COVID-19, to help strengthen community resilience and future emergency responses.

Children, education and schools

Councils have the powers and resources they need to bring partners together to deliver inclusive and high quality education, help children and young people to recover from the impact of the pandemic and fulfil their potential and offer lifelong learning opportunities for all.

SDG 3 – Quality education
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
SDG 8 – Decent work and economic growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
SDG 10 – Reduced inequalities
Reduce inequalities within and among countries

CAMPAIGN: Bright Futures: A Child Centred Recovery

Our campaign calls for children and young people to be at the centre of plans to recover from the pandemic to ensure their lives are not negatively impacted while benefiting the wider community. This includes improved join up across government to support families, investment in local safety nets and universal services, and work to prevent the attainment gap from widening.

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

- set out a clear vision for councils’ role in promoting high educational standards, with the resources, powers and flexibilities to give every child access to a place at a good local school
- lobby for a stronger role for councils in investing in schools - ensuring new schools are high quality, fit for and value for money - and a lead role in decisions about new free schools
- press for a stronger council role in ensuring admissions are fair for all pupils across the school system, including increased levels of inclusion in mainstream schools and other education settings.

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

- lobby to ensure the 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 for children with Special Educational Needs and Disabilities and lobby government to provide councils with sufficient funding and flexibility to meet rising demand and eliminate High Needs deficits

Councils have sufficient powers and funding to support young people’s education and training post-16 options – we will:

- Press for sufficient powers and funding so councils can fulfil their statutory duties to support all young people, including those at risk of, or who are not in education, employment and training (NEET), those with special educational needs, care leavers, and disadvantaged groups
- Lobby for councils to have a coordinating role to plan a post-16 local offer so young people have a coherent picture of locally available options (A levels, T levels, Apprenticeships), underpinned by independent local careers advice and guidance.

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

- encourage councils and the Government to put children at the heart of policy making, including a cross-Whitehall strategy for children
- continue to paint a positive vision for local children’s services, calling for sustainable funding for services, that change children’s lives
- support councils to take a preventative and place-based approach to children and young people’s health, including early years, food and nutrition and support for children’s mental health
- work in partnership to improve life chances for all disadvantaged households, particularly those with children, making the case for early intervention and improved local integration of services for families.

Councils protect children’s wellbeing and keep them safe – we will:

- lobby government for the resources and policies needed to protect children and young people from harm and improve outcomes for all children, in particular children in care and care leavers
- work with government and councils to support child refugees and unaccompanied asylum-seeking children
- work with government and the wider sector to ensure councils have the tools and resources to tackle child exploitation including county lines and online harms.

Supporting Councils

Improved outcomes for the most vulnerable children and their families – we will:

- provide targeted improvement support with an initial focus on Covid-19 recovery planning
- provide diagnostics/peer review and follow-up advisory support to deliver recommendations
- facilitate action learning sets across regions for role-based cohorts and within council political groups

Political and corporate leaders understand and fulfil their role as corporate parents – we will:

- support the development of effective corporate parenting arrangements, including corporate parenting resources and e-learning and tools and guidance to support self-assessment and learning

A whole council and partnership approach to improving social care and SEND outcomes – we will:

- facilitate leadership roundtables on supporting children’s services and SEND and provide facilitated sessions to support whole system strategic approaches.
- facilitate regional networking and learning opportunities and provide thematic workshops to support improvement, for example Covid-19 recovery and SEND.

Places to live and work

Councils lead the way in driving a resilient economic recovery which helps level up across the country and sees no community left behind, building the homes that people need and creating places they are proud to live in, work and visit.

SDG1 – No poverty
End poverty in all its forms everywhere
SDG 8 – Decent work and economic growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
SDG 9 – Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

CAMPAIGN: Housing and planning

Local government shares the collective national ambition to tackle their local housing crisis, which will only be achieved with strong national and local leadership working together. As house builders, housing enablers, and landlords; as planners, place-shapers, and agents of growth, transport and infrastructure; as responsible guardians to the vulnerable and the homeless; and as democratically accountable to communities, our campaign calls for local government to be at the heart of the housing solution.

Councils are key partners in growing inclusive and resilient local economies – we will:

- support city regions and non-metropolitan areas to deliver effective local economic strategies
- support local innovation to deliver better digital infrastructure and continue to press for a regulatory framework that will deliver the best deal for customers
- continue to press for local government to sit at the heart of the Government’s levelling up agenda working with businesses and other local stakeholders to better connect communities to the benefits of prosperity
- support councils to maximise the impact of their cultural, sporting, tourism and heritage assets to drive growth in their local economy.

