

Community Wellbeing Board

Agenda

Wednesday, 8 December 2021
11.00 am

Beecham Room, 7th Floor, 18 Smith
Square, London, SW1P 3HZ

To: Members of the Community Wellbeing Board
cc: Named officers for briefing purposes

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LGA Community Wellbeing Board

8 December 2021

There will be a meeting of the Community Wellbeing Board at **11.00 am on Wednesday, 8 December 2021** 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available after the meeting.

Political Group meetings:

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Labour:	Group Office: 020 7664 3263	email: Labgp@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

Location:

A map showing the location of 18 Smith Square is printed on the back cover.

LGA Contact:

Amy Haldane
07867 514938 / amy.haldane@local.gov.uk

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Community Wellbeing Board – Membership 2021/2022

Councillor	Authority
Conservative (7)	
David Fothergill (Chairman)	Somerset County Council
Wayne Fitzgerald	Peterborough City Council
Angela Macpherson	Buckinghamshire Council
Louise McKinlay	Essex County Council
Jonathan Owen	East Riding of Yorkshire Council
Judith Wallace	North Tyneside Council
Sue Woolley	Lincolnshire County Council
Substitutes	
Jackie Harris	Bury Metropolitan Borough Council
James Moyies	Southend-on-Sea Borough Council
Jane Murphy	South Oxfordshire District Council
Labour (7)	
Paulette Hamilton (Vice-Chair)	Birmingham City Council
Louise Gittins	Cheshire West and Chester Council
Karen Kilgour	Newcastle upon Tyne City Council
Timothy Swift MBE	Calderdale Metropolitan Borough Council
Natasa Pantelic	Slough Borough Council
Joanne Harding	Trafford Metropolitan Borough Council
Rachel Blake	Tower Hamlets Council
Substitutes	
Miranda Williams	Royal Borough of Greenwich
Chris McEwan	Darlington Borough Council
Liberal Democrat (2)	
Sarah Osborne (Deputy Chair)	East Sussex County Council
Mike Bell	North Somerset Council
Substitutes	
Wendy Taylor	Newcastle City Council
Independent (2)	
Rosemary Sexton (Deputy Chair)	Solihull MBC
Sue Baxter	Bromsgrove District Council
Substitutes	
Rosemarie Harris	Powys County Council

Agenda

Community Wellbeing Board

Wednesday 8 December 2021

11.00 am

Beecham Room, 7th Floor, 18 Smith Square, London, SW1P 3HZ

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1. Welcome and declarations of interest	
2. Adult Social Care White Paper	
Presentation from DHSC officials and Simon Bottery of the King's Fund	
3. Health and Care Bill and Integration White Paper update	
Verbal update from Alyson Morley	
The LGA has published its own position paper on what it wants from the Government's integration white paper: https://www.local.gov.uk/parliament/briefings-and-responses/lga-position-paper-integration	
4. Childhood Obesity	1 - 6
Presentation from OHID and the Childhood Obesity Trailblazer Programme	
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Date of Next Meeting: Wednesday, 9 February 2022, 11.00 am



Childhood Obesity Update

Purpose of report

For discussion.

Summary

This paper outlines the recent data released from the National Child Measurement Programme which shows an increase in obesity rates in primary age children and provides an update on the LGA's current work in relation to childhood obesity.

Childhood obesity is a joint priority between Children and Young People's Board the Community Wellbeing Board.

Recommendation

That members note the update provided in the report and that this informs the discussion with our external speakers.

Action

Members to note the report and officers to take forward any member feedback.

Contact officer:	Vanessa Lucas
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Childhood Obesity Update

Latest Data from the National Child Measurement Programme

1. The National Child Measurement Programme (NCMP) delivered by council public health teams and overseen by the Office for Health Improvement and Disparities (OHID - formerly Public Health England) measures the height and weight of children in England annually and provides data on the number of children in reception and year 6 who are underweight, healthy weight, overweight, obese or severely obese.
2. Findings from the 2020/21 NCMP¹ show large increases in the proportions of young children living with overweight (including obesity), obesity, and severe obesity compared to previous years. These increases are seen across both Reception and Year 6, with Reception seeing the biggest relative increase. The data shows a further widening of the inequalities gap in obesity prevalence between children in the most and least deprived areas in England. This widening is most noticeable among children in Reception.
3. The increases in obesity prevalence seen in the 2020/21 data, of around 4.5 percentage points for both Reception and Year 6, are much larger than any increases seen in previous years of the NCMP. This is a worrying trend and there is concern that the additional weight gain will be hard to reverse.
4. More data is needed to know whether this is a longer-term increase. The picture will become clearer when data for 2021/22 and future years is available as that will cover the whole academic year and will represent periods when schooling and out of school activities were less disrupted.
5. The prevalence of obesity for children in the most deprived areas in both age groups continues to be more than double that of those in the least deprived areas; severe obesity prevalence is around three times higher for Reception children and around four times higher in Year 6.
6. The report also gives figures for underweight (0.9 per cent in Reception and 1.2 per cent in Year 6), which are similar for Reception children and lower among Year 6 children compared with previous years. This is below the 2 per cent level expected in a healthy population so does not raise concerns.

¹ NCMP Report, 2020/21, NHS Digital: <https://digital.nhs.uk/data-and-information/publications/statistical/national-child-measurement-programme/2020-21-school-year>

7. This year due to the impact that COVID-19 had on school closures, a nationally representative sample of 10 per cent was collected by local authorities as it was not feasible to expect a full NCMP collection so late into the academic year. PHE thanked local authorities and service providers for managing to gather this data despite the challenges they faced from the pandemic. National figures in this report are broadly comparable to earlier years because statistical weighting has been applied to the data to ensure the sample is reflective of the population in previous years.

