



People & Places Board

Agenda

Tuesday, 8 November 2022
10.30 am

Hybrid Meeting - 18 Smith Square and
Online

There will be a meeting of the People & Places Board at **10.30 am on Tuesday, 8 November 2022**
Hybrid Meeting - 18 Smith Square and Online.

LGA Hybrid Meetings

All of our meetings are available to join in person at [18 Smith Square](#) or remotely via videoconference as part of our hybrid approach. We will ask you to confirm in advance if you will be joining each meeting in person or remotely so we can plan accordingly, if you wish to attend the meeting in person, please also remember to confirm whether you have any dietary/accessibility requirements. 18 Smith Square is a Covid-19 secure venue and measures are in place to keep you safe when you attend a meeting or visit the building in person.

[Please see guidance for Members and Visitors to 18 Smith Square here](#)

Catering and Refreshments:

If the meeting is scheduled to take place at lunchtime, a sandwich lunch will be available.

Political Group meetings and pre-meetings for Lead Members:

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

Apologies:

Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting.

Conservative:	Group Office: 020 7664 3223	email: lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3263	email: labgp@lga.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

Attendance:

Your attendance, whether it be in person or virtual, will be noted by the clerk at the meeting.

LGA Contact:

David Pealing
david.pealing@local.gov.uk

Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of £9.00 per hour or £10.55 if receiving London living wage is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

People & Places Board – Membership

[Click here for accessible information on membership](#)

Councillor	Authority
Conservative (12)	
Cllr Kevin Bentley (Chairman)	Essex County Council
Cllr Morris Bright MBE (Vice Chairman)	Hertsmere Borough Council
Cllr Lynne Doherty	West Berkshire Council
Cllr Marc Bayliss	Worcester City Council
Cllr Peter Butlin	Warwickshire County Council
Cllr Hilary Carrick	Cumbria County Council
Cllr Sam Chapman-Allen	Breckland Council
Cllr Jordan Meade	Gravesham Borough Council
Cllr Eddie Reeves	Oxfordshire County Council
Cllr Martin Tett	Buckinghamshire Council
Cllr Philippa Williamson	Lancashire County Council
Cllr Barry Wood	Cherwell District Council
Substitutes	
Cllr Jane Evison	East Riding of Yorkshire Council
Cllr Shaun Gunner	Arun District Council
Cllr Colin Kemp	Woking Borough Council
Labour (4)	
Cllr Amanda Serjeant (Deputy Chair)	Chesterfield Borough Council
Cllr Judi Billing MBE	Hertfordshire County Council
Cllr Simon Henig CBE	Durham County Council
Cllr Damien Greenhalgh	High Peak Borough Council and Derbyshire County Council
Substitutes	
Cllr Alan Waters	Norwich City Council
Cllr Erica Lewis	Lancaster City Council
Liberal Democrat (3)	
Cllr Emily Smith (Vice-Chair)	Vale of White Horse District Council
Cllr Caroline Leaver	Devon County Council
Cllr Stan Collins	Cumbria County Council
Substitutes	
Cllr Michael Mullaney	Leicestershire County Council
Independent (3)	
Cllr Emily O'Brien (Deputy Chair)	Lewes District Council
Cllr Kevin Etheridge	Caerphilly County Borough Council
Cllr Sue Roberts	South Oxfordshire District Council
Substitutes	

Cllr Georgina Hill	Northumberland County Council
Cllr Julian Dean	Shropshire Council
Cllr Caroline Topping	Suffolk County Council

Agenda

People & Places Board

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10.30 am

Hybrid Meeting - 18 Smith Square and Online

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Date of Next Meeting: Tuesday, 10 January 2023, 10.30 am, Hybrid Meeting
- 18 Smith Square and Online

Meeting: People and Places Board

Date: 8 November 2022



Terms of Reference

Purpose of report

For decision.

Summary

The People and Places Board provides a forum for local authorities that are not metropolitan to debate economic growth and public service transformation in their areas. Members are asked to agree the Board's updated terms of reference, which reflects the discussion at the first Board meeting.

Is this report confidential? Yes ☐ No ☒

Recommendation/s

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

Action/s

Member services officers to record and publish the agreed ToR.

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



Terms of Reference

Summary

1. The People and Places Board provides a forum for local authorities that are not metropolitan to debate sustainable economic growth, including the importance of decarbonisation and biodiversity recovery, and public service transformation in their areas.

Remit

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

Operational accountabilities

4. The Board will seek to involve councillors in supporting the delivery of these priorities (through Forums, policy grouping, Special Interest Groups (SIGs), regional networks and other means of wider engagement); essentially operating as the centre of a network connecting to all councils and drawing on the expertise of key advisors from the sector.
5. The People and Places Board will be responsible for:
 - 5.1 Ensuring the priorities of councils are fed into the business planning process.
 - 5.2 Developing a work programme to deliver their brief, covering lobbying, campaigns, research, improvement support and events and linking with other boards where appropriate.

- 5.3 Sharing good practice and ideas to stimulate innovation and improvement.
 - 5.4 Representing and lobbying on behalf of the LGA, including making public statements on its areas of responsibility.
 - 5.5 Building and maintaining relationships with key stakeholders.
 - 5.6 Involving representatives from councils in its work, through task groups, Commissions, SIGs, regional networks and mechanisms.
 - 5.7 Responding to specific issues referred to the Board by one or more member councils or groupings of councils.
6. The People and Places Board may:
- 6.1 Appoint members to relevant outside bodies in accordance with the Political Conventions.
 - 6.2 Appoint member champion and spokespersons from the Board to lead on key issues.
7. Cllr Mark Hawthorne is the digital champion, reporting to the Board.
8. The Board will also appoint one of its members as a green jobs champion.

Work Programme

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

Quorum

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

Political Composition

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

Substitute members from each political group may also be appointed.

Frequency per year

13. Meetings to be five time per annum.

Reporting Accountabilities

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

Meeting: People and Places Board

Date: 8 November 2022



LGA Plan 2022-25

Purpose of report

For discussion.

Summary

On 19 October 2022, the LGA Board signed off a new 3-year business plan for 2022-25. The [LGA Plan 2022-2025](#) sets the direction for the LGA as a whole and includes our policy and campaigning priorities for the period.

The Board is asked to review the Plan and to discuss any changes to its workplan to reflect the overall LGA direction and priorities.

Recommendations

That the People and Places Board reviews the Plan and discuss any changes to its workplan to reflect the overall LGA direction and priorities and the new Government.

Contact officer: Rebecca Cox

Position: Principal Policy Adviser

Phone no: 0207 187 7384

Email: rebecca.cox@local.gov.uk

LGA Plan 2022-25



Background

1. On 19 October 2022 the LGA Board signed off the LGA's new 3-year business plan – [LGA Plan 2022-2025](#). The development of the Plan was led by a joint officer/member task and finish group, who considered feedback from consultations and discussions with member councils, lead members, group executives and staff.
2. The new LGA Plan clearly sets out our vision to be **the Voice of Local Government** and our purpose to **Promote, Improve and Support** local government. A copy of the Plan is attached at **Appendix 1**.

Content

3. The LGA Plan is in three parts:

Part 1:

- sets out the LGA's overarching vision and the golden thread that runs through the plan - to be **the Voice of Local Government**;
- sets out our purpose - to **Promote, Improve and Support** local government. These form the three pillars of all our external facing work, including the work of the eight policy boards and the Improvement and Innovation Board.
- emphasises our commitment to work more collaboratively across the whole of local government to strengthen our voice on behalf of the sector.