Councils drive the increase in housing supply the nation needs – we will:

- continue to press for additional powers for councils to increase housing supply, promote both affordable and carbon-free homes and make more effective use of surplus public sector land
- support consortia of councils to access significant housing development funds through the creation of new partnership models
- press for powers for councils to ensure the provision of homes integrated with health and care that positively support us to age well
- lobby for a well-resourced and locally responsive planning system, funded by locally set fees with the tools to ensure developers build quality homes that meet local need.

Councils have access to funding to create communities where people want to live, work and visit – we will:

- continue to press for additional infrastructure funding, including a review of the rules governing developer contributions
- support councils to work with partners to maximise the value of local and national infrastructure investment, including in road, rail, broadband, culture, heritage and recreation
- influence the design of the UK Shared Prosperity Fund, lobbying to ensure it is a place-based programme driven by local government and aligned to wider growth funding

Councils continue to drive higher safety standards across the housing sector – we will:

- lobby for resources and tools to enable councils to shape a good quality private rented sector that meets the needs of their local communities
- work with government and councils to identify high-risk, high-rise residential buildings and lobby for support for councils to make changes and take urgent remedial action
- respond to government consultations, including on the new building safety regulatory framework.

Councils lead the way in ending homelessness through prevention – we will:

- Work to ensure that councils have the resources they need to manage the impacts of national welfare policy and achieve the ambitions of the Homeless Reduction Act and Rough Sleeping strategy
- make the case for effective integration of housing, homelessness support and the benefits system and for the powers and funding that councils need to meet local needs

- with the Chief Executives' and Home Office group on asylum dispersal, inform the development, delivery and funding of support for asylum seekers and refugees and share good practice

Councils support strong communities through risk-based business-friendly regulatory services – we will:

- press for powers and resources where councils take on additional legal liabilities such as building safety regulation post-Grenfell and proposed new air quality requirements
- support councils to demonstrate the value of regulatory services, take steps to increase service resilience and make the case for sustainable funding mechanisms
- develop tools to support councils to strengthen local licensing processes, and lobby government to address key licensing issues including outdated taxi legislation and nationally set fees.
- lobby government to bring forward taxi licensing legislation as soon as possible
- press for greater flexibility in the licensing system, including the localisation of licensing fees.

Councils match education, training and skills with business needs – we will:

- continue to press for powers, funding and lead responsibility for councils to integrate and commission back to work, skills, apprenticeships and welfare support under the *Work Local* model.
- campaign for people of all ages to be supported to participate in quality skills development and training and lifelong learning with independent careers advice and guidance
- promote good employment practice that helps young people and adults secure, sustain and progress in work, including Apprenticeships.
- lobby for flexibility in use of the apprenticeship levy and work with partners to increase take up of quality apprenticeships.

Supporting Councils

Improved economic resilience, capacity and learning at corporate and political level – we will:

- provide councils with tools and resources to tackle unemployment through an Economic Growth Advisers programme
- help councils address skills shortages, respond to changes on the high street and provide support for SMEs
- promote procurement and employment supply chains to restore and enhance local economies
- support councils to build capacity and commission or buy services that contribute to local outcomes through the Procurement and Commissioning Programme
- support council efficiency through providing behavioural insights and transformational change support.

Councils address housing, homelessness and local transformation in their roles as leaders of place – we will:

- work with councils to boost their capacity to address housing supply, directly deliver housing and tackle homelessness and rough sleeping.
- support areas with existing devolution deals to have capacity and capability to deliver their objectives and ensure areas currently negotiating a devolution deal are better placed to do so.

Strong local democracy, leadership and capacity

A refocus on local democratic leadership and a shift in power to local communities post Brexit leads to greater diversity of elected representatives, high standards of conduct and strong, flexible local governance.

SDG 16 – Peace, justice and strong institutions

Promote peaceful and inclusive societies for sustainable development, provide justice for all and build effective, accountable and inclusive institutions

CAMPAIGN: Debate Not Hate

There are growing concerns about the impact of toxic debate is having on our local democracy. Our campaign aims to challenge abuse in political debate and set out our ambition for respectful political discourse, both in person and online.

Councils as leaders of good conduct in public and political discourse and debate – we will:

- clearly articulate the standards expected for anyone engaging in public and political discourse and debate and what is needed to achieve those standards, underlining that intimidation and abuse of those in public office is unacceptable
- review the member model code of conduct and relevant guidance annually
- continue to work with the devolved nations in line with the UK Local Government Association Joint Statement on Civility in Public Life to promote civility and positive debate, including a public campaign.

Councils as leaders of local democracy and representative of their local communities – we will:

- work with councils to ensure that all local residents and communities are able to have their voices heard and can engage with local elections and decisions that affect their lives
- support councils to ensure that local political representation is reflective of the communities they serve and support people from diverse background to enter public life
- support to councils to explore ways of engaging with their local community and voluntary sector in local service delivery, enhancing places and local decision making.

