

# Improvement and Innovation Board

## Agenda

Thursday, 16 December 2021  
11.00 am

Online via Zoom

**To:** Members of the Improvement and Innovation Board  
**cc:** Named officers for briefing purposes

**Improvement & Innovation Board**  
16 December 2021

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There will be a meeting of the Improvement & Innovation Board at **11.00 am on Thursday, 16 December 2021** online via Zoom.

**Political Group meetings:**

The group meetings will take place from 10.00 -11.00am. 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.

<b>Conservative:</b>	Group Office: 020 7664 3223	email: <a href="mailto:lgaconservatives@local.gov.uk">lgaconservatives@local.gov.uk</a>
<b>Labour:</b>	Group Office: 020 7664 3263	email: <a href="mailto:labgp@local.gov.uk">labgp@local.gov.uk</a>
<b>Independent:</b>	Group Office: 020 7664 3224	email: <a href="mailto:independent.grouplga@local.gov.uk">independent.grouplga@local.gov.uk</a>
<b>Liberal Democrat:</b>	Group Office: 020 7664 3235	email: <a href="mailto:libdem@local.gov.uk">libdem@local.gov.uk</a>

**LGA Contact:**

Jonathan Bryant  
jonathan.bryant@local.gov.uk - 07464652746

**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 #lgaiib

## Improvement & Innovation Board – Membership 2021/2022

Councillor	Authority
<b>Conservative ( 8 )</b>	
Cllr Peter Fleming OBE (Chairman)	Sevenoaks District Council
Cllr Nigel Ashton	North Somerset Council
Cllr Philip Broadhead	Bournemouth, Christchurch & Poole Council
Cllr Carl Les	North Yorkshire County Council
Cllr Laura Miller	Dorset Council
Cllr Phil North	Test Valley Borough Council
Cllr Alan White	Staffordshire County Council
Lord Gary Porter CBE (Observer)	South Holland District Council
<b>Substitutes</b>	
Cllr Derek Bastiman	Scarborough Borough Council
Cllr Kam Kaur	Warwickshire County Council
Cllr Bruce Laughton	Nottinghamshire County Council
<b>Labour ( 8 )</b>	
Cllr Judi Billing MBE (Deputy Chair)	Hertfordshire County Council
Cllr Alice Perry	Islington Council
Cllr Tim Roca	Westminster City Council
Cllr Asma Begum	Tower Hamlets Council
Cllr Vince Maple	Medway Council
Cllr Oliver Ryan	Tameside Metropolitan Borough Council
Cllr Peter Mason	Ealing Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
<b>Substitutes</b>	
Cllr Anthony McKeown	High Peak Borough Council
Cllr Steve Norman	Lichfield District Council
<b>Liberal Democrat ( 3 )</b>	
Cllr Liz Green (Vice-Chair)	Kingston upon Thames Royal Borough Council
Mayor Peter Taylor	Watford Borough Council
Cllr Alan Connett (Observer)	Teignbridge District Council
<b>Substitutes</b>	
Cllr Paul Crossley	Bath & North East Somerset Council
<b>Independent ( 3 )</b>	
Cllr Neil Prior (Deputy Chair)	Pembrokeshire County Council
Cllr Alex Coley	Epsom and Ewell Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council
<b>Substitutes</b>	
Cllr Jo Beavis	Braintree District Council

<b>Independent Observers</b>	
Richard Priestman	
Philip Sellwood CBE	

## Agenda

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### Improvement & Innovation Board

Thursday 16 December 2021

11.00 am

Online via Zoom

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1. <b>Welcome, Apologies and Declarations of Interest</b>	
2. <b>Minutes of the previous meeting held on 7 October 2021</b>	1 - 6
<b>CONFIDENTIAL ITEM</b>	
3. <b>DLUHC Improvement Grant performance Report Quarter 2</b>	7 - 48
<b>ITEMS FOR DISCUSSION</b>	
4. <b>Corporate Peer Challenge update</b>	49 - 50
5. <b>Climate change sector support programme</b>	51 - 62
6. <b>Innovation Zone 2022</b>	63 - 66
<b>ITEM FOR NOTING ONLY</b>	
7. <b>LGA Business Plan - 2021 update</b>	67 - 94
8. <b>Any other business</b>	

**Date of Next Meeting:** Thursday, 24 February 2022, 11.00 am, location tbc



## Note of last Improvement & Innovation Board meeting (Confidential)

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<b>Title:</b>	Improvement & Innovation Board
<b>Date:</b>	Thursday 7 October 2021
<b>Venue:</b>	Beecham Room, 18 Smith Square, and online via Zoom

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### Attendance

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

Item	Decisions and actions
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### 1 Welcome, Apologies & Declarations of Interest

The Chairman welcomed members to the meeting and in particular, the new members who had joined the Board since July.

