



City Regions Board

Agenda

Wednesday, 25 January 2023
10.30 am

Hybrid Meeting - 18 Smith Square and
Online

There will be a meeting of the City Regions Board at **10.30 am on Wednesday, 25 January 2023**
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:

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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.

City Regions Board – Membership

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

Councillor	Authority
Conservative (5)	
Cllr Toby Savage (Vice Chairman)	West of England Combined Authority
Cllr Robert Alden	Birmingham City Council
Cllr Barry Anderson	Leeds City Council
Cllr Joanne Laban	Enfield Council
Cllr James Moyies	Southend-on-Sea Borough Council
Substitutes	
Cllr Simon Bennett	Wolverhampton City
Cllr Lewis Chinchen	Sheffield City Council
Labour (13)	
Mayor Marvin Rees (Chair)	Bristol City Council
Cllr Susan Hinchcliffe (Vice-Chair)	Bradford Metropolitan District Council
Cllr Bev Craig	Manchester City Council
Cllr Nazia Rehman	Wigan Metropolitan Borough Council
Cllr Graeme Miller	Sunderland City Council
Cllr Kerrie Carmichael	Sandwell Metropolitan Borough Council
Cllr Jason Brock	Reading Borough Council
Cllr John Merry CBE	Salford City Council
Cllr Anthony Hunt	Torfaen County Borough Council
Cllr Ian Ward	Birmingham City Council
Cllr David Mellen	Nottingham City Council
Cllr Denise Scott-McDonald	Royal Borough of Greenwich
Cllr Satvir Kaur	Southampton City Council
Substitutes	
Cllr Elise Wilson	Stockport Metropolitan Borough Council
Cllr Chris Penberthy	Plymouth City Council
Cllr Bob Cook	Stockton-on-Tees Borough Council
Cllr Brenda Dacres	Lewisham London Borough
Liberal Democrat (2)	
Cllr Gareth Roberts (Deputy Chair)	Richmond upon Thames London Borough Council
Cllr Carl Cashman	Knowsley Metropolitan Borough Council
Substitutes	
Cllr Greg Stone	Newcastle upon Tyne City Council
Independent (2)	
Cllr Gillian Ford (Deputy Chair)	Havering London Borough Council
Cllr Martin Fodor	Bristol City Council
Substitutes	

Cllr Phelim Mac Cafferty	Brighton & Hove City Council
Cllr James Giles	Royal Borough of Kingston upon Thames

Agenda

City Regions Board

Wednesday, 25 January 2023

10.30 am

Hybrid Meeting - 18 Smith Square and Online

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Date of Next Meeting: Wednesday, 22 March 2023, 10.30 am, Hybrid Meeting - 18 Smith Square and Online

Meeting: City Regions Board

Date: 25 January 2023



Theme 1: Future of Cities

Update on Urban Summit

Purpose of report

For direction

Summary

This report outlines a draft agenda and potential speakers for the Board's second urban summit, proposed to take place on 22 March 2023, in lieu of the City Regions Board meeting scheduled for that day.

It suggests that the urban summit becomes an annual event, with a different theme each year, and proposes that one of the key outputs of 2023's urban summit would be to agree a joint open letter to the Secretary of State for Levelling Up, Housing and Communities. The paper also suggests a further event at LGA annual conference in July 2023.

Is this report confidential? No

Recommendation/s

Members may wish to provide a steer on the timings, draft agenda and suggested speakers proposed for the urban summit, and whether they would like to see an event at LGA annual conference.

Officers will invite speakers and attendees to the urban summit in line with the agenda outlined above if members are content to proceed on this basis.