Elected members and officers are empowered to tackle incidents of public intimidation – we will:

- explore the practicalities and support the adoption of an informal ‘duty of care’ for councillors
- seek to better understand the scale and impact of the intimidation and abuse our membership is experiencing and promote a new offence for intimidation against a person in public office
- engage with police forces and associated agencies to ensure the impact and seriousness of the public intimidation of local councillors and employees is understood and acted upon.

EU exit and constitutional reform – we will:

- interact with Whitehall on all EU Exit negotiations, articulating councils’ needs and concerns and taking advantage of the opportunity to entrench local government within our new constitutional settlement
- seek to ensure that repatriated laws and regulations are not centralised in Whitehall, working on a revised legal framework for those services currently based on EU laws such as air pollution, energy, waste and procurement and redefining regional aid and state-aid rules.

Continued devolution of powers and funding to local areas drive strong and responsive local democracy and greater engagement with communities – we will:

- refresh the case to demonstrate to government how devolution leads to more inclusive and sustainable growth, better public services and levels up outcomes for residents
- work with councils and combined authorities to secure the best possible outcomes for their communities in a new round of devolution deals.

- work with government, business and others to give communities in England and Wales greater responsibility to make decisions on the issues of importance to them.

Supporting Councils

Councils deliver improved functions and services through the provision of regional support teams, underpinned by key comparative performance data – we will:

- Deliver our regional support offer to provide bespoke support to councils, including:
 - ✓ change of control support
 - ✓ peer challenges including finance, health and wellbeing, housing, planning and equality; either in person or remotely; and
 - ✓ Corporate Peer Challenges.

Improved council leadership and communications and enhanced workforce resilience and capacity – we will:

- support councils to improve leadership capacity and governance through range of training and development programmes, including work to attract new and diverse talent.
- support to councils to improve communications providing councils with tools and resources to communicate messages effectively to residents,
- support councils to resolve issues between political and managerial leadership
- maintain national negotiating machinery on pay and workforce issues
- deliver comprehensive practical support to help councils provide apprenticeships and maximise their levy investment
- support councils to transform their workforces and modernise the way they are managed
- support councils to promote wellbeing, diversity and inclusion in the workplace through information, guidance and bespoke support and work with them to address issues around gender pay gap, representation and recruitment challenges
- work with councils and central government to improve local government workforce capacity and resilience

Sustainability and climate action

Councils take the lead in driving urgent actions in their local areas to combat the negative impacts of climate change and to deliver net zero carbon

SDG 13 – Climate action

Take urgent action to combat climate change and its impacts

CAMPAIGN: A local path to net zero

Councils have a significant role to play in tackling the climate emergency. Our campaign calls for government to work in partnership with local government to support and advance the UK's net zero target. Councils are well placed to translate national climate ambitions into transformative action.

Councils have the powers and resources they need to lead the way in combatting the effects of climate change – we will:

- lobby for a joint taskforce with relevant Whitehall departments including Department for Business, Energy & Industrial Strategy (BEIS), DLUHC and DeFRA to consider the most appropriate actions, funding, coordination and collaboration
- press government for the funding and policy changes needed to deliver zero net carbon
- work with government to address the need for greater energy efficiency in the built environment and how this can be achieved through planning practice and changes to Building Regulations
- work with government, as it implements the Waste and Resources Strategy to identify ways to reduce waste and levels of unrecyclable waste and the investment priorities for waste disposal and processing of recyclates.

Councils lead the way in decarbonising local transport networks – we will:

- work with government to deliver the Transport Decarbonisation Plan and secure the resources councils - including long-term certainty and flexibility over funding, shared tools, modelling and data - to enable councils to deliver Local Transport Plans that integrate local bus improvement and active travel strategies with new decarbonisation targets.
- continue to push for further tools to assist councils in their network management duty responsibilities
- lobby for meaningful support and access to expertise, so that councils can more effectively partner with business and government in the transition to zero-emission vehicles and the EV charging infrastructure, especially for those without off-street parking.

Councils work with partners and stakeholders to implement short-, medium- and long-term strategies to reduce carbon emissions in their areas – we will:

- work with local, national and international partners to run two campaigns in the year of COP26 to seek a positive environmental legacy for local government.
- secure local government representation at the United Nations conference and promote the contribution of councils in reducing greenhouse gas emissions.
- drawing on international experience, develop an evidence base and framework to understand the main carbon sources and the impact of councils' activity
- identify the opportunities of a shift to a low carbon economy as a basis for immediate and effective action

Supporting Councils

Help councils reach their local carbon reduction and biodiversity targets by adapting and mitigating the effects of climate change – we will:

- support long term action-planning and setting strategic objectives, including through webinars, sharing good practice, tools and bespoke projects
- bring together local authorities, universities and other stakeholders to address climate challenges at the local level
- incorporate climate change issues into core leadership programmes for councillors and officers
- develop a package of communications support including how to engage with local communities in the year of COP26
- help councils build the capability to effectively respond to climate change challenges, including support around biodiversity, procurement and housing retrofit

Our Business

The pandemic has changed the way that organisations across the world and across all sectors work. We are committed to providing the best and most cost-effective services to councils and councillors in England and Wales. We are politically led, committed to equality, diversity and inclusion and we aim to operate in an environmentally and financially sustainable way.