Apologies were received from Cllr Judi Billing.

There were no declarations of interest.

### 2 Note of the Previous Meeting

Cllr Nigel Ashton suggested that the 87 Key Performance Indicators (KPIs) the IIB were responsible for monitoring were too numerous to properly consider and that it was not possible to draw out the ones that were important and their impact. In response, the Board heard that the 87 KPIs were a requirement of the grant agreement with Government, and it was important for the Board to be aware of progress against the agreement as this was the way that DLUHC were monitoring progress and holding the LGA accountable. Officers agreed to consider how Cllr Ashton's suggestion could be addressed going forward.

#### Decision:

The minutes of the previous meeting held on 29 July 2021 were **agreed** as a correct record.

#### Action:

Officers to consider how to balance the need to report back to DLUHC against the 87 KPI's and the need for the Board to be able to assess the impact of the programme against a smaller set of measures.

### 3 Membership, terms of reference and board priorities for 2021/22

Dennis Skinner, Head of Improvement, introduced the item explaining that whilst this Board was one of nine that reported to the LGA's Executive Advisory Board, it had some unique characteristics including independent members.

In recent years, Government had been much more prescriptive in the LGA's use of its improvement grant and this year had seen the government effectively contracted the LGA to deliver a programme of work that they wished to purchase. The recent reshuffle was an opportunity for officers to lobby for increased flexibility to allow the LGA to be appropriately responsive to the needs to the sector. Clarity was being sought on the Minister that would hold the local government brief.

An induction for new Members of the Board, as well as a refresher for existing Members, was planned and details would be circulated outside of the meeting once finalised.

**Decision:**

Improvement & Innovation Board **noted** its membership; **agreed** its Terms of Reference; and **noted** its priorities for the coming year.

**4 Sector support programme for 2022 onwards - verbal update - CONFIDENTIAL**

Matthew Hamilton, Head of Improvement Coordination and Strategy, explained that the LGA had over £17m awarded to provide sector support, including, but not limited to Peer Challenge, Leadership development and climate change support. Whilst more clarity on portfolio holders in Government was awaited, he considered that the direction of travel of discussions so far was positive and noted repeated mentions of the leadership that local government displayed.

A three-year spending settlement was expected for the first time and officers were preparing an options paper for a range of potential outcomes from the review.

During the subsequent discussion, Members raised the following points:

- That the cost of one-year settlements was around 8% higher than that of multi-year settlements, due to increased staff and management time in negotiations and understanding the implications of a settlement, amongst other things. It was therefore a key lobbying point that any grant could be better spent in a multi-year settlement; and
- That the Member induction/refresher session could be extended in part to other interested Members at the LGA.

**Decision:**

Improvement & Innovation Board **noted** the update.

**5 Be a Councillor - CONFIDENTIAL**

The Board received a presentation from Virginia Ponton, Adviser Leadership and Localism, and Helen Jenkins, Head of Leadership.

After the presentation on the Be A Councillor programme, the following points were raised by Members:



- More needed to be done to support parents, especially mothers, when a number of Councils did not operate a parental leave policy for Councillors
- Death threats and abuse continued to drive women Councillors and those from underrepresented communities out of their roles.
- What more could be done to improve the visibility of fantastic Councillors from underrepresented communities
- Participation will only be improved by adoption of virtual and hybrid Council meetings, especially for those with access requirements or caring responsibilities
- There were fewer women Council leaders than MPs
- More honesty was needed for prospective Councillors around the commitment required, responsibilities and remuneration
- Timings of any programme to drive up engagement with the process to become a councillor needed to bear in mind election cycles for Councils and also selection processes for parties
- Was there a compromise whereby a Councillor's home address would not need to be published as readily as was the case currently, which might help potential Councillors feel more safe?
- The Army Reserve had done good work in explaining to employers the benefits that employing Army Reservists would bring to that organisation. Was there best practice there that could be used by the LGA to prepare a similar package for employers of Councillors?

**Decision:**

That the Board's comments were **noted**, and subject to those comments, the actions noted in the report were **approved**.

**6 Cyber security threats to councils - verbal update - CONFIDENTIAL**

Items 6 & 7 were taken at the same time.

The Board received a presentation from Owen Pritchard, Programme Manager, Cyber Security, on cyber security threats to councils.

During the subsequent discussion, the following points were raised:

- Challenges for all Councillors to bring more of this to bear in authorities
- The presentation was to be welcomed and provided very useful colour for the Board, and that if there was a way to get the presentation to a wider audience it should be encouraged, via LGA Board or Executive Advisory Board
- The list of questions that Councillors should ask of their Councils should be circulated via the LGA's channels
- A training course was under development and being offered to IIB Members and Council Chief Executives, and resource-dependent, could be further rolled out to Lead Members and relevant Chairs
- There had traditionally been a challenge for Councils in making capital investments in improving IT, but as a move was being made to more subscription models, this was easing
- Councils would do well to remember that this was the first time since the second world war that the UK was under regular, sustained attack from foreign agents

**Decision:**



Improvement & Innovation Board **noted** the presentation and update.