Impact of the pandemic

8. Younger children in particular tend to get their physical activity by play, rather than formal exercise. Playgrounds being cordoned off and lack of school playground games is likely to have led to a drop in their activity. Opportunities for active travel, such as walking, cycling or scooting to school or nursery also disappeared for many. Combined with more sedentary behaviour from staying at home, this is likely to have had an impact on children's level of physical activity and burning of calories, particularly in children with little or no access to outside space at home.
9. Reduced incomes and rising food insecurity from the economic fall-out of COVID and the impact of losing access to breakfast clubs and free school meals, especially in the first lockdown, may have also led to changes to family diets which are often associated with poor nutrition because access to healthier food is limited.
10. Several surveys have shown adults and young people reporting snacking more in lockdown, and this is likely to extend to children too. Snack food like crisps and biscuits tends to be high in calories and low in nutrients. In addition the pandemic has led to children spending more time online to study, play and socialise. We know that children who spend more time online are exposed to more junk food adverts. Given the wealth of evidence that seeing junk food adverts influences children's food choices and how much they eat, this additional screen-time could also have an impacted on child health.

Background

11. In 2018 the Government stated their commitment to halving childhood obesity by 2030. In July 2020 they published Tackling Obesity, empowering children and adults to live healthier lives. This strategy included plans which the LGA has previously called for, such as: the inclusion of calorie information on food from restaurants, café and takeaways, restrictions on promotions for high fat, salt and sugar (HFSS) foods, and a 9pm watershed for TV and online advertising of HFSS goods by the end of 2022.
12. The Government announced an additional £34.9 million of new funding to support the expansion of local authority weight management services in 2021/22. This included a £4.4 million to test the expansion of behavioural weight management services for

children and families and pilot an intervention to improve access to local services for children identified as living with overweight or obesity through the National Child Measurement Programme. 11 local authorities have since been awarded grant funding to begin pilot projects and the LGA continues to work with Department of Health and Social Care (DHSC) colleagues to ensure these pilots are as beneficial as possible to the wider sector and help to make the case for longer term funding for local authority weight management services.

13. In July 2021 the National Food Strategy- Part Two, commissioned by Government and led by Henry Dimbleby (founder of the food chain Leon), was published. The strategy focuses primarily on escaping the junk food cycle, reducing diet-related inequality, making the best use of our land and creating a long-term shift in our food culture towards environmental aims. The Government are due to respond to the National Food Strategy (NFS) by February 2022. The LGA are keen to ensure any implementation of the NFS recommendations include support for a local first approach led by councils, with a clear focus on tackling health inequalities.
14. Childhood obesity continues to be a key public health challenge for councils. Under a backdrop of public health grant reductions, councils have spent over £1 billion pounds tackling child and adult obesity since responsibility for public health transferred to councils. Some of the many positive initiatives underway in councils include: creating safer walking to school routes and low traffic areas, the promotion of the Daily Mile and the Daily Toddle, working with takeaways to standardise portions, fruit and vegetable discount clubs and supporting schools to timetable sessions on cooking and nutrition.

Headline LGA Policy Positions

15. The underlying environmental and behavioural drivers surrounding obesity exist in a complex and multifaceted system. Tackling obesity effectively requires a whole systems approach where a range of measures focus on individuals, social and other systems. Focusing on individual choices alone will not reduce levels of obesity – we need the whole system working together to make a difference in tackling obesity. This also means an integrated approach across government departments and council departments. For example, if increasing physical activity levels in children is a key priority for DHSC, the outcome could be undermined if no parallel action is taken to encourage active travel by the Department of Transport.
16. The LGA has welcomed the Government's recent steps to tackle childhood obesity but there are a number of key policy asks which we continue to press for on behalf of the section, these include:
 - 16.1. Updating the Licensing Act to include a public health objective and allow councils to take action where premises fail to protect the health of their communities.
 - 16.2. Giving councils additional planning powers in order to tackle the existing clusters of junk-food shops and create a healthier food environment.

- 16.3. Giving councils more say on how the sugar industry levy is spent to better support local services which support healthy weight and a more targeted approach to investment.
 - 16.4. Increased support for councils to work with schools and other education settings to follow the Healthy Eating Standards.
17. We continue to call for Government to reverse the £1 billion real terms reduction to the public health grant since 2015. This is urgently needed to enable council to develop long term strategies to prevent widening health inequalities, including developing long-term strategies to tackle childhood obesity.

Childhood Obesity Trailblazer Programme

18. The Childhood Obesity Trailblazer Programme (COTP) is an LGA programme, supported by the Office for Health Improvement and Disparities (formerly PHE) and funded by DHSC. The programme promotes a test and learn approach to try out innovative approaches to using local authority levers to address specific drivers of childhood obesity and to reduce inequalities in childhood obesity. The programmes aims include sharing of learning and best practice with other authorities and to identify actions which government can take to deliver change at scale.
19. The five Trailblazer projects are in Birmingham, Bradford, Lewisham, Nottinghamshire and Pennine Lancashire. The trailblazer projects are now in their final year of the programme and the LGA and their partners will be focused on capturing the learning and good practice to share with the sector, as well as informing our national policy approach.

Implications for Wales

20. Health and social care policy are devolved to the Welsh Assembly.

Financial Implications

21. There are no financial implications.

Next steps

22. We would welcome the views of CWB board members on the updates given in this paper and how we can better progress our work to tackle childhood obesity.

Local Government Vaccine Engagement Programme

Purpose of report

For direction.