The 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 councils' changing needs and expectations.
- deliver first class communications that are highly valued and respected by our member councils and that influence the issues that matter to them, their residents and their communities.
- offer a range of flexible options for councils to participate actively in our work, including through an extensive programme of virtual and hybrid events and meetings
- seek to improve and extend our support offer to councils in the priority areas they find most helpful through partnership arrangements and funding opportunities
- use the full potential of our CRM system to enhance the delivery of integrated and targeted services to our member councils.
- launch a new online membership resource, setting out the benefits of membership with councils and councillors.
- support council legal teams on strategic governance and constitutional issues.
- pursue additional sources of funding that are consistent with our priorities to enhance our support to councils.

A politically-led organisation – we will:

- ensure our political governance arrangements continue to reflect and respond to the priorities and the expectations of our membership.
- provide the members who sit on our boards, committees, working groups and forums with the training, briefings and information they need to deliver their roles on behalf of local government.
- offer political support to individual councillors and council administrations through our political group offices.
- provide briefings and advice on local government issues to our President and parliamentary Vice-Presidents.
- engage with parliamentary proceedings to ensure that local government's priorities are recognised in debates and committee reports.

Financially sustainable – we will:

- continue to develop existing and new income-generation opportunities in order to diversify our sources of funding and support our long-term financial sustainability.
- complete the refurbishment of Layden House in Farringdon to increase its capital value and maximise our income from commercial letting of the office floors and retail units.
- review options to maximise income from 18 Smith Square and rebuild the commercial venue programme through a combination of active marketing, targeted communications and excellent, responsive customer service.
- keep under review patterns of use of 18 Smith Square in the light of increased flexible and hybrid working and other changes to determine our optimum long term office requirements.
- deliver cost effective back-office support services such as HR, payroll, finance and secretariat support to our joint ventures and third-party organisations, including the UK Municipal Bonds Agency.

- invest responsibly and seek to ensure that our contractors, joint ventures and pension funds have in place investment policies that further our objectives and values.
- complete the transfer of IDeA pensions administration from Camden to Merseyside scheme.

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 the transfer of 18 Smith Square to the LGA and the winding up of LGA (Properties).
- drive best value from our major contracts in the light of post-Covid ways of working, including the re-procurement of our Total Facilities Management and room bookings contracts and renegotiation of the catering contract.
- implement our new finance, HR and payroll systems to include greater levels of self-service
- continue to develop our ICT in partnership with our providers, Brent/Shared Technology Services to deliver continuous improvements in efficiency, flexibility and cyber security.
- maximise the use of the improved videoconferencing capability in all 18 Smith Square meeting rooms to increase their commercial potential and support a culture of flexible and hybrid working for employees and members.

Supportive people management – we will:

- develop and launch a people plan/strategy.
- embed equality, diversity and inclusion into our core values, our policies and our practices, supporting and developing our staff networks to ensure that the lived experience of our staff helps shape our organisation and the work we deliver for our members.
- re-frame our leadership development offer for current and aspiring managers as part of our wider commitment to develop our staff, including virtual and hybrid options to allow everyone to participate.
- refresh our values and behaviours and ensure that they are central to the way that we do things.
- evolve and deliver our staff health and wellbeing strategy, monitoring feedback through our regular “temperature check” surveys.
- develop policies that support LGA staff to deliver their best and reflect our new more flexible working practices.
- review and redefine the role of our corporate leadership team.

Collective legal action – we will:

- support groups of councils to mount collective legal actions or fight actions against them where we believe that they have a strong case, commissioning expert legal advice and sources of funding where appropriate
- collate and prepare responses and New Burdens submissions on behalf of the sector where new policies, legislation or regulations result in additional duties or costs to councils.
- provide legal advice on strategic issues with sector wide implications, including commissioning expert legal advice where appropriate.

Committed to a sustainable future – we will

- in line with the motions passed by the 2019 and 2021 General Assemblies, keep action to tackle climate change at the heart of the way that we manage our business, modelling best practice, reducing carbon emissions under our direct control and influencing partner organisations to do the same.
- keep our policies and practices under review to ensure that they contribute to combatting the adverse effects of climate change.
- calculate our own greenhouse gas emissions through our greenhouse gas accounting tool to

- inform our area of focus for the next business plan.
- encourage sustainable travel practices through our enhanced flexible working policy and practices, staff and members' expenses policies and continued participation in national sustainable travel initiatives including the Cycle to Work scheme.
- minimise the environmental impact of our two central London buildings and the way that we use and manage those buildings, including ensuring that our facilities management and catering contractors have environmentally sustainable policies and practices.