**Actions:**

Owen Pritchard to consider methods for sharing the presentation received to a wider audience of Councils and Councillors, noting the security sensitivities around that.

Owen Pritchard to work with the LGA's communications team of sharing the list of questions that Councillors should ask of their Council via the LGA's channels.

**7 Improvement Support to Councils - Cyber, Digital and Technology**

The Board received a report on cyber, digital and technology support to Councils.

**Decision:**

Improvement & Innovation Board **noted** the update.

**8 Care & Health Improvement Programme update**

The Board received the update report on the Care and Health Improvement Programme (CHIP) from Andrew Hughes, Director of Health and Wellbeing Systems Improvement. The Association of Directors of Adult Social Services (ADASS) had made a request of the LGA to provide members for a number of working groups that ADASS had set up.

In respect of those Councils who were seeing boundary issues following the establishment of Integrated Care Systems over different geographies than their Council boundaries, the LGA were actively engaging Councils affected and seeing what support they could be offered.

**Decision:**

Improvement & Innovation Board **noted** the update.

**Action:**

Andy Hughes would ensure that the list of LGA appointments to ADASS bodies would be shared with the Board.

**9 AOB**

There were no additional items of urgent business.

**Appendix A -Attendance**

Position/Role	Councillor	Authority
Chairman	Cllr Peter Fleming OBE	Sevenoaks District Council
Vice-Chair	Cllr Liz Green	Kingston upon Thames Royal Borough Council
Deputy-Chair	Cllr Neil Prior	Pembrokeshire County Council
Members	Cllr Nigel Ashton	North Somerset Council
	Cllr Carl Les	North Yorkshire County Council
	Cllr Laura Miller	Dorset Council
	Cllr Phil North	Test Valley Borough Council
	Cllr Alice Perry	Islington Council
	Cllr Tim Roca	Westminster City Council
	Cllr Asma Begum	Tower Hamlets Council
	Cllr Vince Maple	Medway Council
	Cllr Oliver Ryan	Tameside Metropolitan Borough Council
	Cllr Peter Mason	Ealing Council
	Mayor Peter Taylor	Watford Borough Council
	Cllr Alex Coley	Epsom and Ewell Borough Council
	Cllr Mike Haines	Teignbridge District Council
	Mr Philip Sellwood CBE	Independent member
Apologies	Cllr Judi Billing MBE	Hertfordshire County Council
In Attendance	Cllr Kam Kaur (as substitute)	Warwickshire County Council
	Cllr Anthony McKeown (as substitute)	High Peak Borough Council
	Cllr Steve Norman	Lichfield District Council



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## **Corporate Peer Challenge Programme**

### **Purpose of report**

For information.

### **Summary**

The oral update will highlight the key themes and issues emerging from Corporate Peer Challenges delivered in 2021, including where councils are performing well and the shared challenges they face. The themes and issues identified in this update are drawn from reports by programme managers as well as Corporate Peer Challenge Reports and action plans.

**Note:** The LGA's Corporate Peer Challenge programme was able to restart July 2021, following the easing of COVID-19 restrictions, which allowed face to face support to resume.

### **Equality, Diversity and Inclusion Considerations**

All Corporate Peer Challenges consider equalities, diversity and inclusion as part of the five core elements. Guidance for corporate peer challenges has been revised to assist peer teams consider how councils address equalities, diversity and inclusion issues.

#### **Recommendations**

Members to consider themes and issues raised during the update.

#### **Actions**

Members to discuss and note.

**Contact officer:** Gary Hughes  
**Position:** Principal Adviser  
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**The LGA Climate Change Sector Support Programme**

**Purpose**

For information.

**Summary**

The aim of the LGA’s Climate Change Sector Support Programme is to help councils and residents to reach their local carbon reduction and adaptation targets.

Since April 2021, 91 per cent of English councils have engaged with the LGA Climate Change Sector Support Programme.

This report covers the achievements from April 2021 and the deliverables planned until the end of March 2022. It also covers the role which the LGA played in the run up to, and at the United Nations climate change conference COP26, held in November 2021.

**Recommendations**

1. That the Improvement and Innovation Board notes the update on the actions taken under the LGA’s Climate Change Sector Support Programme in 2021/22, including activity at COP26, and notes the forthcoming activity.
2. That the Improvement and Innovation board note the significant demand for the support by councils and the increasing demand for this work. This will need to be factored into future improvement offer planning.