Summary

The Local Government Association and Association of Directors of Public Health (ADPH) have developed an improvement programme to support the Demand Team of the national NHSE Vaccination Deployment Programme (VDP). It draws on local government expertise to encourage and promote vaccine take-up, including for underserved populations. It aims to:

- a. Contributing to an effective delivery model tailored to local community needs;
- b. Provide more opportunities for engagement with councils; and
- c. Stronger engagement and insight to encourage vaccine uptake

Recommendation

The Community Wellbeing Board is asked to support the development of the Programme and provide direction and comment on the proposals contained in this report.

Contact officer:	Andrew Hughes
Position:	Director of Health and Wellbeing Systems Improvement
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Background

1. The Covid-19 Vaccination Deployment Programme (VDP) has had successes so far, but there is more to do, particularly in reaching underserved populations. Phase 1 was predominantly delivered through general practice and Phase 2 has seen an increased participation from community pharmacy and vaccination centres, as well as pop-ups, walk-in and roving models. These models have thus far been tailored to local community needs in partnership with local authorities that have played a critical role in reaching underserved communities.
2. From 6 September 2021 the vaccination programme moved into Phase 3. This phase will need to continue to build on the strengths of joint working between the NHS and Local Authorities to ensure that the booster programme has successful local operating models that work to support underserved communities to access vaccinations, remove barriers, and encourage continued uptake. In addition to this, close working between the NHS and Local Authorities will need to continue to take place to support the vaccination roll out in Social Care settings.
3. The LGA has had two people seconded to the VDP to ensure that the Programme has access to local government issues, concerns, and expertise. They have helped to provide help and support on issues such as:
 - 3.1. which councils have good experience of working with faith groups to promote uptake in communities – how did they do it and what can be shared with others?
 - 3.2. what is the best practice in establishing vaccination hubs within schools, what do head teachers need to know to support this and how do you counter misinformation within school age populations?
 - 3.3. running webinars/sessions for elected members to increase awareness of the vaccine, access to and the use of uptake data, working with community champions, providing information and FAQs and allow elected members who have been out on the beat encouraging uptake to share their work and 'what works'
 - 3.4. How to access to council buildings and facilities for use as vaccine centres now that they are open again to deliver services
4. This approach has worked well and now the LGA, with the Association of Directors of Public Health (ADPH), has been approached by the Demand Team within NHSE/I to scale up the approach considering recent changes in the pandemic. We aim to encourage greater engagement between local government and the VDP, to develop understanding of the role of local government and its potential within the programme, and to support a clearer role in supporting the delivery of Phase 3 and next steps,

including embedding Covid-19 vaccinations into a new business as usual as and when guidelines and policy are produced to guide this.

Local Government Vaccine Engagement Programme

5. LGA and ADPH have developed a proposal to support the Demand team within NHSE/I. The proposal has the following overarching principals:

- 5.1. support the continued uptake of vaccination for cohorts remaining to be vaccinated, and
- 5.2. establish a way of working between the NHS and local government fit for 'business as usual' health care/ public health pathways and community engagement

Objectives

6. The Programme would seek to achieve the following objectives in support the VDP:
- 6.1. contributing to an effective delivery model tailored to local community needs
 - 6.2. provide more opportunities for engagement with, council Chief Executives and Directors of Public Health, Directors of Adult Social Care, Directors of Education and care providers
 - 6.3. local engagement and insight to encourage vaccine uptake of eligible individuals
 - 6.4. support the VDP with the delivery of Phase 3 and work with other stakeholders to embed covid-19 vaccinations into business-as-usual arrangements in the longer-term
 - 6.5. support the uptake of vaccination of eligible children and young people, and in the social care workforce as well as uptake of underserved groups
 - 6.6. use LGA and ADPH resources and expertise to support evaluation, the exchange of learning, good practice and emerging ideas which improve impact for residents and communities
7. To deliver these objectives, as well as support the VDP Demand Team, we are proposing to:
- 7.1. integrate a small team of credible local authority and Public Health expertise through staff linked into the Demand Team through a strategic public health advisor role
 - 7.2. provide engagement through established networks – ensuring engagement of council chief executives and directors of public health as well as engagement with future policy and legislative changes.

- 7.3. co-produce communications materials between ADPH, the LGA and the NHS and regional systems and disseminate these through established channels
 - 7.4. utilise public health networks to support the rapid-evaluation and improvement and collate good practice to share with systems using the LGA's Covid-19 Learning Exchange.
8. The virtual LGA/ADPH team will work with the VDP to understand the current uptake challenges and broaden the engagement of national initiatives to involve relevant stakeholders through LGA and ADPH networks and other stakeholders to strengthen the impact of the initiatives and ensure they are shaped effectively by local government, developing new initiatives where necessary. The team will also use existing 11x ADPH networks to strengthen the links between local authorities and integrated care systems to increase uptake in under-represented groups.
9. The programme will work with the Demand Team to develop a plan for supporting directors of public health and local systems with rapidly evaluating these models and working with ADPH regional networks to disseminate and share good practice to inform ongoing improvement. ADPH, and its networks, will take a leading role in shaping and sharing the work from this programme and through the ADPH networks understand the strength of the links between local authorities and integrated care systems (ICSs) in increasing uptake in underserved groups.