Our service delivery partnerships

Local 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

GeoPlace LLP is a joint venture between the LGA and Ordnance Survey and the central source for UK addresses and streets data. Working in close collaboration with the 339 councils in England and Wales, GeoPlace cleanses and validates the data they produce and creates and maintains national registers, called gazeteers - a central hub of 42.8 million addresses and 1.3 million streets.

The result is a single, unified source for all addressing and street data, which helps to keep public services running smoothly, join services together, and find new efficiencies. Its uses range from next-day deliveries of online shopping, to street works, blue light services, meter readings, taxi journeys and policy-making.

The data is distributed commercially by Ordnance Survey through the AddressBase range of products.

Public Sector Audit Appointments (PSAA)

PSAA is an independent company limited by guarantee incorporated by the LGA in August 2014. The Secretary of State for DLUHC has specified PSAA as an appointing person under the provisions of the Local Audit and Accountability Act 2014. PSAA appoints an auditor to relevant local government bodies that opt into its national scheme and sets a scale of fees for the work which auditors undertake.

UK Municipal Bonds Agency plc (UKMBA)

The LGA is a major shareholder in the local government-owned UKMBA, which delivers cheaper debt financing to councils, through the sale of bonds in the capital markets. We support and provide client side services to the Agency, as it works through its managed service provider to aggregate borrowing requirements and issue bonds.

Minimising the impacts of climate change

The LGA is committed to minimising the environmental impacts of its activities, reducing greenhouse gas emissions, increasing biodiversity and adapting to climate change in order to contribute to a healthy future for all. These are some of the ways that we deliver on that commitment.

Flexible working

Our flexible working policy allows staff to balance working from home with time spent in the office, subject to the needs of the business. This means less journeys to work, a better work-life balance for our staff and their families and less dependence on valuable central London office space.

Our ICT is designed to support flexible working without compromising data security, enabling staff safely to log into their LGA accounts from home, from other locations or when they are on the move.

18 Smith Square

Since its refurbishment in 2017/18, 18 Smith Square has received an energy rating B under the government's energy performance scheme for non-domestic buildings. This compares with an average D rating for other comparable buildings and is a significant achievement for a heritage building in a conservation area.

All lights in the building are energy efficient LEDs, with motion sensors that ensure they are switched off when not needed. Windows on the south and west of the building which are not part of the conservation area are double glazed to reduce energy loss. Recycling bins are provided on every floor.

Secure cycle facilities and showers are provided in the basement of 18 Smith Square for those who prefer to cycle or run to work.

Meetings

All meeting rooms at 18 Smith Square have access to video conferencing facilities which support virtual and hybrid meetings and events of all sizes. This enables members and staff to join and participate in meetings remotely, reducing the need for lengthy journeys to Westminster.

Travel

Our expenses policy encourages staff to use public transport wherever practicable to help reduce the impact of the LGA's business travel arrangements on the environment. The Members' Scheme of Allowance stresses that wherever possible, councillors are expected to travel by public transport when on LGA business.

Procurement

The LGA has a robust, paper free procurement policy and process, which underpin the importance of all our contractors being able to demonstrate a commitment to sustainability and combatting climate change. Our procurement documentation states

"In adhering to our commitments, the contractor should have systems in place to account for and minimise environmental impacts in all areas of contract delivery".

Investments

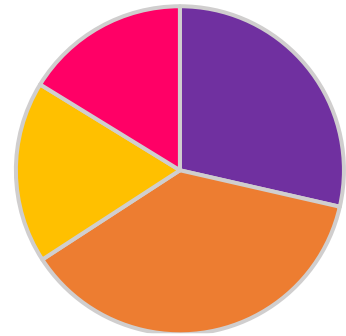
The LGA's Treasury Policy was updated in March 2021 to include the fundamental principle that, as long as the security of our funds is maintained and that counterparties have sufficient credit ratings, where possible and available our investments should support Environmental, Social and Corporate Governance initiatives.