Part 2:

- Promoting **local government** sets four policy and campaigning priorities
 - ✓ A sustainable financial future
 - ✓ Stronger local economies, thriving local democracy
 - ✓ Putting people first
 - ✓ Championing climate change and local environments.
- **Improving local government** sets out our main grant-funded commitments.
- **Supporting local government** highlights the excellent technical and professional support and services we deliver to councils in fields such as workforce, pensions, legal, communications and procurement and a range of place-based services.

Part 3:

- **Our business** – sets out our internal organisational priorities, including actions to support our political leadership and enhance our membership, increase our financial resilience and our commitment to Net Zero.

Delivering the LGA Plan

4. Members are invited to review the LGA Plan and to discuss any amendments of additions to the Board's work programme to align with the LGA's priorities.
5. The main outcomes relating to the Board's work are:
 - 5.1. Theme 1: Press for freedoms that lead to greater local control over council tax and business rates, and a wider range of suitable funding sources for councils.
 - 5.2. Theme 2: Councils and combined authorities have the powers and resources to create the conditions for strong, inclusive local economies and good jobs as part of 'levelling up' the country, including through improved digital connectivity and viable transport networks.
 - 5.3. Theme 2: Employers, job seekers and those looking to progress in work are better supported through a more local employment and skills system.
 - 5.4. Theme 4: Government and councils work together to meet the country's net zero carbon and climate change adaptation ambitions, restore the natural environment and, through a strong focus on waste prevention, deliver a waste and resource system that meets local needs and improves the use of resources.
6. The LGA Plan will remain a flexible document that will be reviewed and updated annually, and with the agreement of the LGA Board, may be updated to reflect changing circumstances.
7. While a national policy agenda is still emerging, the Board might also wish to consider any areas of work arising from the new Government they wish to see reflected in the Board's work, or any aspects of the Board's work they might wish to see amended in order to best influence the new Government and other political parties.

Implications for Wales

8. The LGA Plan includes the support that we provide to the 22 Welsh councils, in membership of the LGA through the Welsh LGA. However, some central government grant-funded activities do not include support to Wales, where funding may be allocated through the Welsh government.

Financial Implications

9. Delivery of the LGA Plan is reflected in the LGA's medium term financial strategy. Our internal business priorities include priorities to ensure the financial sustainability of the LGA.

Equalities implications

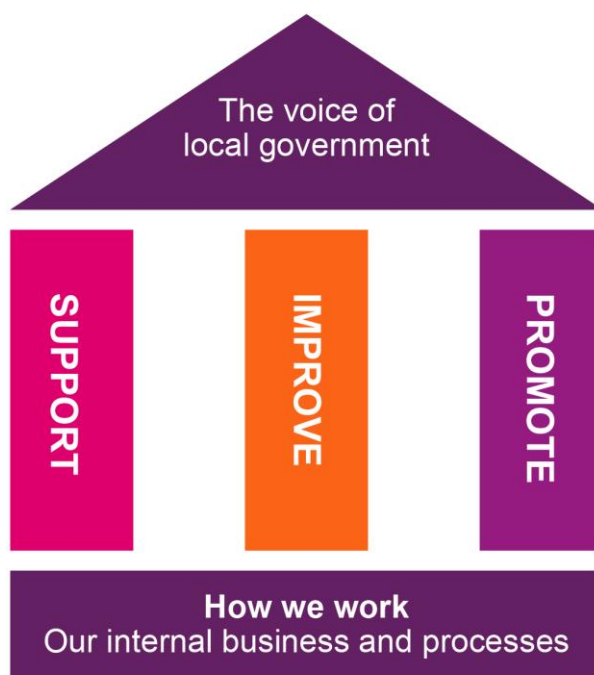
10. Our internal business priorities include the delivery of the LGA's equalities strategy and action plan.

Next steps

11. Subject to members' comments, the Board's work programme will be updated to reflect the priorities of the LGA Plan 2022-25.

LGA plan 2022-2025

The voice of local government



Part 1 – About the LGA

The Local Government Association (LGA) is **the voice of local government** – not just of councils but of local government in its widest sense. This is both our vision and the golden thread that runs throughout this three-year plan.

As the national membership body for local authorities, we provide the bridge between central and local government and we help councils deliver the best services to their local communities.

Our core members are English councils in full membership and Welsh councils in corporate membership through the Welsh LGA. Our Associate members include fire and rescue authorities, fire, police and crime commissioners (PCCs), national parks authorities and town and parish councils through their membership body National Association of Local Councils (NALC). Over the period of this business plan, we intend to strengthen our representation of local government in its widest sense by working more closely with combined authorities and their mayors and with PCCs and police, fire and crime commissioners (PFCCs) and the Association of Police and Crime Commissioners (APCC).

Our purpose

We exist to **promote, improve and support local government**.

We are politically-led and cross-party and we work to give local government a strong, credible voice with national government and across the political parties. Supported by our team of experts covering every area of local government activity, we influence and set the political agenda on the issues that matter to our members so they can deliver local solutions to national problems.

We know that priorities change and that we need to stay relevant to all our membership. We work across the breadth of local government, drawing in every tier of interest to promote and defend the reputation of the sector, focusing our efforts where we can have real impact.

Our extensive range of improvement programmes are sector-led and peer-based. Using expertise drawn from the sector, we build the capacity of councils to improve, so they can drive sustainable growth, deliver better public services and empower communities.

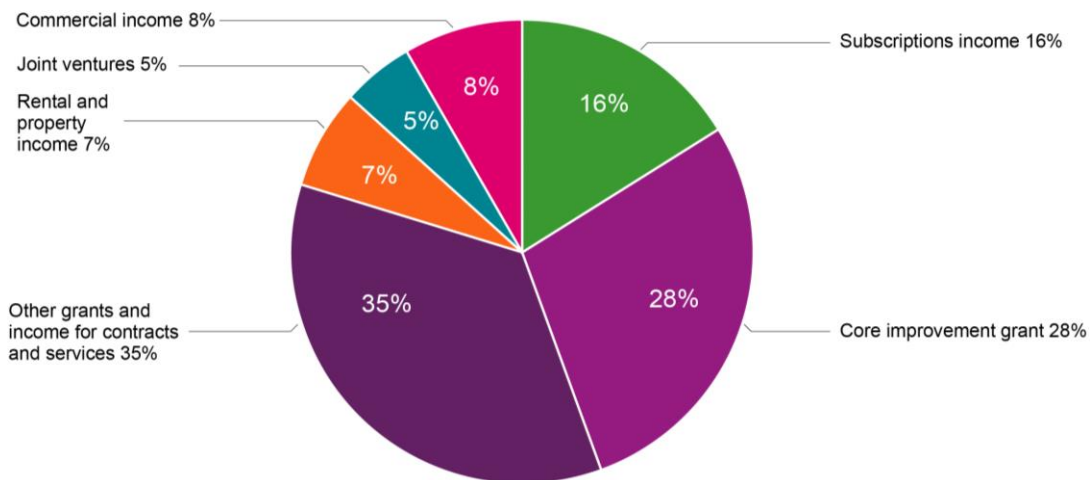
Part 2 of this business plan sets out our priorities to promote, improve and support local government.