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Update on Urban Summit



Outcome and Purpose

1. The purpose of this project is to reach an agreed set of asks and offers around the future of cities, which can inform the LGA's lobbying to Government and political manifestos ahead of the next general election, as well as being used by cities and urban areas themselves. This will be achieved through bringing together the voices of city leaders, experts, and now urban residents, to draw on their understanding of how cities need to change to meet the needs of the future and the strong offer cities can make to some of the important challenges facing the nation.
2. Key stakeholders to engage for this work include the RSA, Core Cities, Key Cities, London Councils, SIGOMA and 3Ci. Officers will continue to work with these organisations, particularly where similar projects can be brought together.
3. The desired outcome of this work is that leaders of our city regions will be empowered to play a key role to play in the shaping of cities in the future, ensuring that they are inclusive, flourishing regions able to manage global challenges and access a diverse range of funding.

Background

4. In March 2022, the City Regions Board held its first urban summit, and followed this up with an urban fringe at LGA Conference in June 2022. These events brought together key stakeholders and urban leaders.
5. Following these events, the Board agreed that a second urban summit should take place in March 2023, and indicated that they would like this to become an annual occurrence, with different themes each year but the same broad aim: to bring together those involved in setting the agenda for cities to agree common interests and shared lobbying positions.
6. Members also asked officers to ensure that the Board's urban summit is joined up with the work of the UK Urban Futures Commission, which has been commissioned by Core Cities and is being carried out by the RSA.

Proposal

7. Following feedback from members, the next urban summit is proposed to take place on 22 March, and it will take place at the LGA's offices at 18 Smith Square. A save the date has been sent to all members of the Board, along with key stakeholders who have already taken part in previous sessions of the RSA's UK Urban Future Commission.
8. Officers have worked with Core Cities and the RSA to draft an agenda for the day, however the summit is intended to be inclusive of all urban Special Interest Groups.

9. This agenda continues to reflect the three questions that have shaped the Board's future of cities work to date, with the focus of the morning session being the first question – “What are cities?”. This will involve hearing from the RSA about their work to date which has focussed on this first question. The afternoon session will turn instead to the second and third questions “What do we need our cities to be?” and “What is the difference and how do we get them there?”.

10. The full draft agenda is as follows:

Time	Item	Potential speaker(s)
10am-10.15am	Welcome and launch of joint open letter	Mayor Marvin Rees
10.15am-10.45am	Presentation of RSA findings to date	Andy Haldane , Chief Executive Officer of the RSA, and Mayor Marvin Rees
10.45am-11.30am	Response to RSA research – panel discussion	Panel will be comprised of a mixture of civil servants, urban local government leaders, and academics.
11.30am-12pm	Feedback from attendees on presentations and discussions so far	
12-12.45pm	Lunch	City Citizen videos playing
12.45pm -1.15pm	Keynote speaker - Government/shadow cabinet lead on their priorities for cities	Michael Gove MP and/or Lisa Nandy MP
1.15pm-1.45pm	Response to keynote speech – panel discussion	Panel will be comprised of urban local government leaders and representatives from Special Interest Groups.
1.45pm-2.45pm	Breakout sessions – examining the three questions (what are cities, what do we need our cities to be? and what is the difference and how do we get them there?)	

	<p>Within these sessions, themes to explore could include:</p> <ul style="list-style-type: none"> • Health devolution • Urban resilience • Skills • Climate 	<p>Michael Wood, Head of Health Economic Partnerships at the NHS Confederation</p> <p>Representative(s) from Space Syntax and/or representatives from Resilient Cities</p> <p>Dame Sharon White, Chair of John Lewis Partnership</p> <p>Professor Greg Clark, Chair of 3Ci</p>
2.45pm-3pm	Break	
3pm-3.45pm	International response to levelling up	<p>Bruce Katz, urban policy expert and co-author of <i>The New Localism</i></p> <p>Representative from Commonwealth Local Government Forum</p> <p>Alice Charles, Lead on Urban Transformation for World Economic Forum</p> <p>U7 Mayors</p> <p>Representative from Eurocities</p>
3.45-4pmpm	Roundup of the day	
4pm	Reception	

- Following feedback from Lead Members, it is proposed that the summit have a strong interactive element to it, with opportunities for attendees to feed in ideas and contributions on the three main questions throughout the day, such as via Slido. The event will be facilitated by an external host, likely a journalist, to ensure the smooth running of the day.
- A summary of the findings of the RSA research will be distributed to attendees in advance of the event, alongside a reminder of the three questions framing the event.