Our budget 2021/22

Funding sources and forecast expenditure (Budget) (£'000)

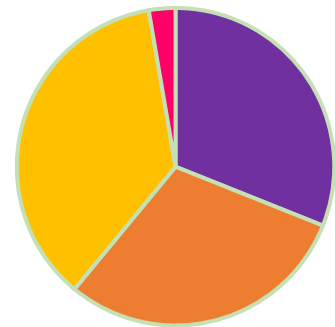
¹Income LG Group 2021/22

- DLUHC Sector Support, £17,300 (28.6%)
- Other grants and contracts, £22,568 (37.3%)
- Other income, £10,852 (17.9%)
- Subscriptions, £9,833 (16.28%)



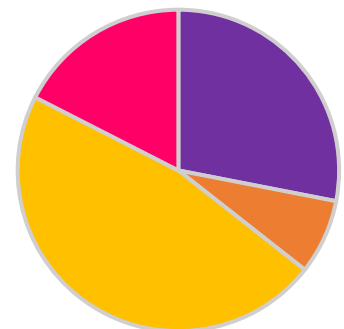
Other income LG Group 2021/22

- Dividends, royalties and interest, £3,370 (31.1%)
- Rental Income and external room hire, £3,248 (29.9%)
- Services, consultancy and other subscriptions, £3,941 (36.3%)
- Conferences, events and sponsors, £293 (2.7%)



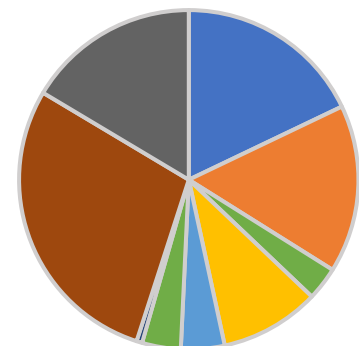
Grant and contract income (including DLUHC) LG Group 2021/22

- Adult social care, health and wellbeing, £11,188 (28.1%)
- Children, education and schools £3,005 (7.5%)
- Supporting councils, £18,702 (46.9%)
- Places to live and work, £6,973 (17.5%)



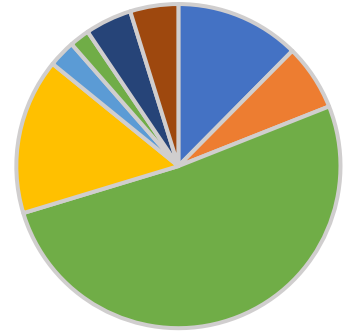
Expenditure LG Group by business plan theme 2021/22

- Funding for local government, £10,747 (17.9%)
- Adult social care, health and wellbeing, £9,605 (16.0%)
- Narrowing inequalities and protecting communities £1,911 (3.2%)
- Places to live and work, £5,704 (9.5%)
- Children, education and schools, £2,494 (4.2%)
- Strong local democracy, £2,215 (3.7%)
- Sustainability and climate action, £323 (0.5%)
- Supporting councils, £17,158 (28.6%)
- Internal & property costs, £9,863 (16.4%)



Expenditure LG Group by service group 2021/22

- Business support, £7,451 (12.4%)
- Communications, £3,953 (6.6%)
- Governance and project support, £30,801 (51.3%)
- Finance and policy, £9,330 (15.5%)
- Political groups, £1,196 (2.0%)
- Member services, £1,615 (2.7%)
- Property costs, £2,792 (4.7%)
- Workforce, £2,882 (4.8%)



Our governance

The LGA is an unlimited company whose Board of Directors – the LGA Board – is elected annually by the General Assembly. The General Assembly comprises representatives of every council in full membership of the LGA, or in corporate membership through the Welsh LGA. Further information on the company and the way it operates can be found in our Articles of Association and our Governance Framework.