**Action**

3. That officers will deliver the programme as agreed by Members.

<b>Contact officer:</b>	Grace Abel
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<b>Email:</b>	<a href="mailto:grace.abel@local.gov.uk">grace.abel@local.gov.uk</a>

## **Background**

1. In July 2019, the LGA General Assembly passed a motion calling upon the government to explore the domestic implementation of the Sustainable Development Goals (SDGs) through funded partnership roles with local authority areas, encouraging councils to continue to link local priorities with the overall ambitions of the SDGs and the declaration of a climate emergency.
2. Following the motion, the LGA Climate Change Sector Support Programme has developed a comprehensive offer for councils which meets the needs of local authorities. This includes an array of support offered across the improvement division and beyond, in sharing good practice, leadership, productivity, research and information and Local Partnerships.
3. The LGA Climate Change Sector Support Programme developed a set of priorities to work on in 2021/22. This was been done in collaboration with the Improvement and Innovation Climate Change Member working group, officer Climate Action Group and feedback from councils through our green webinars and innovation programmes. The report outlines the progress made against the focused areas.
4. The underlying principles of the programme are to:
  - Provide support and improvement to councils tackling the climate and ecological emergencies.
  - Help councils to achieve a green, just and inclusive economic recovery from the pandemic.
  - Work with local partners including education, businesses and citizens to achieve our aims.
  - Support (and learning from support where it is for an individual council) will be made available to every council through events, guides, case studies, podcasts, tools, blogs, e learning and so on.
  - Ensure all work is connected to the Sustainable Development Goals where appropriate.

## **Mid year update**

5. Table 1 (below) presents the work undertaken and results achieved by the LGA Climate Change Sector Support Programme between April 2021 and November 2021.

Table 1: LGA Climate Change Sector Support Programme: 2021/22

Output	When was it delivered?	Key Performance Indicators met: Apr-21 to Nov-21	To be delivered Dec-21 to Mar-22
<b>1. Communication and engagement</b>			
Stakeholder groups: Improvement and Innovation Climate Change Member Working Group and the officer Climate Action Group.	April-21 and ongoing	3 and 2 meetings respectively.	1 and 2 meetings respectively.
The LGA <a href="#">Climate Change web hub</a> .	Continuously updated	27,692 total webpage views.	Continuously promote.
LGA climate change <a href="#">e bulletin</a> .	Apr-21 to Nov-21 monthly	8 bulletins, 2,777 subscribers.	4 bulletins monthly.
LGA Pass the Planet campaign: <a href="#">Case studies</a> .	Apr-21 – Nov-21	A total of <a href="#">132 case studies</a> . 3,149 webpage views.	Collect case studies for the best practice map.
The <a href="#">Climate emergency knowledge hub</a> , where councils who have declared a climate emergency, or made any other type of commitment to reduce carbon and improve the environment, share information and experiences.	April-21 and ongoing	402 members.	Continuously promote.
LGA Green Webinar Series.	Apr-21 – Nov-21	8 webinars have been delivered so far, with 1,656 people attending in total.  96 per cent satisfaction rate.	Three webinars:  Adaptation toolkit (January 20 2022)

		Please see Appendix 1 for all of the blogs and slides.	Net Zero Innovation Programme – scaling the learning (February 10 2022).  Council and business partnerships (March 15 2022).
Launch of the LGA's new podcast: <a href="#">Local Action for our Environment</a> . Topic: community engagement.	Oct-21	1,204 listens.	Continue to promote the podcast.
<b>2. Green economy</b>			
Action learning sets: building housing retrofit skills	Nov-21	24 Climate Change officers being supported	Twelve further action learning sets, case studies and a final report.
<a href="#">Action learning sets for creating local green jobs.</a>	Jan-21 to May-21	25 officers and Members supported. Report to share learning published.  100 per cent were satisfied with the programme (84 per cent rating themselves very satisfied).  100 per cent of councils on the programme reported that the support added value to their council's response to climate change.	Continue to promote the final report with learnings.
<b>3. Data</b>			
Climate Change Survey 2021. This included evaluation of the programme, including	Open Nov-21	Over 100 councils have responded so far.	The survey will close Dec-21.

questions on the impact of the LGA support and councils' future support needs.			Use the results to inform the 2022/23 LGA Climate Change Sector Support Programme.
<a href="#">Greenhouse Gas Accounting Tool   Local Government Association.</a>	Continuous promotion	233 unique councils have downloaded the Greenhouse Gas Accounting Tool so far.  The tool has been endorsed by the Climate Change Committee.	Continue to promote the tool and encourage councils to return the completed tool. The returns will be put on LGInform to enable peer benchmarking and identification of good practice.  Update the tool with further scope 3 guidance.
<a href="#">Scope 3 greenhouse gas emissions for social care: Guidance for local authorities   Local Government Association</a>	May-21	1,654 total webpage views.	Continue to promote the guide.
<b>4. Procurement</b>			
<a href="#">Sustainable Procurement Toolkit</a>	Nov-21	700 total webpage views.	Continue to promote the toolkit.
<b>5. Biodiversity</b>			
<a href="#">Biodiversity e learning</a> for Councillors and officers	Oct-21	427 webpage views.	Continue to promote the training.
<b>6. Leadership</b>			
<a href="#">A Councillor's workbook on The Local Pathway to Net Zero</a>	Apr-21	6,262 total webpage views.	Continue to promote the guide.
Leadership Essentials: Climate Emergency (with carbon literacy training)	Course in Sep-21	1 course, 15 attendees.	1 course in Jan-22, 15 attendees.
<b>7. Local collaborations</b>			