All speakers will also be briefed on the contents of the research so far, as well as the Board's work to date on these issues.

13. It is proposed that the summit will also provide an opportunity to publish a joint open letter to the Secretary of State for Levelling Up, Housing and Communities. The contents of the letter would be drawn from strands of works from the RSA, Core Cities and the City Regions Board, as well as other work being carried out by London Councils and Key Cities. This letter would outline the key asks and offers from the urban sector to central Government, and could be used going forward as a set of cross-sector agreed lobbying positions, seeking to both influence the Government and political manifestos ahead of the next general election.
14. If members are content with these proposals, officers will work with the LGA's communications and media team to formulate a media plan for this open letter, including a press release and promotion through the social media and the LGA's channels. To maximise impact, urban special interest groups would be asked to support the promotion of this letter.
15. The summit could be followed up by a further event at LGA conference, due to take place from 4-6 July 2023, in order to maintain momentum and provide a further opportunity to bring together key stakeholders.
16. Officers are continuing to work to expand the Future of Cities hub. New essays and data analysis are underway for the collection, and members are asked to provide a steer on any further people they would like officers to invite to write an essay or record a video. Similarly, the City Citizen videos commissioned by the Board are progressing, with filming having completed in Newcastle, Richmond, Birmingham and Wrexham. Filming has been scheduled for Plymouth and suppliers are continuing to look for candidates to film in Norwich. Officers have fed back comments from members on the first cut of the Birmingham video at the last Board meeting, and the suppliers have adjusted the questions and framing they are using for interviews with participants accordingly. If members are content, these videos will be launched at the urban summit in March.

Implications for Wales

17. This work is being carried out within the context of the Levelling Up White Paper, which presents a vision for the UK. While many of the investment and policy levers are likely different within the Welsh context there will be value in drawing on the experience of Welsh cities and the aspirations of Welsh city leaders as part of this work.

Financial Implications

18. The cost of arranging an urban summit as well as any additional policy activity arising from this paper will be met from the Board's policy and research budget.

Equalities implications

19. Officers will ensure that the urban summit has a diverse range of speakers which reflects the diversity of cities in the UK, and that equalities implications of policies affecting cities are examined as part of the sessions taking place in the urban summit.

Next steps

20. Officers will invite speakers and attendees to the urban summit in line with the agenda outlined above if members are content to proceed on this basis.

Meeting: City Regions Board

Date: 25 January 2023



Theme 3: Urban Resilience

Urban Heat Resilience and the National Resilience Framework

Purpose of report

For direction

Summary

This report provides background for a discussion with Lucy Vilarkin and Alex Minshull from Bristol City Council, who will be setting out the context for urban heat risks and presenting Bristol's Heat Vulnerability Index. It also provides information about the Government's recently published national resilience framework and asks members if they have any areas of concern or interest.

Is this report confidential? No

Recommendation/s

That members hear from Lucy Vilarkin and Alex Minshull from Bristol City Council on Bristol's work on urban heat resilience.

That members comment on the contents of the Government's recently published national resilience framework and provide direction on any areas that they would like officers to explore in further detail.

Officers will use comments from this Board, as well as the Safer and Stronger Communities Board to engage with the Government on plans to take forward the proposals in the newly published national resilience framework.