Scope of the Programme

10. The programme includes the following:
- 10.1. a sector support programme for the vaccination programme to improve its engagement with local government in England only
 - 10.2. estimated duration 12 months commencing January 2022 with a mobilisation phase over 6 to 12 weeks. NHSE/I have initially committed to six months, with an extension planned from the new financial year
11. LGA and ADPH specifically specify that:
- 11.1. they cannot provide assurance on local innovations, interventions, or activities
 - 11.2. reserves the right to continue its lobbying activities on behalf of its members and participation in this programme does not compromise those activities
 - 11.3. responsibility for vaccination uptake and achievement remains with NHSE/I
12. In return LGA and ADPH also expect the following from NHSE/I and the VDP:
- 12.1. the National Public Health Adviser to have a place on the VDP's Senior Leadership Team
 - 12.2. promotion of this team and its role from the highest levels of the programme, to ensure early traction and continued influence
 - 12.3. shared intelligence and insight with the vaccination programme to ensure joint priorities lead to the same goals



- 12.4. access to appropriate data from the VDP and NHSD to support local engagement and evaluation of best practice and shared learning

Implications for Wales

13. There are no implications for Wales. This proposal relates to work with NHS England only

Financial Implications

14. The costs of the programme are covered by a grant from the Vaccine Deployment Programme within NHSE/I.

Next steps

15. Recruitment to the roles within the programme team and the establishment of the networks is underway. While the broad outline of the programme and method of operation has been established it is highly likely that the focus and ways of working will develop over time as the nature of the work clarifies and good practices emerges.



Update Report

Purpose of report

For information.

Summary

This report sets out other updates relevant to the Board, and not included elsewhere.

Reports should be made available to the public where possible. Consider why the report should be confidential (e.g. does it include commercially sensitive or personal information?). Please note that reports may be disclosable under Freedom of Information legislation. For further information see the FOI procedure [here](#).

Recommendation

Members of the Community Wellbeing Board are asked to:

1. Provide oral updates on any other outside bodies / external meetings they may have attended on behalf of the Community Wellbeing Board since the last meeting; and
2. Note the updates contained in the report.

Action

As directed by members.

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Update Report

National Children and Adults Services Conference

1. Board Lead Members contributed to key sessions at this year's National Adults and Children's Service Conference, including sessions with the Secretary of State, opposition spokespeople and workshops on autism, and mental health and wellbeing. Attended by over 700 delegates, key issues raised across the three days included the importance of addressing adult social funding, workforce pressures, co-production and a person and place based approach to integration.

Health and integration

2. On 26 October, Cllr David Fothergill gave a presentation and joined a panel discussion at a national NHS England webinar on thriving places, to promote the importance of place based leadership – especially health and wellbeing boards – in the new health and care landscape.
3. On 1 November Cllr Sarah Osborne gave a presentation and joined a panel discussion on a national King's Fund webinar on Integrated Care Systems and place-based partnerships – six months on.
4. On 2 November Cllr David Fothergill contributed to a briefing to the All Party Health Group on the Health and Care Bill.
5. On 9 November, the LGA published our submission to the forthcoming white paper on integration: <https://www.local.gov.uk/parliament/briefings-and-responses/lga-position-paper-integration>
6. On 10 November the LGA had strong representation at the NHS Confederation's first national conference of ICS leaders. Cllr David Fothergill, Cllr Paulette Hamilton, Sarah Pickup (LGA Deputy Chief Executive) and Fiona Russell (CHIP Principal Improvement Adviser) all gave presentations and contributed to panel discussions at the event.

Adult Social Care

7. On 2 November, Cllr Rosemary Sexton spoke at a roundtable organised by the cross-party and cross-sector Future Social Care Coalition (and in partnership with the LGA) to discuss adult social care workforce reform. The roundtable was an opportunity to take stock of recent developments and consider where we collectively need to go next on workforce reform.
8. On 4 November, Cllr David Fothergill spoke at a roundtable meeting of the Adult Social Care All Party Parliamentary Group at which the APPG launched its report, 'A vision for

adult social care'. The roundtable was chaired by Rt Hon Damian Green MP and the Minister of State for Care, Gillian Keegan MP, also attended. Cllr Fothergill used his time to set out the value of social care, its pressures and the LGA's reaction to the Government's announced funding reforms and the Spending Review.

Housing

Supported Exempt Accommodation

9. We are aware that a number of councils are experiencing difficulties with supported exempt accommodation (EA). Although councils have different concerns about EA, the common theme is a lack of local levers to act when there are concerns about excessively high rents and/or the adequacy of the care and support provided. EA does not have to be commissioned by the council. A provider can set up and largely operate outside of the regulatory framework with neither councils, CQC (unless social care is commissioned) nor the social housing regulator having sufficient oversight powers. As a result, a minority of providers use EA status to maximise income while delivering poor quality services for their residents.
10. We want to work with Ministers to develop pragmatic proposals that will give councils greater powers to act against the minority of EA landlords who charge excessive rents and do not provide adequate support to their residents. We are mindful that in many instances higher rents are justified. With the right local oversight powers, we do not need to change the whole system, but can instead build on good practice so that councils can take action against the minority of poor quality providers. Following consultation with councils, the National Housing Federation, the Social Housing Regulator and DLUHC officials, we worked with Housing LIN to develop draft policy options which will shortly be shared with Community Wellbeing Lead Members and Environment, Economy, Housing and Transport Lead Members for their comments and clearance.
11. Our work is building upon the work of the [five councils](#) that were part of the Government's supported housing pilot programme and received extra funding to improve the standard and quality of non-commissioned EA.

Good Home Inquiry webinar

12. On 14 October, Cllr Fothergill chaired a well-attended joint webinar with Centre for Ageing Better about the recommendations from their [Good Home Inquiry final report](#). Around 10 million people in England live in a home that presents a serious threat to their health and safety. With an ageing population, and one of the oldest housing stocks in Europe, the webinar explored how innovative finance models, public health approaches and investing in our housing infrastructure, can promote the benefits of good homes for people's health, financial stability and social connectivity. We will be taking forward the good practice points shared at the webinar with the Environment, Economy, Housing and Transport Board.