Our business – how we work

Delivering on our ambition to be the voice of local government demands an efficient, well-managed and financially resilient business and a reputation for delivering high quality and value for money. Our internal business priorities are set out in **part 3** of this business plan

The context

Our funding



- 16 per cent of our funding comes from the subscriptions of our member councils
- 28 per cent of our funding comes from the improvement grant from the Department for Levelling Up, Housing and Communities (DLUHC)
- 35 per cent of our funding comes from other central government grants and contracts
- 7 per cent of our funding is rental and commercial income from our two central London buildings – 18 Smith Square and Layden House Farringdon
- 5 per cent of our funding comes from our joint ventures – GeoPlace and Local Partnerships
- 8 per cent of our funding comes from our other commercial activities, including our conference and events programme and consultancy services.

All numbers based on 2022/23 LGA group budget

Our membership

- 331 of 333 English councils are in full membership of the LGA
- all 22 Welsh councils are in membership through the Welsh LGA
- 31 fire and rescue authorities along with the Essex, Northants, North Yorkshire and Staffordshire Police, Fire and Crime Commissioners are associate members
- our associate scheme also includes national parks authorities, town and parish councils, fire, police and crime commissioners and other joint arrangements.

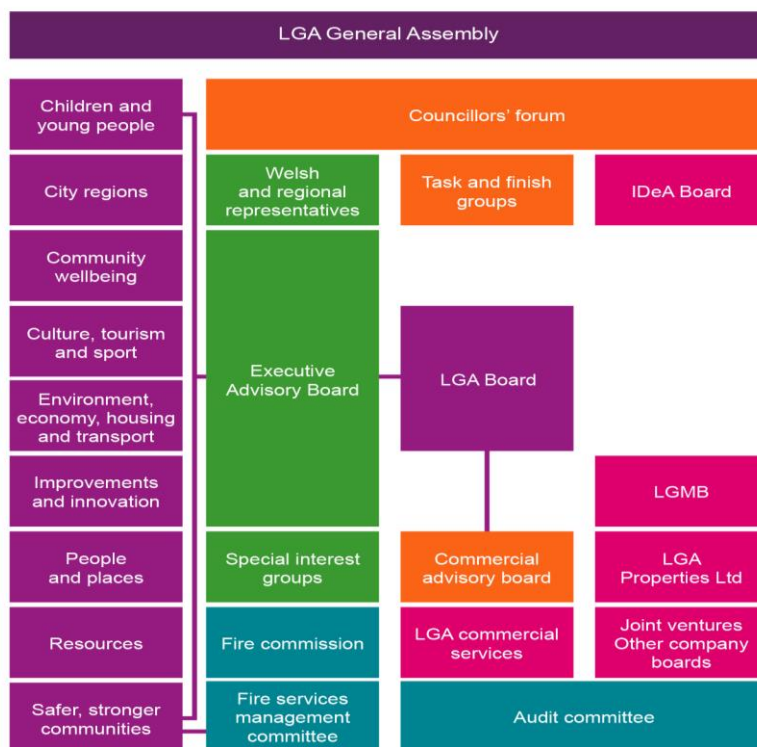
Our political leadership

- 450 elected members from across England and Wales are actively involved in the LGA through our boards, committees, forums and task and finish groups
- over the last two years, 161 member peers and 257 officer peers have actively led and supported our peer support activities.

Our governance

Our boards, committees and task and finish groups lead our work to promote, improve and support local government and ensure that we can speak and act with authority on behalf of our sector.

This business plan frames their work and the work of all the staff who support them.



- The LGA is an unlimited company and the LGA Board is its Board of Directors. The LGA Board sets the strategic direction of the LGA in consultation with the Executive Advisory Board and agrees the annual budget and business plan.
- The eight policy boards and the Improvement and Innovation Board develop our policy lines and steer and oversee our activity in their respective areas, in line with the LGA priorities. The Improvement and Innovation Board also oversees delivery of the LGA's improvement work in line with our grant funding agreements and contracts.
- Each board has its own work programme and monitors performance against that work programme. The boards present their reports to the Councillors' Forum every six weeks. A summary of performance is included in the quarterly performance reports to the LGA Board.

Key wins on behalf of local government

Over the period of the last business plan we secured on behalf of councils:

- £4.8 billion of additional grant funding as part of the 2021 Spending Review
- over £10 billion of grant funding to deal with costs arising from COVID-19
- over £155 million in improvement support for councils
- £26 million to speed up Local Land Charges Register transfers.

Practical support

Over the period of the last business plan:

- 3,500 councillors participated in one or more of our leadership programmes
- over 460 graduates were recruited and placed in councils across England and Wales through the National Graduate Development Programme
- we provided practical support on emerging issues, such as COVID-19 and the resettlement of new arrivals from Syria, Hong Kong, Afghanistan and Ukraine.

Our influence and engagement

In the 2021/22 parliamentary session we:

- were quoted 592 times in Parliament
- briefed MPs and Peers for 56 parliamentary debates and 39 debates on legislation
- appeared before 30 parliamentary inquiries
- produced 47 written submissions to inquiries to help inform a wide range of recommendations in parliamentary reports.

In the year ending 31 March 2022, we:

- featured **34,979** times in national, trade, regional, broadcast and online media, including **1,510** mentions in national articles – an average of **29** times a week
- secured an average **four** national media hits a day
- secured **114** interviews on national broadcast media for our lead political spokespeople
- organised **160** events with an overall satisfaction rating of 95 per cent.

What our members say about the LGA

In the 2021 membership perception survey:

- 79 per cent would speak positively about the LGA
- 76 per cent were satisfied with the work of the LGA
- 83 per cent agreed the LGA keeps members informed about its work
- 99 per cent of chief executives, 96 per cent of directors and 91 per cent of council leaders have said our improvement support has resulted in positive impacts for their local authority
- 100 per cent of councils participating in a Corporate Peer Challenge said that the process had a positive impact.

Part 2 – Promoting, improving and supporting local government



Promoting local government

One of the LGA's key roles is to influence government policy and to shape how that policy is delivered through partnership at the local level.

Our offer to government reflects the significant local leadership role played by local government and the technical expertise that it brings, both in areas of service delivery and more generally across social, economic and environmental themes. We draw on good relationships with ministers and officials but we also build alliances with a range of other stakeholders and, where useful, explain our positions through the media. The scope is very broad and prioritisation is critical to ensuring that we are as effective as possible in our promotion of the sector.

The LGA's thematic boards lead our policy work and are essential to the prioritisation process. The boards grapple with immediate policy challenges but also engage in forward thinking to ensure that local government is at the forefront of policy development.

Over the next three years, the main thrust of our work will centre on four main themes:

- a sustainable financial future
- stronger local economies, thriving local democracy
- putting people first
- championing climate change and local environments.

We will also continue to respond to unplanned immediate issues that impact on the sector. In the past this has included Grenfell, COVID-19 and the Homes for Ukraine scheme.

Theme 1 – A sustainable financial future

High levels of inflation and energy costs and higher than expected forecasts of the National Living Wage mean that councils are facing significant additional cost pressures. Fair and sustainable funding would allow councils to plan and deliver essential, resilient public services beyond the short term.

We will work to secure the following outcomes:

- Continue to highlight the cost pressures on all council services and press for longer term funding that reflects current and future demand for services.