<p><a href="#">The Net Zero Innovation Programme</a></p>	<p>Sep-21</p>	<p>Working with 14 partnerships including an accelerator programme. A podcast series (8 episodes) is available to all.</p> <p>Highly Commended programme at COP26.</p> <p>From the 2020/21 cohort, all participants (100%) think their NZIP project is helping the council address its Climate Emergency Action Plan.</p>	<p>Project delivery (tools, guides or training for all councils). Seminars available to all councils.</p>
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## 6. LGA at COP26

- The UK hosted, for the first time, the United Nations international climate change conference in Glasgow from 31 October – 13 November (COP26). The conference brought together international delegations to agree on a process to accelerate progress towards the goal of the Paris agreement (to keep the rise in global temperature to within at least 2 degrees, although 1.5 is the current ambition).
- The conference itself, and the lead up to it this year, had four broad themes: adaptation, mitigation, collaboration and finance.
- The LGA was pleased to lead local government's presence at COP26.
- The LGA was active at COP26 in both the public-facing 'Green Zone'; and in the 'Blue Zone', where the formal negotiations took place. Throughout the conference, we took every opportunity to deliver our key message – that councils have a unique and powerful role in tackling climate change, and are best placed to turn national climate ambitions into joint action on the ground.
- We are delighted that our [Net Zero Innovation Programme](#) received a 'Highly Commended' award in the final of the Climate Challenge Cup – a new international competition celebrating innovative local solutions to global climate issues.
- Together with our partners, the LGA hosted the following activities and events on the following themed days at the conference:

### 10 November | Transport

This day was dedicated to driving the global transition to zero emission transport.

- [Frontline – climate action on the ground](#) | United Nations Global Climate Action Hub (Blue Zone)
- Local path to net zero – moving further and faster | Multilevel Action Pavilion (Blue Zone)

### 11 November | Cities, regions and built environment

This day was dedicated to advancing climate action in the places we live, from communities, through to cities and regions.

- Local government and municipal authorities COP26 multilevel partnership | Multilevel Action Pavilion (Blue Zone)
- A local path to net zero | Exhibition stand (Green Zone)

Our exhibition stand in the Green Zone (hosted in partnership with [Northern Ireland LGA](#)) showcased the vital work that councils are doing to address the climate emergency. This involved a photo gallery and videos promoting the work of councils, virtual reality headsets and an interactive quiz.

We are also proud to say that, through our work with our global partner organisations, the LGA contributed to getting recognition of the importance of "local and regional governments" and of "the urgent need for multilevel and cooperative action...in addressing and responding to climate change" written into the final Glasgow Climate Pact.

#### **7. Other LGA work relating to climate change includes:**

- Work undertaken for the LGA Environment, Economy, Housing and Transport Board.
- On 11 March 2021, the Leadership Board established of an open-ended Climate Change Task Group to steer the strategic engagement with Government on climate change matters in this COP26 year and beyond.
- Local Partnerships provides services in key climate response areas including energy efficiency, waste, housing, regeneration and growth, air quality, energy, finance, infrastructure, digital transformation and health and social care. Further information can be found [Climate Response - Local Partnerships](#).

#### **8. Equality, diversity and inclusion considerations**

An initial analysis of potential EDI considerations affecting the environment area has been carried out. People with the following protected characteristics have been identified as disproportionately impacted.

- **Age** – both the very young, the very old and people with underlying health issues are more vulnerable to the ill-effects of extreme heat or cold caused by climate change; older people are more susceptible to the social isolation which can result from poor local environment quality.
- **Disability** – those with restricted mobility may find multi stream recycling inhibitive; accessible ground floor dwellings are more susceptible to flooding; lack of access to green space can exacerbate mental ill health.
- **Pregnancy and Maternity** – pregnant people are more susceptible to the ill-effects of extreme heat caused by climate change; parents of young children may be negatively impacted by a lack of access to green space.
- **Race** – Gypsies and Travellers can struggle to access public services, including waste and recycling and running water.
- **Economic disadvantage** – those on lower incomes are more likely to live in poorly insulated housing, with more expensive metered heating tariffs, which can lead to fuel poverty; they are more likely to experience a lack of access to green infrastructure which can contribute to health inequalities; social housing of high-rise construction and/or with poorly engineered communal heating systems can be more severely impacted by extreme weather events.