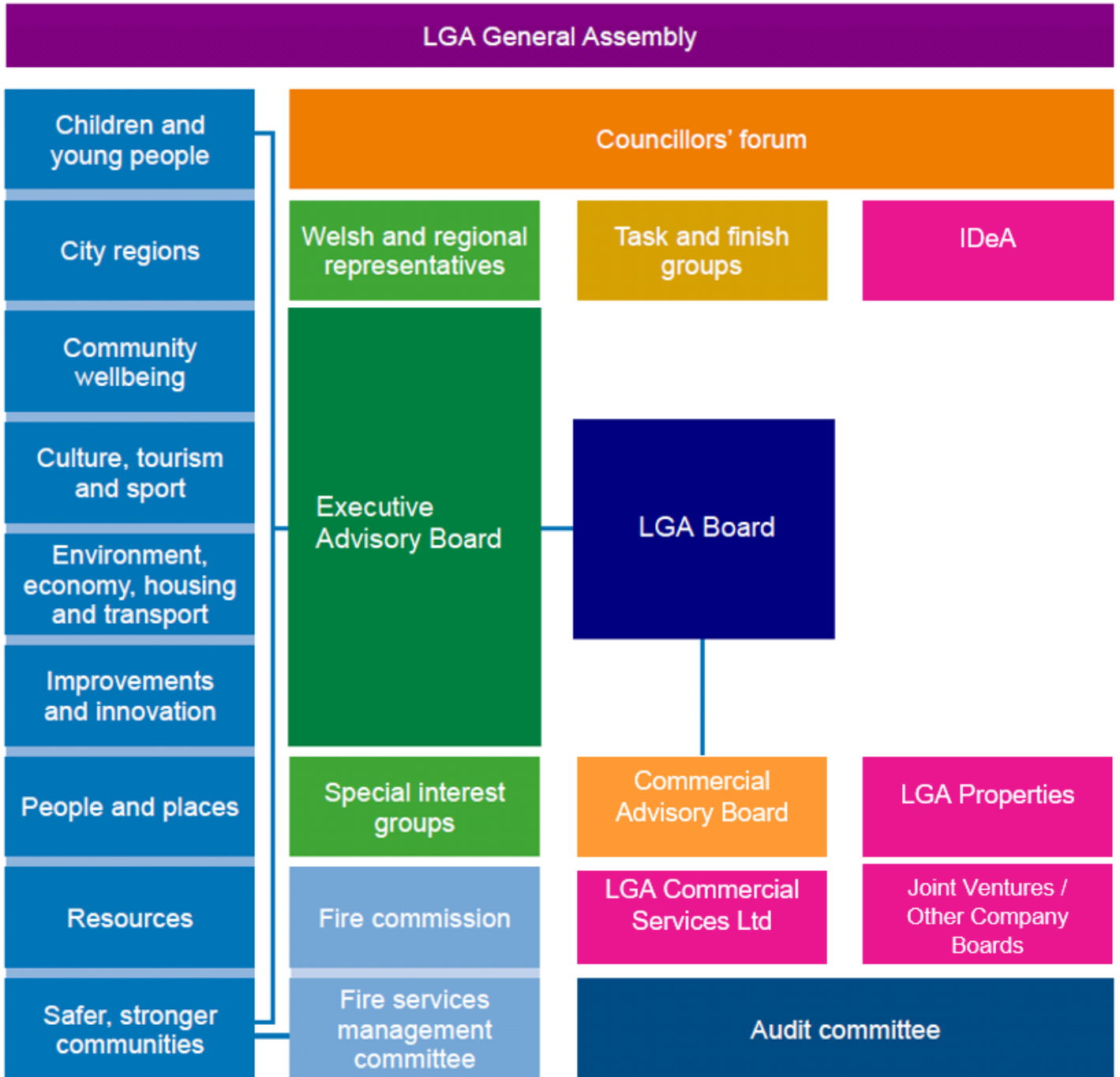
The LGA Board is supported by nine policy boards who together are responsible for developing our policies and campaigns, and for overseeing our extensive programme of sector-led improvement services, across every area of local government activity. The Fire Commission and Fire Services Management Board look after the interests of fire and rescue authorities,

The LGA Board and the chairs of the policy boards meet every six weeks as the Executive Advisory Board and are joined by representatives from Wales and the eight English regions and from three of our special interest groups – the County Councils’ Network, District Councils’ Network and Special Interest Group of Municipal Authorities.

In 2020, ownership of Layden House in Farringdon, the former headquarters of the Improvement and Development Agency (IDeA) transferred to the LGA from The Local Government Management Board (LGMB). LGMB has now been wound up. Ownership of 18 Smith Square, our Westminster HQ, is in the process of being transferred to the LGA from LGA (Properties).

The Commercial Advisory Board is responsible for overseeing the LGA’s income-generating activities to make us financially sustainable now and in the future. That will include overseeing the management and operation of 18 Smith Square and Layden House and reporting back to the LGA Board.

Our governance arrangements



Our major contracts

Catering – Bartlett Mitchell

Bartlett Mitchell (BM) provide all catering services at 18 Smith Square.

BM have been named Sustainable Caterer of the Year for three years in succession. Their policy is to source ingredients locally, regionally and seasonally from farmers who produce food to high environmental standards, reducing the impact of climate change and helping to protect the landscape and our farming heritage. BM use high-welfare meat, poultry, eggs, cheese, and dairy produce and sustainable seafood.

Overseas produce is sourced from ethical suppliers, including coffee from the Soppexcca co-op in Nicaragua which supports women farmers in the region. BM use the 'Free Wheeling' initiative to reduce the number of deliveries to their kitchens.

Total Facilities Management – Bouygues

Bouygues environmental policy recognises that the company's activities and services have the potential to impact on the environment. The policy sets out Bouygues' commitment to minimising the environmental impact of its operations in every way it can and is supported by 'live' environmental improvement plans at all levels.

The company is triple certificated to ISO9001, ISO14001 and OHSAS18001 and the environmental management standard ISO 14001 is fully integrated into its everyday activities.

Bouygues' Facilities Management business was the first in the UK to achieve Energy Management Standard ISO50001. They are currently focusing on reducing carbon impact, minimising waste, diverting waste from landfill and reducing energy.