- Press for freedoms that lead to greater local control over council tax and business rates, and a wider range of suitable funding sources for councils.
- Councils can access a range of sources of finance to encourage investment, supported by an appropriate financial framework.

Theme 2 – Stronger local economies, thriving local democracy

Strong local economies help to build a resilient national economy which can unlock economic potential across the country and ensure no community is left behind. Councils already have an important role in [securing private and foreign investment](#) in infrastructure. With more localised powers, greater diversity of elected representatives and high standards of conduct they can help to level up the country.

We will work to secure the following outcomes:

- Councils and combined authorities have the powers and resources to create the conditions for strong, inclusive local economies and good jobs as part of ‘levelling up’ the country, including through improved digital connectivity and viable transport networks.
- Employers, job seekers and those looking to progress in work are better supported through a more local employment and skills system.
- Councils and combined authorities can maximise their cultural, heritage, and sporting assets to support their local economy and communities.
- Local government has a key role in reducing socioeconomic inequality by increasing opportunity, strengthening communities and safety nets, and promoting long-term financial inclusion and resilience.
- Councils deliver democratic systems that everyone can engage with, including fair and safe elections and transparent and well-run governance arrangements.
- Councillors engage in healthy and positive debate and display the highest standards of conduct; abuse and intimidation of councillors and officers is taken seriously by all agencies and appropriate steps are taken to prevent and respond when it occurs.

Theme 3 – Putting people first

Local government is unique in offering a range of specialised services which impact the direct quality of life that residents of all ages experience on a daily basis. Councils can convene local partners to help everyone live safe, healthy, active, independent lives.

We will work to secure the following outcomes:

- The reform of adult social care gives councils the resources to address their funding pressures; changes in the adult social care assurance framework helps them improve quality and standards.
- Councils remain at the heart of work to integrate health and care and can make effective contributions to integrated care systems and place-based partnerships.
- Councils have the appropriate leverage to enable them to deliver their public health and health protection responsibilities.

- Councils have a clear ongoing role in promoting and supporting high educational standards and the resources, powers, and flexibilities to ensure every child has fair access to a place at a good local early years setting, school or college.
- Councils have the powers and funding to meet the needs of all local children and young people including looked-after children and those with Special Educational Needs and Disability and ensure that children and families have access to the help they need and the opportunities they deserve.

Theme 4 – Championing climate change and local environments

Everyone wants to live in a green and safe local environment. Councils are actively working to address climate change whilst continuing to consider the broader environmental factors which help to make safer more sustainable communities.

We will work to secure the following outcomes:

- Government and councils work together to meet the country's net zero carbon and climate change adaptation ambitions, restore the natural environment and, through a strong focus on waste prevention, deliver a waste and resource system that meets local needs and improves the use of resources.
- A properly resourced local plan-led system that supports net zero carbon ambitions and through which councils can build more council homes and facilitate the delivery of housing that meets the needs of their local communities.
- The Government's fire reform agenda is shaped to ensure fire and rescue authorities have the resources to address their challenges, including those from climate change.
- Councils have the powers, resources and support to work with local partners to tackle crime and prevent people being drawn into criminal behaviour.
- Through proportionate and risk-based social housing regulation and private rented sector reforms, communities have a safe, secure and high quality private rented sector that is fairer for both tenants and landlords and delivers improved services for social housing tenants.
- Councils continue to drive higher safety standards across all types of housing and are supported to ensure remedial action is taken by building owners and to prepare for the new building safety regime.

Our campaigns

We will support all this work through [our four priority campaigns](#):

- [Debate not hate](#)
- [Build back local](#)
- [The future of adult social care](#)
- Bright futures

Over the period of this business plan we will continue to develop new campaigns that match our priorities.

Improving local government

As the voice of local government, we are committed to supporting local government continuously to improve.

Our sector-led approach is underpinned by the core principles that local government is responsible for its own performance, is accountable locally not nationally and that there is a collective assurance responsibility within the sector as a whole.

Using local government expertise –peers in particular –to provide leadership, challenge and support, we help councils to improve, innovate and deliver positive outcomes for their communities. We provide tools and resources that enable councils to respond to present and emerging challenges and ensure that they have in place the building blocks of what makes a good organisation – a clear vision and set of priorities, strong political and managerial leadership, clear and effective leadership of the place, robust financial planning and capacity to improve.

We will continue to provide improvement support in the following areas:

Governance and finance

Our improvement offer will continue to provide councils with tools to enhance governance and financial resilience, including through effective use of peers and data. It features:

- Our [regional support and improvement programme](#), which uses expert peers and regional support teams to provide councils with a suite of improvement options, including tailored and bespoke offers. Our range of resources and tools includes peer challenge, post-election and bespoke support, and relies on peers to challenge, support and guide councils on specific issues.
- Our peer support, research and data offers, including our award winning LG Inform data platform which provides tools and support to compare and enhance local capabilities and support good and effective governance. We will continue to facilitate sharing of notable practice and innovation across the sector.
- Our [financial resilience programme](#), which helps councils to achieve productivity, efficiency and prioritise how they spend reduced resources.

Support for councillors

Our four political group offices – Conservative, Labour, Liberal Democrat and Independent – provide the main route through which we extend our reach to councillors, from back benchers through to council leaders. Working with and through them we will continue to offer advice, support and development opportunities for elected members including:

- [political leadership training and development](#) to attract new talent and support councillors to be confident, capable local leaders
- [Civility in Public Life programme](#) supporting councils to address abuse and intimidation of councillors and improve standards of political discourse and behaviour in public office.

Support for officers

We will continue to provide training to council officers to increase their skills and improve council capacity including through:

- [Highlighting managerial leadership offer](#) to help improve the leadership capacity of local government professionals now and in the future
- [National Graduate Development Programme \(NGDP\)](#), our flagship management development programme, which recruits the brightest and best graduates and places them in councils across the country.

Partners in Care and Health (formerly Care and Health Improvement Programme)

The recently rebranded PCH team is currently tendering for a range of contracts and discussing a small number of direct awards to enable us to continue to support councils and their care and health partners to deliver high quality adult social care and public health.

Subject to the outcome of the process, we aim to continue to prioritise:

- delivering the Better Care Fund (tender won)
- improving commissioning, the fair cost of care and shaping the care market
- recruitment and retention in the adult social care market
- digital transformation in social care
- public health.

Children's Services Improvement programme

Our Children's Services Improvement programme supports councils to help children, young people and families to achieve the best possible outcomes. We will continue to offer:

- leadership training, networking opportunities, mentoring and coaching for political and corporate leaders with responsibilities for children's services
- improvement support and diagnostic activity framed around specific themes and issues (including peer challenge)
- Early Years Speech and Language programme.

Other service specific support

We will continue to offer the following service specific programmes:

- [climate change programme](#), to help councils address climate change, adaption and environmental sustainability
- support, advice and training for councils to communicate effectively with residents, media, partners and employees through our [communications improvement programme](#)
- [culture and sport improvement programme](#) to help councils tackle the challenges and take advantage of the opportunities for culture, tourism and sport
- [equality, diversity and inclusion programme](#), to help councils in reduce inequalities and enhance inclusion and cohesion within their communities.

Supporting local government

As the voice of local government, we offer additional expert technical and professional support that responds to a wide range of issues, challenges and opportunities outside our main improvement programmes. These include a comprehensive workforce offer, specialist legal and communications expertise, support to councils in their role as guardians of place and data and digital support.