Armed Forces Covenant

Armed Forces Covenant Bill

13. We support the aim of the Armed Forces Bill, which will introduce a new statutory duty on specified local public authorities to have 'due regard' to the Covenant, to help ensure armed forces, personnel, veterans and their families are not disadvantaged by their service when accessing key public services. We are pleased the Government is working closely with local government to develop the statutory guidance for in scope public authorities that will underpin the legislation. This will help to ensure that the duty builds upon existing partnerships and good practice, allows local flexibility to deliver Covenant pledges and supports innovative approaches.
14. The LGA briefed ahead of the Armed Forces Bill's Report Stage in the Housing of Lords of 23 November. The Lords passed amendments that would extend the 'due regard' duty to central government and require the statutory guidance to be laid before Parliament in draft form. An amendment to extend the scope of the duty to social care (and other service areas) was not moved. The Commons is due to consider the amendments on 6 December.

LGA Armed Forces Covenant Officer Network

15. The LGA's Armed Forces Covenant Officer Network met on 10 November to discuss the latest version of the Ministry of Defence's statutory guidance for the aforementioned 'due regard' duty. Overall, officers felt the guidance was heading in the right direction and would be a helpful tool to support local implementation. Councils, other public authorities affected by the duty, and partners will have a further opportunity to comment on the draft guidance at regional focus groups between now and mid-December. Subject to the Bill receiving Royal Assent before recess, a further version of the draft guidance will be shared in early 2022, and the new duty will come into force Summer 2022.
16. We support the Ministry of Defence's commitment to review potential new burdens costs for councils one year after the new statutory duty starts. Whilst many councils are already leading comprehensive approaches to local Covenant delivery, and there is learning to draw upon from other similar duties, some councils may incur additional costs to get ready for and implement the new duty. It is important that new burdens costs that may arise from implementing the duty are kept under review and fully funded by government.
17. The Network is next meeting on 10 February 2022 when in addition to the statutory duty guidance, councils will be discussing early planning for 2022 Remembrance Parades and the 40th anniversary of the Falklands War. In recognition of the Culture Tourism and Sport Board's lead role on commemorations and anniversaries, the discussion will be fed back to both Boards.



Down Syndrome Bill

18. The Down Syndrome Bill had its second reading in the House of Commons on 26 November.
19. The LGA supports the aims of the [Down Syndrome Bill](#), which would create a new duty on the Secretary of State to issue guidance to relevant authorities (health, education and local authorities in respect of social care and housing) on how to meet the specific needs of people with Down syndrome; and for relevant authorities to have due regard to the guidance in providing services.
20. Councils already play a key role in supporting people with Down syndrome to help them live the lives they want to lead, including through their social care functions and their work with partners, particularly the voluntary and community sector and schools.
21. While we support the aims of the Bill, the financial pressures facing adult social care and support for children with special educational needs and disabilities (SEND) must be considered in regard to the additional duties set out in the Bill.
22. Any new statutory duty in the Down Syndrome Bill will need to be accompanied by new funding in line with the New Burdens Doctrine. We are therefore pleased to have had confirmation from the Department for Health and Social Care (DHSC) that new guidance will be formed in consultation with partners, including local government, and a new burdens assessment will be undertaken ahead of finalising any guidance.
23. It would be helpful for any new guidance to include information that helps councils and the NHS understand the needs of those with Down syndrome and what effective support would look like. However, we would be concerned about any guidance which creates a differential level of access/eligibility for support compared with other groups of people with learning-disabilities, as the duty on Local Authorities regarding assessment under the Care Act 2014 is to assess people based on need, not diagnostic categories.

Mental Health and Wellbeing

Mental Health Act reform

24. LGA Officers recently met the DHSC team leading on the Parliamentary planning for the new Mental Health Act, and also with the Chief Social Worker leading on mental health at the DHSC. A further meeting with the DHSC team to plan the implementation of the Mental Health Act is being arranged. We continue to emphasise the role and responsibilities of councils in delivering statutory mental health services. We are highlighting some areas where we need further clarity on the Act. We have contributed to new burdens assessments related to the act on Independent Mental Health Advocacy (IMHA) services and Approved Mental Health Professionals (AMHP) and are discussing any additional potential burdens of implementation.



Suicide Prevention

25. DHSC, the LGA and ADPH have agreed a Memorandum of Understanding to deliver the suicide prevention sector led improvement programme for 2021/22. Due to the delay finalising the agreement, DHSC has agreed that the programme can run until September 2022. We will shortly be sharing this year's offer with councils, including grants to bolster regional suicide prevention activity and improvement resources.

Mental Health 'Must Know' guidance

26. We have recently published a [Mental Health 'Must know' guide for lead members](#). This covered children and adults and reflects recent policy changes and the impact of the pandemic. We held a workshop on the Community Mental Health Framework at NCASC and may hold a further NHSE/LGA webinar on the framework.

Loneliness

27. We recently published [8 loneliness case studies](#) and are due to publish an updated 'must know' loneliness guide for councillors.
28. On 19th October Cllr Rosi Sexton spoke at the IGPP Loneliness Conference on working in partnership to tackle loneliness and isolation.

Care and Health Improvement Programme (CHIP) - Mental Health Offer

29. A core offer for improvement of mental health services has been developed in the CHIP programme. Key themes include: the principles of social justice, achieving parity of esteem between a person's social and psychological needs and their physical and personal needs, co-production and lived experience, integrated commissioning, workforce planning, training and development, governance and leadership and data and performance.
30. CHIP are currently seeking someone to shape this programme further. The ambition is to be in a position to develop a clear support offer from 2022-23, with preparatory work being progressed in the second half of 2021-22 focusing on a number of priority areas identified through initial scoping work.