#### **9. Environmental considerations**

- All procurement activity will be sustainable.
- Meetings and events will be held virtually, where possible, to avoid greenhouse gas emissions from travel.

#### **10. Implications for Wales**

- We are engaging with our Wales Local Government Association colleagues, are sharing learning and work collaboratively on common issues. For example, they are

looking in to using our [Behaviour Change and Environment toolkit](#) and they participated in the Pass the Planet campaign.

#### **11. Financial Implications**

- The support offer is funded through our Improvement Grant Determination letter from the Department for Levelling up, Housing and Communities.

#### **12. Next steps**

- Officers will continue delivering the LGA Climate Change Sector Support Programme and will ensure programme is properly supported to meet the growing needs of councils.

Appendix 1

Green webinar series

Webinar	Slides and blogs	Date
Scope 3 greenhouse gas accounting guidance for social care	Slides: <a href="#">Scope 3 greenhouse gas accounting guidance for social care, 13 May 2021   Local Government Association</a> Blog: <a href="#">Scope 3 greenhouse gas accounting guidance for social care   Local Government Association</a>	May 13 2021
Place-based leadership for biodiversity	Slides: <a href="#">Place-based leadership for biodiversity, Friday 28 May 2021   Local Government Association</a> Blog: <a href="#">LGA webinar: Place-based leadership for biodiversity   Local Government Association</a>	May 28 2021
Innovative approaches to low energy housing	Slides: <a href="#">Design in the public sector: Innovative approaches to low energy housing, 15 June 2021   Local Government Association</a> Blog: <a href="#">Design in the Public Sector: Innovative approaches to low energy housing   Local Government Association</a>	June 15 2021
LGA conference: Green light services to address our planetary emergency	<a href="#">LGA Annual Conference 2021: Green light services to address our planetary emergency   Local Government Association</a>	July 7 2021
Green procurement	Slides and blog: <a href="#">Design in the public sector: Green procurement, 16 July 2021   Local Government Association</a>	July 16 2021
Building housing retrofit skills	Slides: <a href="#">Building housing retrofit skills, 15 September 2021   Local Government Association</a>  Blog: <a href="#">Blog: Building housing retrofit skills webinar, 15 September 2021   Local Government Association</a>	September 15 2021

Local climate action planning	Slides and blog: <a href="#">Local climate action planning, 6 October 2021   Local Government Association</a>	October 6 2021
COP26: Pass the Planet	Blog: <a href="#">Pass the planet: Showcasing local climate action on the COP26 goals, 9 November 2021   Local Government Association</a> Slides: <a href="#">Pass the planet: Showcasing local climate action on the COP26 goals, 9 November 2021 - presentations   Local Government Association</a>	November 9 2021





**Innovation Zone 2022 Update**

**Purpose**

For direction.

**Summary**

This report provides an update on the proposed approach to the Innovation Zone 2022 as part of the LGA Annual Conference. The report includes an outline of the purpose of the Zone, the focuses of next year’s Innovation Zone and opportunities for member involvement. It asks for Member views on the approach to be taken.

**Recommendations**

It is recommended that the members note the report and discuss initial ideas for the format of the 2022 Innovation Zone including format of delivery.

**Actions**

1. Subject to Members’ comments, officers to progress the delivery of the Innovation Zone
2. Subject to Members’ comments, Innovation Working Group to be set up by officers to provide advice and guidance
3. Request for Members to share any significant examples of innovative practice from the sector with relevant officers

<b>Contact officer:</b>	Henry Butt and Mia Shelton
<b>Position:</b>	Improvement Strategy Advisors
<b>Phone no:</b>	07818 577541
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## **Innovation Zone 2022 Update**

### **Background**

1. The Innovation Zone is a core part of the LGA's Annual conference due to occur on 28<sup>th</sup> – 30<sup>th</sup> June in Harrogate. The Zone represents a vibrant and creative space separating itself from other parts of the conference by holding a series of open, walk-in, sessions throughout highlighting exciting and significant innovative ideas going on in the local government sector.
2. The Innovation Zone offers an interactive space to share examples of innovative practice from councils as well as public sector and private sector organisations (including international organisations), provided that their session is linked to local government.

### **Approach to Sessions**

3. The Innovation Zone 2022 comes at a significant time in local government as the sector looks to continue to respond and recover from the ongoing pandemic, drive delivery in response to the climate crisis and achieve local priorities including community engagement, economic regeneration, and progress on equalities, diversity and inclusion.
4. In this context this year's Innovation Zone is looking to adopt the theme 'Resilience and Renewal', which captures a broad range of ideas across the main ambitions and challenges impacting the sector, including
  - Empowering communities
  - Economic recovery and renewal
  - Enhancing living standards
  - Place leadership
  - Equalities, diversity and inclusion
  - Responses to climate change
5. Applications to hold a session at the Innovation Zone will open later in December 2021 with a view to close by March 2022. Applicants will be asked to give an outline of their innovative idea, the outcomes it has achieved and how this is relevant to other councils. We will look to supplement these through proactive identification of further ideas and examples of innovative practice from across the sector.