Over the next three years we will focus on the following key areas:

Support to the local government workforce

Recruiting and retaining good staff at all levels is central to delivering excellent local services and a thriving local democracy. The cost of living crisis, and its impact on the workforce following years of restricted supply of key professions and reduced competitiveness with other employers, will be an acute challenge in the coming years. Our comprehensive workforce offer involves leadership of national collective bargaining, as well as supporting councils to address capacity and capability issues.

We will:

- Lead on national collective bargaining across councils, schools, fire and rescue authorities, police support staff and other related workforces.
- Deliver comprehensive workforce support including workforce planning, officer-member relationships, diversity and equality, and HR/OD reform looking at organisational structures, pay frameworks and employee engagement.
- Provide specialist pensions support, including training courses for councillors and employers; as well as regulatory support from our team of expert advisers.
- Promote national programmes that enhance and support the local government workforce and respond to significant skills shortages, including T Levels and apprenticeship support programmes.

Legal and governance support

The LGA has a proven track record of successful legal action on behalf the sector, costing councils a fraction of the cost and delivering significant benefits. We also provide expert governance support. We will:

- Continue to offer/commission specialist legal support on issues affecting a number of councils – our current priorities are the collective actions on Mastercard/Visa and the trucks cartel.
- Contribute to public inquiries in support of the sector – our current priority is the COVID-19 Inquiry.

Communications and events

Our communications expertise is a core benefit of LGA membership and the work of our communications teams increases our reach and ensures that our voice is heard both within and far beyond our sector. We will continue to offer:

- A comprehensive programme of free and paid for events. These will either be in-person, hybrid or via a virtual platform and will include an average 30 per cent discount to members councils for paid for events.
- Emergency media support to member councils on a 24/7 basis.
- Daily updates from the national and broadcast media on coverage that relates to local government and LGA media releases.
- LGA Communications and Parliamentary Network, providing public affairs and communications insights through bulletins, events and support.
- Media relations activity promoting member council good practice and case studies to promote and defend the reputation of local government as well as lobbying, campaigns and improvement work by the LGA on behalf of member councils.
- First magazine – our monthly publication that promotes good practice and highlights the LGA's work to over 18,000 councillors.

Supporting local people and places

Councils are the guardians of place. Our range of place-based programmes are designed to support councils in that role. We will continue to offer a range of practical and technical support, including:

- The [Behavioural Insights programme](#), which supports councils to encourage behavioural change amongst local communities to improve outcomes and reduce demand on public services.
- Practical and technical support to locally-led public sector partnerships to make the best use of their land and buildings through [One Public Estate](#) (OPE).
- Advice, support and training on planning and service delivery through the [Planning Advisory Service](#).
- [Levelling up](#) and [devolution support](#) to help councils lead their place-shaping ambitions and enable further devolution.
- [Economic growth support](#) on all aspects of councils' economic development plans, including employment, re-skilling, high streets, SME support and business retention.
- [Procurement and commissioning support](#), to help councils add value and deliver better outcomes for local people through our supply chains.
- [Housing](#) and [building safety](#) support to help councils seeking to innovate in meeting

the housing needs of their communities and ensure all homes are safe.

- Support for councils to take action against private owners of blocks with combustible cladding and make them safe through the [Joint Inspection Team](#).
- Support for [fire authorities](#) and National Employers to conduct collective bargaining, implement workforce requirements relating to fire reform and deliver effective services for local communities. The LGA will also continue its role as the secretariat for the NJCs for firefighters, middle managers and brigade managers.

Data and digital

Effective management of data and digital systems is central to the delivery of excellent public services and to a thriving local democracy but increasingly cyber security presents one of the biggest threats. We will support councils through the following key programmes:

- [Cyber security and digital programme](#) to help councils safely digitalise services and improve productivity.
- [Data programme](#), including LG Inform and LG Inform Plus, to support local authorities in benchmarking and performance management and help them make better use of data.

Part 3 – Our business: how we work

Delivering on our ambition to be the voice of local government demands an efficient, well-managed and financially resilient business and a reputation for delivering high quality and value for money.

Our staff and members are central to that ambition. The leadership of our elected members, the technical expertise of our staff and our ability to speak on behalf of local government are our unique selling points.

Our four political groups provide the main route through which we extend our reach to councillors from every member council and into the wider local government sector.

We actively seek feedback from our member authorities so we can prioritise those issues that are most important to them and we rapidly reprioritise when circumstances demand.

[Equalities, diversity and inclusion](#) and action to tackle climate change and minimise the negative impact of our activities are central to the way that we manage our business.

Our values

Our values underpin all our work:

Inclusive – we ensure that our work is inclusive of all voices.

Ambitious – we are ambitious for councils and their communities and are committed to striving for excellence in all that we do to support our colleagues, our membership and the sector to deliver the best possible outcomes.

Collaborative – we bring together the expertise and skills needed, working as one team.

Our priorities

Over the next three years our organisational priorities will be:

Strengthening our voice

The closer we work across the sector, the stronger our voice on behalf of local government. We will:

- Maintain membership levels amongst councils in England and Wales by keeping subscriptions affordable, offering value for money and continuing to offer membership benefits that meet their changing needs and expectations.
- Engage more fully with combined authorities and their elected mayors and with PCCs and PFCCs and their representative arrangements and maintain and develop our relationship with NALC on the issues where the interests of our members align.
- Deliver communications that reflect the issues that matter to councils, their residents and their communities – and that have the most impact.
- Offer a range of virtual and hybrid events and meetings to encourage member councils actively to participate in and contribute to our work.

- Exploit the full potential of the investment in our CRM system to enhance the delivery of integrated and targeted services to member councils, including a new online membership resource that sets out the benefits of membership.
- Review our approach to the work of our Special Interest Groups to ensure they are fully engaged with the wider LGA.

One politically-led organisation

Our politicians lead our work to promote local government's priorities and influence the political agenda. We will:

- Provide opportunities for political debate and challenge as part of the process of achieving consensus.
- Ensure that the members who sit on our boards, committees and task and finish groups are properly briefed and supported to deliver their roles so they can focus on the issues where they can make most impact.
- Provide high quality briefings to enable our political leadership to represent local government authoritatively in their engagement with secretaries and ministers of state and their opposition spokespeople and in the national media.
- Provide briefings and advice to our president and parliamentary vice-presidents and other key parliamentarians so they can speak with authority on behalf of the sector.
- Engage with parliamentary proceedings to influence legislation and select committee inquiries and to ensure that local government's voice is heard in parliamentary debates and questions.
- Influence the national policy agenda through our high-profile media activity, promoting local government's priorities in national print, online and broadcast media and the trade press.

Financially resilient and ambitious

Our medium-term financial strategy sets the framework for financial resilience and security, including diversifying our sources of income and investigating opportunities for new income streams to provide additional resources to further support our members. We will:

- Complete the Layden House programme and develop a comprehensive strategy for managing and exploiting our property portfolio, including our own occupation of 18 Smith Square and options for future income generation.
- Retender the 18 Smith Square catering contract and other major procurements.
- Launch and embed the revised commercial strategy setting out our approach to identifying and assessing potential funding sources, including an assessment of the costs and benefits to the LGA and to the sector.
- Build the LGA's bidding capacity and capability, supported by a structured bid development, risk assessment and approval process, with early involvement of legal, finance, HR, property and IT.
- Build on existing income generating and income source diversification successes and ensure they remain resilient and relevant and continue to work closely with all

relevant government departments (not just DLUHC), councils and partners to secure funding for improvement programmes and ensure delivery against improvement grant agreements, in support of our sector-led approach.