Dementia

31. The government is currently drafting a new Dementia Strategy. The overall aim of the strategy is to improve the experience of being diagnosed and living with dementia. The project is led by the Alzheimer's Society on behalf of the DHSC. We are members of the Programme Board and are contributing to the overall strategy. The strategy launch date has not been confirmed, but is likely to be in early 2022 and run until 2027.

Autism

32. The government's [national strategy for autistic children, young people and adults](#) was launched in July 2021 – it is a five year strategy to improve the lives of autistic people of



all ages and their families. We are members of the Executive Group leading on the strategy, and with ADASS and ADCS, contributed to its development. The strategy also has an implementation plan, this largely focusses on actions for government departments in Year 1 though further actions will be agreed up to 2026 – these will likely include actions for councils. We held a session on the Autism Strategy at NCASC.

Public Health

33. On 12 October, Cllr David Fothergill Co-Chaired a webinar with the Chairman of the LGA's Coastal Special Interest Group which welcomed the Chief Medical Officer Professor Chris Whitty and a number of Directors of Public Health from across the country. This was a valuable opportunity to discuss the CMOs annual report on health in coastal areas.
34. On 30 November, Cllr Louise Gittins Chaired the first in a series of webinars on health inequalities that the LGA are delivering and is funded by Government. This first webinar was focused on people with learning disabilities, their experiences of health inequalities during the pandemic and looking ahead to what more Councils can and are doing to mitigate these.

Children's health

35. On 22 October Cllr David Fothergill gave the keynote speech at the launch of the School and Public Health Nursing Association's Vision: Creating a world in which children can thrive. A Service Fit for the Future. Cllr Fothergill reiterated the LGA's support for school nursing and our call for every secondary school to have access to a school nurse and also thanked them for their tireless work keeping children safe during the pandemic.
36. On 18 November Cllr Rosi Sexton attended the Social Market Foundation roundtable discussion: Adolescent obesity in Britain, highlighting the important work of councils in tackling obesity and health inequalities and the case for increased powers to tackle the obesogenic environment.

Business plan 2019-22: 2021 review and update

Purpose of report

For information.

Summary

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

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

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

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

Recommendation

That the Community Wellbeing 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.

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

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

The national voice of local government

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

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

Funding for local government

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

Adult social care, health and wellbeing

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

Narrowing inequalities and protecting communities

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

Places to live and work

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

Children, education and schools

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

Strong local democracy, leadership and capacity

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

Sustainability and climate action

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

Supporting councils

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

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

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

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

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

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

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

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

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

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

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

17 Goals to Transform Our World

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

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



SUSTAINABLE DEVELOPMENT GOALS

Funding for local government

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

CAMPAIGN - Build back local

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

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

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

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

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

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

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

Supporting councils

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

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

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

Financial resilience within the local government sector – we will:

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

Adult social care, health and wellbeing

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

SDG 3 – Good health and wellbeing

Ensure healthy lives and promote wellbeing for all at all ages

CAMPAIGN - The lives we want to lead

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

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

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

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

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

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

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

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

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

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

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

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

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

Supporting Councils

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

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

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

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

Support councils to:

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

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

Support councils to:

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

Narrowing inequalities and protecting communities

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

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

CAMPAIGN: Build Back Local

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

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

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

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

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

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

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

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

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

Supporting Councils

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

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

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

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

improvement support programme

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

Children, education and schools

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

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

CAMPAIGN: Bright Futures: A Child Centred Recovery

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

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

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

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

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

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

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

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

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

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

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

Supporting Councils

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

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

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

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

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

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

Places to live and work

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

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

CAMPAIGN: Housing and planning

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Supporting Councils

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

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

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

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

Strong local democracy, leadership and capacity

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

SDG 16 – Peace, justice and strong institutions

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

CAMPAIGN: Debate Not Hate

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

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

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

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

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

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

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

EU exit and constitutional reform – we will:

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

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

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

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

Supporting Councils

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

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

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

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

Sustainability and climate action

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

SDG 13 – Climate action

Take urgent action to combat climate change and its impacts

CAMPAIGN: A local path to net zero

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

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

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

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

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

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

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

Supporting Councils

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

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

Our Business

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

The national membership body for local government – we will:

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

A politically-led organisation – we will:

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

Financially sustainable – we will:

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

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

Efficient business management – we will:

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

Supportive people management – we will:

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

Collective legal action – we will:

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

Committed to a sustainable future – we will

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

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

Our service delivery partnerships

Local Partnerships

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

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

GeoPlace

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

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

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

Public Sector Audit Appointments (PSAA)

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

UK Municipal Bonds Agency plc (UKMBA)

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

Minimising the impacts of climate change

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

Flexible working

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

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

18 Smith Square

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

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

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

Meetings

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

Travel

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

Procurement

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

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

Investments

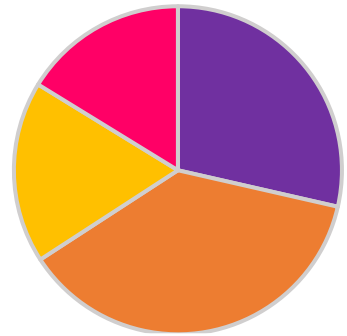
The LGA's Treasury Policy was updated in March 2021 to include the fundamental principle that, as long as the security of our funds is maintained and that counterparties have sufficient credit ratings, where possible and available our investments should support Environmental, Social and Corporate Governance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