### **Improvement and Innovation Board input**

- 6 There is an opportunity for members of the Improvement and Innovation Board to be involved in the design and delivery of the Innovation Zone.
- 7 A member-led Innovation working group will be set up. The group will meet 3 times in the coming months to provide advice on the process and discuss how the Zone should progress. This will be to discuss approach to format of the Innovation Zone, to finalise selection of sessions and to update on the Innovation Zone at the end of the process. Provisionally it is expected therefore to meet in January, April and June, 2022. We will work with the political group offices to ensure appropriate representation across the group.
- 8 We are currently developing a number of ideas for the 2022 Innovation Zone, including the following:
  - 8.1 Exploring how to develop the Innovation Zone to be a central part of the overall conference.
  - 8.2 Exploring how to incorporate successes seen during COP 26 into the Innovation Zone approach.
  - 8.3 Considering options to make sessions or some elements of the Innovation Zone hybrid to be accessed by those outside of the conference.
  - 8.4 Considering options to utilise digital opportunities to improve delivery of sessions including through screens and interactive displays.
  - 8.5 Using the Innovation Zone as an opportunity to increase awareness and understanding of the LGA's sector-led improvement offer.
  - 8.6 Comments are welcome on aspects mentioned in the report and any others.

### **Equality, diversity and inclusion considerations**

- 9 The application process for this year's Innovation Zone encourages applications that focus incorporate an equalities, diversity and inclusion process with a view to shine a spotlight on good practice in this area. The diversity of applicants will be factored as a key consideration during the selection for the sessions to be delivered.

### **Environmental considerations**

- 10 Sessions focusing on combating climate change are welcome as part of the focus of the Innovation Zone.

**Implications for Wales**

11 Welsh councils will be encouraged to apply to take part in the Innovation Zone.

**Financial Implications**

12 There are no financial implications arising from this report.

**Next steps**

13 Members are asked to note the approach for the 2022 Innovation Zone.

14 Members encouraged to attend the Innovation Zone and to encourage attendance.

15 Members asked to email [Henry.Butt@local.gov.uk](mailto:Henry.Butt@local.gov.uk) and [Mia.Shelton@local.gov.uk](mailto:Mia.Shelton@local.gov.uk) with examples of innovative work in local government for potential Innovation Zone sessions, including from own councils.

16 Innovation Zone Working Group to commence and provide advice and guidance where necessary, facilitated by LGA officers.



## 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 Improvement & Innovation 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

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# 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.

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**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.

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## 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*

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

**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.*

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

### **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.*

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

**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

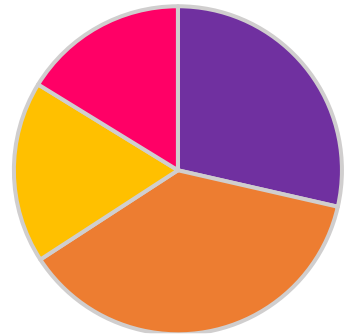
The LGA's Treasury Policy was updated in March 2021 to include the fundamental principle that, as long as the security of our funds is maintained and that counterparties have sufficient credit ratings, where possible and available our investments should support Environmental, Social and Corporate Governance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

# Our budget 2021/22

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

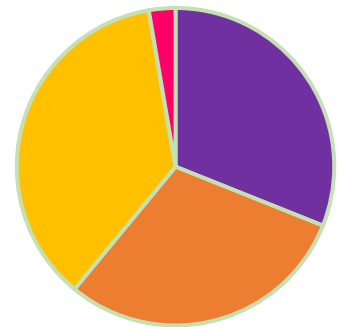
### <sup>1</sup>Income LG Group 2021/22

- 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%)



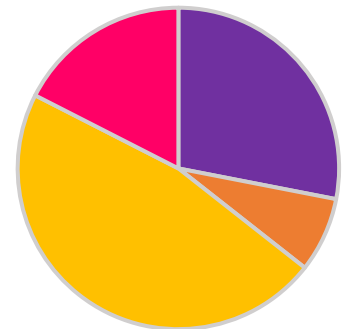
### Other income LG Group 2021/22

- 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%)



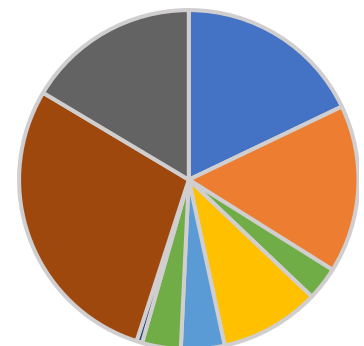
### Grant and contract income (including DLUHC) LG Group 2021/22

- 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%)



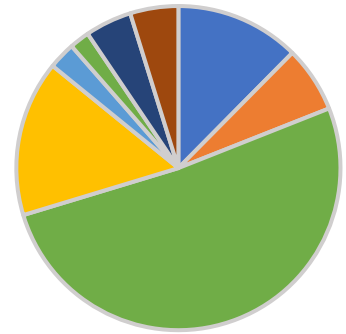
### Expenditure LG Group by business plan theme 2021/22

- 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.