Efficient business management

Efficient internal systems and processes and excellent IT underpin our work to promote, improve and support local government. We will:

- In conjunction with Brent/Shared Technology Services, deliver the LGA's 'ICT road map 2022-25', which includes retendering our AV contract in 2022 and continuous improvement of our core systems and processes.
- Undertake a comprehensive review of our IT contract, delivered through LGA Digital Services, in 2023 to consider options for future.
- Continue to build awareness of cyber security and enforce secure business processes throughout the LGA.
- Review and develop our own crisis response and business continuity approach.
- Embed the LGA's new procurement strategy to ensure that all our procurement complies with our EDI policies and contributes towards our net zero ambitions.

Supportive people management

We want the LGA to be a great place to work. We will:

- Deliver the 'People Plan', which falls under the following five priority areas:
 - **Attract, recruit and retain** a diverse, skilled and committed workforce whose values and behaviours align with those of the LGA, whilst increasing **the diversity** of the organisation, particularly at senior levels.
 - **Develop and support** the workforce to help people fulfil their career potential.
 - **Strengthen employee engagement** by **valuing and listening** to staff whilst creating a workplace that is inclusive, inspiring, diverse, innovative, ambitious, and fulfilling.
 - **Create and maintain** a forward-thinking, collaborative workforce where individuals are supported to achieve a **positive work life balance**.
 - **Recognise the contributions that our staff make** through their delivery of the LGA's priorities.
- Deliver the equality, diversity and inclusion strategy and action plan 2021-24.

Committed to a sustainable future

In line with the motions passed by the General Assembly in 2019 and 2021, we keep action to minimise the impacts of climate change at the heart of the way we manage our business. We will:

- Keep our policies and practices under review to ensure that they contribute to combatting the adverse effects of climate change.
- Develop a Green Action Plan setting out our commitment to Net Zero and how we intend to achieve that.
- Based on the green audits carried out in 2020 and 2022, minimise the environmental impact of our two central London buildings.
- Ensure that our main external contracts have environmentally sustainable policies and practices.
- Encourage sustainable travel practices through our flexible working policy, staff and members' expenses policies and continued participation in national sustainable travel initiatives such as the Cycle to Work scheme.

Our service delivery partnerships

Local Partnerships

Local Partnerships is a joint venture between the LGA, HM Treasury and the Welsh LGA. Its support to local authorities and the wider public sector is focused on five main areas:

- climate response
- circular economy and resource efficiency
- infrastructure and assets
- complex contracting
- public sector capability and capacity.

GeoPlace

GeoPlace is a joint venture between the LGA and Ordnance Survey and is the central source for UK address and streets data. Working with the 355 councils in England and Wales, GeoPlace cleanses and validates the data they produce and creates and maintains national registers of 42.8 million addresses and 1.3 million streets. The data is distributed commercially by Ordnance Survey through the Address Base range of products.

GeoPlace's strategic objectives are to:

- deliver benefit from the use of spatial addressing and streets data
- create efficiencies and improvements in the public sector and
- provide an operational surplus back to the two partner organisations.

Public Sector Audit Appointments (PSAA)

PSAA is an independent company limited by guarantee and specified 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 aims to deliver cheaper debt financing to councils through the sale of bonds in the capital markets. UKMBA works through its managed service provider to aggregate borrowing requirements and issue bonds. The LGA provides support services to the company.

Measuring success

How we measure success:

External measures

KPIs and other measures agreed and routinely monitored for our improvement programmes

Quarterly resident satisfaction survey

Annual membership survey

Success in collective legal actions

Successful New Burdens applications

Continued Cyber Essentials Accreditation

Other external accreditations

Parliamentary polling

Funding and powers secured

Legal actions won

Internal measures

Staff survey

Regular staff 'temperature checks'

Statutory accounts and audit reports

Funding secured for the sector

Completion of contracts

Delivery against objectives of the IT roadmap and People Plan

Performance reports

Reports to boards against work plans

Progress against EDI and green action plans

How we communicate this:

Chief Executives report to the LGA Board

Board chair's reports to Councillors' Forum

Headlines report to SMT and LGA Board

Annual reports, including sector support annual report

Bulletins to council leaders, chief executives, members, council staff and stakeholders

Annual LGA in Parliament reports

Meeting: People and Places Board

Date: 8 November 2022



Britain's Leading Edge

Purpose of report

For information.

Summary

This paper provides background for members about Britain's Leading Edge and a short update on their upcoming work programme.

Is this report confidential? Yes ☐ No ☒

Recommendation/s

Members are asked to note the background and work programme of Britain's Leading Edge. Members are asked to consider opportunities for potential collaboration with the Board.

Action/s

Following a steer from members officers will follow up any opportunities for future collaboration with Britain's Leading Edge.

Contact officer: Esther Barrott
Position: Adviser
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Britain's Leading Edge



Background

1. Britain's Leading Edge is a collaboration of 12 upper tier local authorities on England's periphery without major cities, representing eight per cent of England's GVA (equivalent to English core cities) and 37 per cent of England's renewable energy.
2. Average per capita GVA in peripheral regions without major cities is growing more slowly than England's average, and average median earnings are around £2,600 less than the English average.
3. Britain's Leading Edge was launched in July 2019 amid the UK's exit from the European Union, to provide a platform for its members to contribute to a balanced debate about the future of the UK economy.
4. Over the past three years the group has:
 - 4.1. Co-sponsored, together with the University of Exeter, a PhD student researching sustainable regional development in peripheral regions. The report 'Levelling Up the Periphery: Investing in Our Natural Assets for Prosperity and Growth' will be published this autumn.
 - 4.2. Organised an academic conference on regional development in the UK, which aims to grow into an academic network, looking at the unique advantages and disadvantages of peripheral regions.
 - 4.3. Worked with the Treasury to reduce rural disadvantage in the Green Book. The group continues to be represented through Cornwall Council on the Green Book working group.
 - 4.4. Provided oral and written evidence to multiple parliamentary select committees.
 - 4.5. Organised a roundtable discussion with Britain's Leading Edge political leaders in the margins of the LGA Conference in Harrogate.

Current work programme

5. The group is currently in the middle of a major data collection exercise, examining how Britain's Leading Edge differs from more central parts of the United Kingdom.
6. In addition to this they are developing a new version of their manifesto, fit for the next three years and beyond.

7. Britain's Leading Edge is looking to create a strong network of cross-party MPs who advocate on behalf of peripheral regions without major cities, supported by research and the findings from the '[Levelling up the leading edge](#)' report in collaboration with the University of Exeter, and continue to highlight the place-specific opportunities Britain's Leading Edge areas have to offer to the UK's carbon zero economy.

Opportunities for collaboration

8. Having heard from the National Farmers Union in 2021/22, the Board will continue to explore the need for rural proofing and recognition of rural needs in policy. There is an opportunity for the People and Places Board to hear from other organisations working in a similar space.
9. Cllr Linda Taylor Leader of Cornwall Council, a key member of Britain's Leading Edge, will address the Board to discuss Britain's Leading Edge's priorities and work programme as well as opportunities for collaboration.
10. Members might wish to discuss specific findings from Britain's Leading Edge 'Levelling up the leading edge' report and implications for rural communities as well as how the organisations can better work together to lobby government on rural issues and advocate for investment into rural communities to ensure sustainable growth.