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Chairman: Councillor James Jamieson OBE **Chief Executive:** Mark Lloyd CBE **President:** Baroness Grey-Thompson



Urban Heat Resilience and the National Resilience Framework

Outcome and Purpose

1. City regions face an increasing variety of physical, political, economic and social risks. The Board's work on urban resilience aims to help leaders of urban areas understand the nature of these risks, what it means to be resilient and how our city regions can become resilient.
2. This work will also look at the implications of the Government's National Resilience Strategy for urban areas. The purpose of this strand of work is to influence Government's plans to take forward the proposals in the strategy, ensuring they are of relevance and value to urban areas.
3. This work has relevance for the LGA's Safer Stronger Communities and Environment, Economy, Housing and Transport Boards. Officers will join up strands of work from across these three Boards and look to ensure that the work of these Boards reflects the challenges that urban areas face.

Background

4. Urban resilience has been of interest to the Board for some time. In 2020, the Board commissioned WPI Economics to look at the drivers of urban cost pressures. This work included looking at how urban areas might be particularly vulnerable to changes and was a useful tool for understanding what might make urban areas financially resilient.
5. At the first urban summit in March 2021, attendees heard from Hope Not Hate about their [Building Back Resilient report](#), which looked at how communities at risk of social division were affected by the pandemic, and what steps needed to be taken in order to ensure that the economic impact of COVID-19 did not exacerbate tensions in communities. It recommended that building back from the pandemic – and plans to level up – should not only be focussed on infrastructure, jobs and growth, but on strengthening civic and social infrastructure.
6. At the Board meeting in September, members discussed options within the broad scope of urban resilience, with options including looking at a specific risk (such as extreme heat due to climate change), developing a risk matrix for urban areas, or looking at the management and interaction of response and recovery systems within urban areas.
7. Members indicated an interest in focussing on one area of resilience, and it was suggested that urban heat resilience would be the best option to take forward, especially given the extremes of temperature experienced in the summer of 2022.

Proposal

8. Lucy Vilarkin and Alex Minshull from Bristol City Council have been invited to this Board meeting to present Bristol's work in developing an urban heat resilience plan. This involved the creation of a Heat Vulnerability Index (HVI), which gathered information about the multiple factors influencing heat risk in Bristol and analysed the impact that these factors had on overall temperature and resilience, and the development of a Heat Resilience Plan, drawing on the HVI. Lucy and Alex will provide context for urban heat risks and climate change, walk through the Keep Bristol Cool mapping tool, and provide an overview of HVI methodology. There will also be an opportunity for questions from members to draw out lessons for other areas when considering urban heat resilience.
9. In December the Government published its new [national resilience framework](#), delivering on a commitment in the 2021 integrated review to develop a new national resilience strategy. The strategy is based on three key principles; that a shared understanding of the risks we face is essential; that prevention is better than cure, and resilience building should focus effort across the whole risk cycle; and, that resilience is a whole of society endeavour which everyone should be empowered to make a contribution to.
10. The section on responsibility and accountability is likely to be of particular interest to councils, with proposals to pilot the creation of a full-time local resilience forum chair 'chief resilience officer' role, accountable to executive local democratic leaders. The Government will also consider the best ways of developing mechanisms for stronger assurance of Local Resilience Forums' collective delivery, including auditable frameworks and building assessment of resilience into inspection/adult regimes of individual responders.
11. A full summary of the contents of the framework can be found in Appendix A below. The LGA will be engaging with the Government on plans to take forward the proposals in the framework, and members are asked to comment on any aspects of this which they would like officers to feed back to Government on.

Implications for Wales

12. There are not believed to be any specific implications for urban areas in Wales for urban heat resilience. However, on the wider issue of resilience, there may be specific issues relating to the configuration of local service responsibilities and the nature of devolved governance. For example, Wales had a distinct response to the coronavirus pandemic, with restrictions on household movement and other public health questions that differed to the rest of the UK.

Financial Implications

13. Any financial commitments made as part of the actions identified in this report will be met from the Board's existing policy budget.