Our budget 2021/22

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

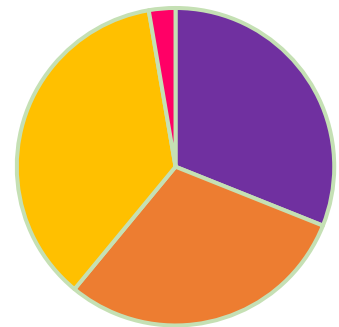
¹Income LG Group 2021/22

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



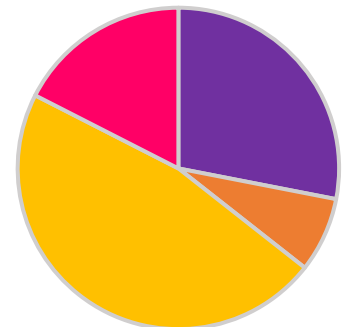
Other income LG Group 2021/22

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



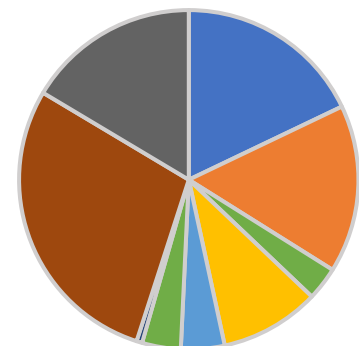
Grant and contract income (including DLUHC) LG Group 2021/22

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



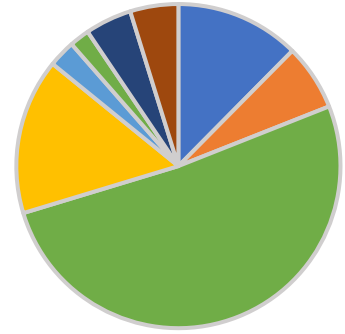
Expenditure LG Group by business plan theme 2021/22

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



Expenditure LG Group by service group 2021/22

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



Our governance

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

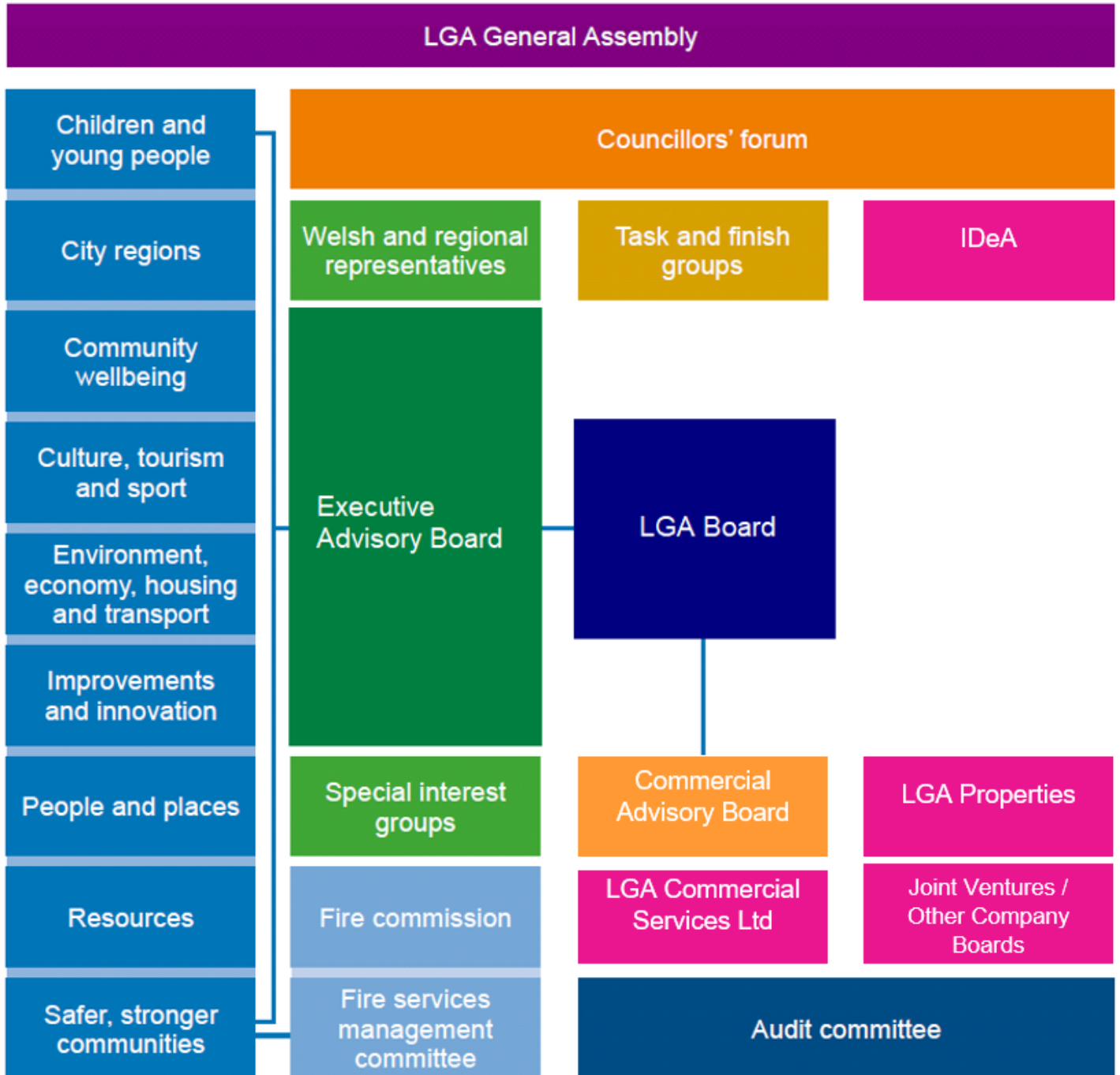
The LGA Board is supported by nine policy boards who together are responsible for developing our policies and campaigns, and for overseeing our extensive programme of sector-led improvement services, across every area of local government activity. The Fire Commission and Fire Services Management Board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

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

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

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

Our governance arrangements



Our major contracts

Catering – Bartlett Mitchell

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

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

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

Total Facilities Management – Bouygues

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

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

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

Pensions – Merseyside Pension Fund and Camden Pension Fund

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

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

ICT – Shared Technology Services

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

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

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

Note of last Community Wellbeing Board meeting

Title:	Community Wellbeing Board
Date:	Wednesday 13 October 2021
Venue:	Beecham Room, 7th Floor, 18 Smith Square, London, SW1P 3HZ

Attendance

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

Item	Decisions and actions
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1	Welcome and declarations of interest
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Apologies were received from Cllr Sue Woolley, Cllr Tim Swift, Cllr Natasha Pantelic Cllr Jonathan Owen and Cllr Louise Gittins.