Implications for Wales

11. Many policy areas are devolved, however where the topic allows, we will work with the Welsh Local Government Association and other bodies to ensure issues relating to Welsh councils are properly represented and we are aligning our lobbying work where appropriate.

Financial Implications

12. Any financial implications arising from this work will be met from the Boards' agreed programme budgets and the LGA's improvement grant.

Next steps

13. Following a steer from members, officers will follow up any opportunities for collaboration with Britain's Leading Edge.

Meeting: People and Places Board

Date: 8 November 2022



People and Places Board meetings forward plan

Purpose of report

For direction.

Summary

This short paper sets out future Board dates with proposals for discussion topics.

Is this report confidential? Yes ☐ No ☒

Recommendation/s

Members to comment on and agree the forward plan.

Action/s

Officers to update the forward plan as required. Officers to prepare invitations to speakers as directed.

Contact officer: Rebecca Cox
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People and Places Board meetings forward plan



1. The Board will meet five times over the course of the Board cycle. The following table sets out an initial forward plan for lead members' comment. The plan will be updated and further content added throughout the cycle in response to current events and Board priorities.

Date	Papers	Guest speaker(s)
<i>23 September 2022</i>	<i>Terms of reference</i> <i>Work programme</i> <i>Levelling Up</i> <i>Green jobs and retrofit</i> <i>EDI skills and employment</i> <i>Digital inclusion</i> <i>Growth funding</i>	<i>Cllr Mark Hawthorne</i>
<i>8 November 2022</i>	<ul style="list-style-type: none"> <i>Final terms of reference</i> <i>LGA Plan and reflections on new Government</i> <i>Britain's Leading Edge</i> <i>Green jobs, including new BEIS project</i> <i>Place pilots research</i> <i>Levelling Up Locally inquiry</i> 	<i>Cllr Linda Taylor</i> <i>Sarah Longlands, CLES</i>
10 January 2023	<ul style="list-style-type: none"> Current issues for rural and coastal areas (including cost of living, transport, and Planning and Infrastructure Bill and others) Rural-proofing Whitehall policy EDI skills and improvement findings Digital inclusion project findings Growth funding project Work Local next steps 	Defra representative Digital inclusion suppliers, Cllr Mark Hawthorne Growth funding suppliers

	<ul style="list-style-type: none"> • Levelling Up Locally next steps 	
14 March 2023	<ul style="list-style-type: none"> • Findings of growth funding work • Green jobs and retrofit project update 	Growth funding suppliers
06 June 2023	<ul style="list-style-type: none"> • Board's annual report 	

2. Members have expressed an interest in a number of Ministerial invitations, including a DLUHC representative whose portfolio covers growth funding and devolution deals and the Equalities Minister, now Kemi Badenoch. When DLUHC portfolios are confirmed and the skills EDI project has progressed, we will send invitations to relevant Ministers.

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Meeting: People and Places Board

Date: 8 November 2022



Note of last People & Places Board meeting

Title:	People & Places Board
Date:	Friday 23 September 2022
Venue:	Hybrid Meeting - 18 Smith Square and Online

Attendance

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

Item	Decisions and actions
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1 Welcome, Apologies and Substitutes, Declarations of Interest

The Chairman welcomed Members and officers to the meeting.

Cllr Morris Bright chaired the first half of the meeting and explained that Cllr Kevin Bentley would be chairing the second half. Cllr Steven Norman and Cllr Julian Dean attended the meeting as substitutes.

Apologies for the absence were received from Cllr Judy Billing and Cllr Kevin Etheridge.

No declarations of interest was received.

2 Minutes of the last meeting

The minutes of the meeting held on 7 June 2022 were agreed as an accurate record.

3 Terms of Reference

Rebecca Cox, Principal Policy Adviser, introduced the paper and invited comments from members.

Rebecca noted that the Terms of Reference (ToR) gave some options for expressing boards' interest around climate sustainability issues, that were newly included in the ToR last year.

Members made the following comments:

- There should be a rephrasing word around decarbonization and carbon neutrality.
- Wording should align with that for the City Regions Board.
- Broadening the terms of reference to cover rural issues in support of all other functional boards.

Decision:

- That the Board's terms of reference be agreed.

Action:

- Officers to feedback on the comments from members.

4 Work Programme

Rebecca Cox introduced the paper and noted that Lead Members are interested in bringing Defra to future board to have a deeper discussion about rural proofing. Phillip Clifford, Senior Adviser, updated members on levelling up.

Members made the following comments:

- Rural employment, seasonality, and the nature of it being different than other types of employment could be specifically highlighted particularly around youth and employment of people under 25 years in non-city, rural towns.
- Joint work with the Environment, Economy, Housing and Transport (EEHT) Board to do work around affordable housing and planning reforms.
- Food security and food production should be in the work programme.
- Local nature recovery strategies were missing in the rural proofing section.
- Since the pandemic, there had been an acceleration in the depletion of rural housing due to second homes and holiday homes.
- Rural perspectives on cost-of-living issues will be helpful.
- Local authorities could work with training and education providers to make public transportation access easier for students.

Decision:

- That the proposed work programme for the 2022/23 political cycle be agreed.

Action:

- Officers to discuss with the EEHT board to check where the opportunities to collaborate are during similar work programme group discussions and feedback on the other issues raised.

5 The Future of Growth Funding

The Chairman invited Phillip Clifford, Senior Adviser to introduce the paper.

Members made the following points:

- The possibility of breaking down the Rural England Prosperity Fund into themes (on retrofitting, nature restoration, regenerative farming, etc.) rather than focusing on general growth.
- It was positive that UK Shared Prosperity Fund had been given to district-level areas but expressed concern regarding some of the recent government hints that more would be going to county levels along with business support.
- There were issues requiring joint working with City Regions Board on this.

- Councillors had proved in the last two years how effective decision making had been local level during the vaccine rollout, which central government should apply this to growth funding.

Decision:

- That the recommendations be agreed.

6 The role of councils in supporting ‘economic inclusion’: Unlocking talent to level up

The Chairman invited Bushra Jamil, Adviser, to introduce the paper.

Bushra asked members if there is any specific issue councillors and local authorities are dealing with and anything they would like officers to explore in the paper.

The Chairman thanked Bushra for a great piece of work.

Members made the following comments:

- There might be a role for local authorities to promote and understand employment rights in terms of supporting inclusion, especially for young workers coming into the workplace and rights around breaks and unpaid shifts.
- The Good Work project within the paper was highlighted and should be promoted as it has some good examples and practices.
- Working for nature is good for mental health and will increase inclusion in the rural sector by bringing people back closer to the land and asked if this could be incorporated into the paper on green and retrofit skills.
- LGBTQIA+ people living in very rural areas, people with different housing types, and people from certain socio-economic groups should be taken into consideration in the equality survey.
- Councils can be key stakeholders in stimulating employment in local areas by helping employers hire locally.
- Councils can enable things to happen and cited a good example of a Stansted airport how they can intervene, enable, and help others come together to promote local employment.
- Including rural deprivation and rural exclusion as one of the categories in the survey.
- Adding more research into rural and agricultural skills was recommended since they are separate from the local authorities and agricultural colleges fall under the Defra.