Pensions – Merseyside Pension Fund and Camden Pension Fund

The LGA's main LGPS pension administrator, Merseyside Pension Fund, has a policy of responsible investment. The policy has three components: exercise of voting rights; engagement with companies on environmental, social and governance issues & collaboration with like-minded investors. The Fund is active in the work of the Local Authority Pension Fund Forum whose work covers a range of corporate governance and corporate social responsibility issues, and the Institutional Investors Group on Climate Change.

Employees with IDeA contracts of employment previously belonged to an LGPS administered by the London Borough of Camden, who like all pensions funds, are bound by the law relating to Socially Responsible Investment (SRI) policy. As of 1 April 2021, administration of the IDeA LGPS has been transferred to the Merseyside Pension Fund, although the two funds have not been merged.

ICT – Shared Technology Services

Our ICT services are delivered through LGA Digital Services, a company set up under regulation 12 of the Public Contracts Regulations 2015, which allows Brent Council to contract with the LGA. Shared Technology Services is a collaboration between Brent, Lewisham and Southwark Councils to provide ICT services across the three councils as well as the LGA. Brent Civic Centre which was opened in 2013 won BREEAM sustainable building award making it the greenest public building in the UK in 2015.

With a user base of 10,000+ users, the LGA benefits from the economies of scale in their ICT provision as well as supporting some of our member councils.

The LGA has achieved Cyber Essentials accreditation for their ICT provision.

Terms of reference

Purpose of report

For information.

Summary

At their first meeting, the members of the People and Places Board put forward amendments for the Board's terms of reference. The terms of reference have been updated to reflect this, and lead members have approved this final version.

Is this report confidential? Yes No

Recommendation/s

Members are asked to note the People and Places Board's terms of reference.

Action/s

Member services officers to record and publish the agreed ToR.

Contact officer: Rebecca Cox
Position: Principal Policy Adviser
Phone no: 0207 187 7384
Email: rebecca.cox@local.gov.uk

Terms of reference

Summary

1. The People and Places Board provides a forum for local authorities that are not metropolitan to debate sustainable economic growth and public service transformation in their areas.

Remit

2. The People and Places Board brings together senior and authoritative elected members from non-metropolitan authorities (county, district/borough, and non-metropolitan unitary councils), and is reflective of those in Combined Authorities or seeking devolution deals. The role of the Board is to develop greater clarity on the role of non-metropolitan authorities in enabling sustainable economic growth for the long-term benefit of residents, and on how devolution and transformation of public services can enable that.
3. Its remit is to consider how planning and infrastructure provision, publicly-funded skills and employment programmes, digital connectivity and housing might be better-deployed in a non-metropolitan setting to drive sustainable growth leading to greater prosperity, with a particular focus on building capacity around the green economy. It will also consider how people services and health and care integration, together with greater use of pooled funding, might help to improve wellbeing and drive transformation in services.

Operational accountabilities

4. The Board will seek to involve councillors in supporting the delivery of these priorities (through Forums, policy grouping, Special Interest Groups (SIGs), regional networks and other means of wider engagement); essentially operating as the centre of a network connecting to all councils and drawing on the expertise of key advisors from the sector.
5. The People and Places Board will be responsible for:
 - 5.1 Ensuring the priorities of councils are fed into the business planning process.
 - 5.2 Developing a work programme to deliver their brief, covering lobbying, campaigns, research, improvement support and events and linking with other boards where appropriate.
 - 5.3 Sharing good practice and ideas to stimulate innovation and improvement.
 - 5.4 Representing and lobbying on behalf of the LGA, including making public statements on its areas of responsibility.
 - 5.5 Building and maintaining relationships with key stakeholders.

- 5.6 Involving representatives from councils in its work, through task groups, Commissions, SIGs, regional networks and mechanisms.
- 5.7 Responding to specific issues referred to the Board by one or more member councils or groupings of councils.
6. The People and Places Board may:
 - 6.1 Appoint members to relevant outside bodies in accordance with the Political Conventions.
 - 6.2 Appoint member champion and spokespersons from the Board to lead on key issues.
7. Cllr Mark Hawthorne is currently the Board's digital champion.

Work Programme

8. The Board to set its own work programme which is agreed at the start of each meeting cycle in early Autumn.

Quorum

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

Political Composition

10. The composition by political party is recalculated each year and reflects the political proportionality of the wider group of councils from which their membership is drawn.
11. The current composition is:
 - 11.1 Conservative group: 12 members
 - 11.2 Labour group: 4 members
 - 11.3 Independent group: 3 members
 - 11.4 Liberal Democrat group: 3 members

Substitute members from each political group may also be appointed.

Frequency per year

12. Meetings to be five times per annum.

Reporting Accountabilities

13. The LGA Executive provides oversight of the Board. The Board may report periodically to the LGA Executive as required and will submit an annual report to the Executive's July meeting.

Document is Restricted

Document is Restricted

Document is Restricted

Document is Restricted