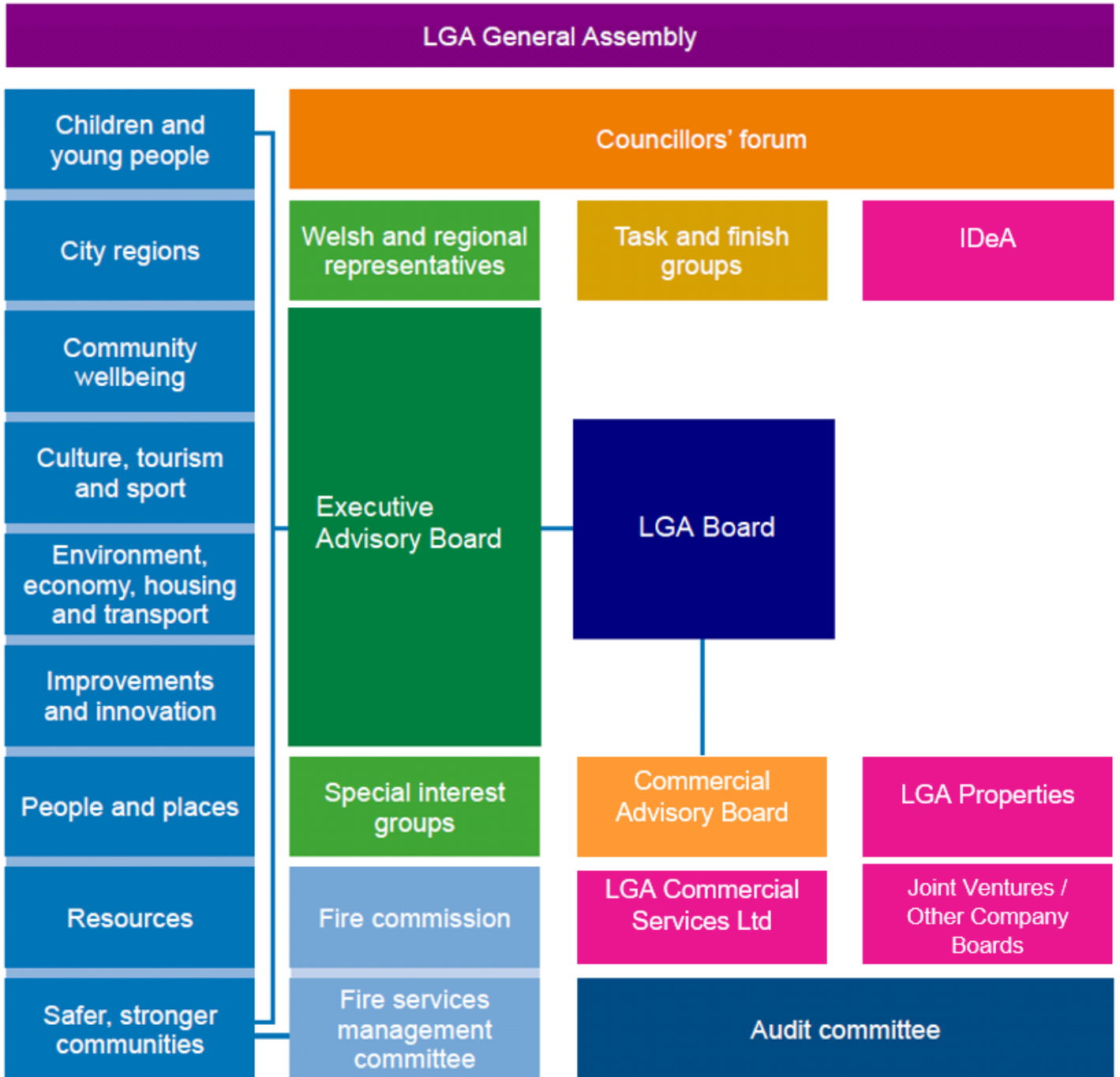
The LGA Board is supported by nine policy boards who together are responsible for developing our policies and campaigns, and for overseeing our extensive programme of sector-led improvement services, across every area of local government activity. The Fire Commission and Fire Services Management Board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