Decision:

- That the paper be noted.
- That the approach to the new Equalities Minister and the plan to have officials come to future board meeting to discuss the paper be agreed.

Action:

- Officers to incorporate members’ comments into the paper.
- Officers to ask members of policy team that is leading on the survey if they included the LGBTQIA+ and other groups in the survey and share the feedback with the board.

- Officers to invite the new Equalities Minister to a future board meeting.

At this point in the meeting the Chairman, Cllr Kevin Bentley took the chair.

The Chairman provided an update about his meeting with the Minister regarding investment zones. Investment zones will be announced in early October. The Chairman clarified that the first 38 local authorities were those who expressed an interest before a letter was sent to all, and no authority was excluded.

7 Digital connectivity and inclusion

The Chairman invited Cllr Mark Hawthorne, the LGA's digital champion to provide updates on digital connectivity and inclusion.

Cllr Hawthorne outlined the LGA's digital work to date and proposed work programme for the upcoming board cycle. This included: continued lobbying for digital connectivity champions; a new workstream looking at the intersection between digital inclusion and digital infrastructure; and the LGA's involvement on the Digital Connectivity Forum and other key stakeholder groups. He indicated he would like to hear members' views on issues to help shape the agenda for the next 12 months.

Members made the following comments:

- Concern was expressed about the public switched telephone network (PSTN) switchover due to the lack of resilience within the existing broadband network. People need access to emergency services and to make emergency calls.
- There is a need to look at the way digital exclusion affects people who have no online access.
- There are some concerns regarding the infrastructure around the 5G rollout.
- 5G works well in metropolitan areas given its short range, however, in rural areas, 4G might be better and have a much longer reach.

Cllr Hawthorne made the following comments in response to members' comments:

- He noted the switchover is overseen by individual providers and there is no clear timeline. This issue is being raised and the LGA is lobbying Government as a matter of urgency.
- Digital exclusion is a key focus of the new work programme. Lots of groups that are already doing a great amount of work on this including tackling digital poverty and removing the barriers to help people become digitally enabled. COVID-19 also accelerated digital take-up.
- Updates on infrastructure would be provided later.

Decision:

- That the report be noted, and officers would proceed with the proposed work programme.

8 Retrofit Skills

Paul Green, Policy Adviser, introduced the item with the following points:

- Currently, LGA is specifically focused on retrofit but will be looking at natural scales, use of land management, etc., at a future date.
- The LGA would like to explore some further lines with members, particularly around the need for a longer-term funding solution.
- Retrofit provides an opportunity for well-paid jobs, particularly for younger people and anyone who needs retraining. Moreover, retrofitting can be helpful for SMEs in construction, thereby promoting business development in the longer term.
- The LGA will be working towards a stakeholder engagement roundtable around the end of October/early November and can come up with some consensus for lobbying lines through this opportunity.

Members made the following comments:

- Retrofit skills need to be mainstreamed into all construction courses.
- It should be delivered through local government who are trusted partners; councils should be the active partners to the government rather than outsourcing it to those who have no knowledge about the local landscape.
- Retrofit skills need to be specified more clearly so that members understand what skills are included or being missed.
- It would be interesting to look at how local needs and national needs are balanced.
- Officers were asked to look at what joint work is happening with institutes and apprenticeships that have green advisory panels and how members could be linking them up.
- There is no specific NVQ in retrofit and the LGA should be pushing for a framework of grade standards.
- Derbyshire's example regarding colleges struggling to recruit high quality lecturers with specific skills and knowledge was mentioned.
- Many career advisers do not know about green jobs, green skills, and courses available and could Councils have a signposting role in this area.
- Members should focus on what Councils can do to attract people to local areas to build local skills and local resilience.
- Electricity generation need, flagging that in some areas existing electricity networks cannot cope.

The Chairman noted the importance of involving education providers in this discussion.

Paul Green noted that he was invited to an event where there are various small SME representatives from construction, and roofing organizations.

Decision:

- That the report be noted.

Actions:

- Officers to emphasize retrofit skills clearly so that councillors can know how to explain to people the skills required.
- Officers to incorporate the members' comments.
- Officers to check whether a green jobs champion, incorporating the retrofit work, can be appointed. (Cllr Roberts and Cllr O'Brien)

volunteered.)

- Officers to finalize the dates of roundtables in the next week or two and send them out to members.

9 Housing Supply and Nutrient/Water Neutrality

The Chairman invited Hillary Tanner, Adviser, to introduce the paper and acknowledged that it is a big issue for the local government because it is going to start affecting housing targets.

Hillary set out the following points:

- In terms of policy inquiry, two issues were raised: (1) water neutrality (over-extraction of water, a specific problem around the West Sussex area) with a roundtable discussion on this next week (2) nutrient neutrality – there will be a separate section on 6 October 2022 with nominations sought from members).
- Roundtable discussion will include a combination of council representatives, and different stakeholders including charity, environment, and regulatory sector, government departments.
- The LGA is reviewing some written evidence they collected from councillors and stakeholders as a part of policy inquiry. Its outcomes are expected to be some recommendations that will be fed back via the EEHT board.

Members made the following comments:

- This was an important workstream the LGA is engaging in and highlighted that all connections should be properly explored by the central government.
- It was also necessary to fully understanding underlying causes for water quality issues and how they are dealt with, rather than only considering them as obstructions.
- A moratorium on new build would end unneeded construction in the green belt and the areas of outstanding natural beauty and limit pollution and sewage.
- Water companies' financing model needs to be looked at as it is standing in the way of a lot of work that can be done quite simply to prevent pollution and sewage from pouring into rivers/lakes.
- Pollution by water companies and pollutants from the farming industry needs to be addressed.

Decision:

- That the report be noted.

Action:

- Officers to collect the members' comments.
- Officers to come back and reflect after the roundtables to share the feedback.
- Members whose areas are affected to contact Hillary and contribute to the roundtables.

Appendix A - Attendance

Position/Role	Councillor	Authority
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Chairman	Cllr Kevin Bentley	Essex County Council
Vice-Chairman	Cllr Morris Bright MBE	Hertsmere Borough Council
	Cllr Emily Smith	Vale of White Horse District Council
Deputy-chairman	Cllr Simon Henig CBE	Durham County Council
	Cllr Emily O'Brien	Lewes District Council
Members	Cllr Lynne Doherty	West Berkshire Council
	Cllr Marc Bayliss	Worcester City Council
	Cllr Hillary Carrick	Cumbria County Council
	Cllr Jordan Meade	Gravesham Borough Council
	Cllr Eddie Reeves	Oxfordshire County Council
	Cllr Martin Tett	Buckinghamshire Council
	Cllr Phillippa Williamson	Lancashire County Council
	Cllr Barry Wood	Cherwell District Council
	Cllr Damien Greenhalgh	High Peak Borough Council and Derbyshire County Council
	Cllr Amanda Serjeant (Deputy Chair)	Chesterfield Borough Council
	Cllr Caroline Leaver	Devon County Council
	Cllr Stan Collins	Cumbria County Council
	Cllr Sue Roberts	South Oxfordshire District Council
	Cllr Robert Banks	Lewes District Council
Apologies	Cllr Judi Billing MBE	Hertfordshire County Council
	Cllr Kevin Etheridge	Caerphilly County Borough Council
Substitutes	Cllr Steven Norman	Lichfield District Council
	Cllr Julian Dean	Northumberland County Council