Equalities implications

14. Disadvantaged or discriminated against groups are more likely to be affected by social, economic or environmental shocks, and deprived areas are also more likely to take longer to recover. For example, the LGA's A vision for Urban Growth and Recovery report found that during the pandemic, low income and Black and ethnic minority groups were more likely to work in occupations where the risk of virus transmission was higher, and that low earners were 2.4 times more likely to work in a shutdown sector. Any work to improve urban resilience must take into account these disparities and not assume that all communities have the same ability to absorb or recover from shocks.

Next steps

15. Officers will use comments from this Board, as well as the Safer and Stronger Communities Board to engage with the Government on plans to take forward the proposals in the newly published national resilience framework.

Appendix A: Summary of UK Government Resilience Framework: December 2022

The framework delivers on the commitment in the 2021 integrated review for a new national resilience strategy and is built around three core principles:

- **A shared understanding of the risks we face is essential:** it must underpin everything that we do to prepare for and recover from crises.
- **Prevention rather than cure wherever possible:** resilience-building spans the whole risk cycle so we must focus effort across the cycle, particularly before crises happen.
- **Resilience is a ‘whole of society’ endeavour:** so we must be more transparent and empower everyone to make a contribution.

There are 6 themes:

- risk,
- responsibility and accountability,
- partnership,
- community,
- investment and
- skills.

The following notes summarise the key points for councils/LRFs in each theme.

Risk

- Govt will develop measurement of socio-economic resilience, including how risks impact across communities and vulnerable groups, to guide and inform decision making on risk and resilience.
- By 2030, Govt will make communications on risks more relevant and easily accessible.
- The National Security Risk Assessment process will be revised. Govt will work towards sharing risk assessments with partners throughout the resilience system as a default, where possible, and work closely with LRFs in England as well as wider partners to ensure they can make full use of these new assessments.
- Government will clarify departmental ownership of risks in NSRA for complex risks.
- Annual statement to parliament on civil contingencies risks and performance on resilience.

Responsibilities and Accountability

- There will be a new Resilience Directorate at the heart of UK Govt to drive the implementation of measures in the framework. Capacity of the crisis management function will be enhanced by crisis teams and resources composed of crisis professionals with time and resource to exercise and prepare.
- Govt will consider a range of options for improving data sharing with local responders and supporting action plan, including proposals for formalising duties on UKG depts, particularly re: working with LRFs and local responders.
- All govt depts to ensure appropriate mechanisms for working with local responders, and that guidance is up to date and effective.
- LRFs will continue to be central and have a role to support levelling up.

- Adopt standards-based approach to assurance and develop action plan to deliver this, setting out what organisations, partnerships and networks should do, should have and should be able to do in order to manage risks effectively. Expand use by 2025; may put standards on statutory footing.
- Use of trailblazers and pilot approaches by 2025/2030 to test out new plans across the three pillars.

Strengthening LRFs

Three pillars to significantly strengthen LRFs and empower LRFs, local partners and leaders to consider, drive and improve resilience in their areas.

- Leadership
 - Pilots to consider FTE permanent LRF chair role occupied by qualified/experienced individual who will become chief resilience officer for each LRF area.
 - LRF CRO would be provided with resources, support, mandate and levers to bring together all partners to drive and enhance resilience.
 - UKG will set clear expectations of **CROs; they will be accountable to executive local democratic leaders, giving leaders a clear role in ensuring effective delivery of resilience activity.**
 - May need to change legislation and regs over time, though CCA04 fit for purpose.
- Accountability
 - Strengthen accountability and assurance across LRFs
 - **Clear mechanisms and expectations for accountability between CROs and executive local democratic leaders will make LRFs more accountable and provide mechanisms for local communities to hold local leaders to account for driving resilience.**
 - **Considering means of stronger assurance of LRF collective delivery, including auditable frameworks, and building assessment of resilience into inspection/audit regimes of individual responders.**
 - Clear mechanisms for the assurance of multi-agency activity at LRF level.
 - This will promote continuous improvement in emergency management and enable govt to consider where support is required.
- Integration of resilience into levelling up and growth mission/wider local policy and place making
 - Putting resilience at the heart of levelling up and place making to build solid foundation for resilient communities.
 - Empowering LRF CRO and local elected readers to work across full range of local policy making/delivery to make building resilience central to wider place making including net zero and build back better.
 - **Resilience to be included as key aspects of devolution deals.**
 - **Where no devolution deals, integrate resilience into wider delivery, including, as appropriate, working with PFCCs to make resilience third strand of community safety**
 - **Consider making the case for making Combined Authorities and Mayoral Combined Authorities category one responders under the CCA.**