There were no declarations of interest.

2	Terms of Reference, Membership, and dates of meetings
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Amy Haldane, Assistant Member Services Manager, set out how the Community Wellbeing Board operates and how the LGA works to support the objectives and work of its member authorities.

Decision

The Community Wellbeing Board agreed to note and agree their Terms of Reference for the 2021/22 year.

3	Priorities Paper
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Mark Norris, Principal Policy Adviser, introduced the report outlining proposals for the Board's priorities and key areas of work, set against the available resources for 2021/22. He particularly brought attention to paragraph 5 regarding each policy board appointing an equalities lead advocate as set out by the LGA's Executive Advisory Board, where the report sets out priorities on the health and care bill as well as where it sets out the key public health issues they are working on.

In the conversation that followed, the following points were raised:

- Comments were raised regarding the improvement work on childhood obesity and advising it should be taken in other directions. Particularly that it should focus on key skills being taught to children such as cooking to improve their life chances. Paul Ogden, Senior Adviser, indicated he would pass comments on to the improvement team.
- Members emphasised the need to highlight the levelling up agenda

and to seize any opportunities this may present in the Board's priorities going forwards.

- Paul raised that the LGA would work with the Office for Health Improvement & Disparities and that a particular emphasis was being put on health inequalities.
- Regarding work on health and housing the importance of working closely with the LGA's Environment, Economy, Housing and Transport Board and to manage where work on this topic would take place to alleviate pressure on the Community Wellbeing Board was raised.
- A view was expressed that in future Members would like to see a priorities paper that more specifically sets out the difference the Board intends to make as well what unique contribution it can bring. It was emphasised this could be useful in maximising the impact the Board could have.
- Members raised that following the pandemic it would be crucial to keep a focus on mental health and the impact the pandemic may have had.
- In response to Members emphasising the importance of social care it was raised that until the Government fully responds to the request for long term core funding for social care it will remain extremely high on the LGAs agenda.

Decision

Board Members discussed and agreed the Board's priorities for 2021/22.

4 Update Paper on Other Board Business

Mark Norris, Principal Policy Adviser, introduced the other board business paper setting out other updates relevant to the Board, and not included elsewhere.

Paul Ogden, Senior Policy Adviser on Public Health, shared with Members that a webinar on Long Covid was being planned for.

Decision

Board Members agreed to note the Update Paper on Other Board Business.

5 Update on Health and Care Reform

Alyson Morley, Senior Adviser, introduced the report which gave an update on Health and Care Reforms. Alyson explained that the Community Wellbeing Board had received regular updates on Health and Care reforms, in particular the Care Bill, which was intended to reach the House of Lords stage of its passage before Christmas 2021. Government amendments on the Bill were expected but no details had yet been given. NHSE had produced non-statutory, pre-implementation guidance giving advice on transitioning between CCGs and Integrated Care Boards which

the LGA had contributed to.

Commenting on recent announcements, Sally Burlington, Head of Policy, welcomed the introduction of the care cap, new money for the care work force, the emphasis on unpaid carers and new funding for the disabled facilities grant however concerns about long term sustainable funding remained.

Sally introduced Tom Griffiths, Head of Strategy and Victoria Dare, Deputy Director Funding Reform Policy and Reform engagement who outlined their work on the Health and Care reforms and a led question and answer discussion.

Members expressed concern over immediate pressures facing the sector, Social Care vacancies, unrealistic perceptions following the funding announcements and the proposed increased powers of the Secretary of State to intervene on NHS reconfigurations.

Decision

Board Members agreed to note the Update on Health and Care Reform report.

6 Decisions and actions from the previous meeting

Members noted the decisions and actions from the previous meeting.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Cllr David Fothergill	Somerset County Council
Vice-Chairman	Cllr Paulette Hamilton	Birmingham City Council
Deputy-chairman	Cllr Sarah Osborne	East Sussex County Council
	Cllr Rosemary Sexton	Solihull MBC
Members	Cllr Wayne Fitzgerald	Peterborough City Council
	Cllr Angela Macpherson	Buckinghamshire Council
	Cllr Louise McKinlay	Essex County Council
	Cllr Judith Wallace	North Tyneside Council
	Cllr Karen Kilgour	Newcastle upon Tyne City Council
	Cllr Joanne Harding	Trafford Metropolitan Borough Council
	Cllr Rachel Blake	Tower Hamlets Council
	Cllr Mike Bell	North Somerset Council
	Cllr Sue Baxter	Bromsgrove District Council
Apologies	Cllr Jonathan Owen	East Riding of Yorkshire Council
	Cllr Sue Woolley	Lincolnshire County Council
	Cllr Louise Gittins	Cheshire West and Chester Council
	Cllr Timothy Swift MBE	Calderdale Metropolitan Borough Council
	Cllr Natasa Pantelic	Slough Borough Council

In Attendance

Victoria Dare
Tim Griffiths

LGA Officers

Sally Burlington
Mark Norris
Alyson Morley
Paul Ogden
Laura Caton
Emma Jenkins
Kevin Halden
Vanessa Lucas
Alex Saul