- UKG to encourage and facilitate stronger collaboration between regions, and to strengthen LRF data, intel, analysis capability and capability.

Partnerships

Private sector

- Develop and promote non statutory standards; may consider these for sectors not already regulated.
- Better guidance for businesses and strengthened LRFs supported to work with local businesses.

Communities

- Promote whole of society approach to resilience: everyone recognises their role in, takes responsibility for, and contributes to the UK's resilience.
- Ensure a cultural shift so everyone who can is prepared and ready to take action and support themselves during an emergency, so that those needing tailored support can be prioritised.
- Govt will continue to deepen and strengthen relationships with the VCS in England.
- Govt will provide LRFs with guidance and support on engaging with communities and community groups on risks, as well as on working with the VCS and communities to support vulnerable groups. Consider and deliver options for measuring and evaluating statutory responder engagement with VCS and wider communities.
- £1.5m to VCS Emergencies Partnership.

Investment

- UKG will drive resilience building through targeted and evidenced prioritisation of investment in prevention and preparation. Resilience to be baked into wider govt projects and policies; departmental investment in resilience to be tracked.
- Models of funding for Local Resilience Forums (LRFs) in England will be reviewed to ensure they are appropriate to the expectations placed upon them. Notes pre-announced £22m 3 year funding pilot from 2022/23 but emphasises LRFs shouldn't be funded by UKG alone - this must build on local responder contributions.
- UKG to provide improved guidance for businesses on risk and support the insurance sector to help protect against specific risks.
- Work with LRFs to offer new guidance to community organisations and households to help people make more informed decisions about investing in personal resilience and preparedness.

Skills

- New civil service curriculum to include developing resilience and crisis management skills, knowledge and networks and create new UK Resilience Academy, part of network of UKG affiliated providers training those in the resilience system.
- Establish UK Resilience Lessons Digest to summarise lessons and share insights across UKG and partners.

- Reinvigorate national exercising programme to bring together partners to test plans, structures and skills
- Create new civil service crisis skills and resource through reservist pool of retired/current senior civil servants trained for crisis management who can be redeployed as necessary; options to be considered.

Meeting: City Regions Board

Date: 25 January 2023



Theme 5: Growth Funding

Projects to help local government deliver economic growth

Purpose of report

For direction

Summary

This paper provides an overview of two projects to help local government deliver economic growth which are being delivered by Shared Intelligence (Si) as part of the LGA's Government-funded support offer. The first explores the future skills needs of councils' economic development teams, and the second focuses on supporting the Local Enterprise Partnership (LEP) integration process. It provides background for a discussion with Ben Lee and Lisa McCance from Si about the emerging findings and to ensure the Boards' views are reflected in next steps.

Is this report confidential? No

Recommendation/s

Board Members are invited to note the two pieces of commissioned work: the future skills needs of councils' economic development teams (**paragraphs 2-10**); and the integration of LEPs (**paragraphs 11-19**). The Board is also asked to consider the questions posed at the end of the report to aid discussion with Shared Intelligence (**paragraph 20**).

Action/s

LGA officers and Shared Intelligence to incorporate Members' perspectives into the two projects.

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Projects to help local government deliver economic growth

Background

1. Councils have a key role to play in driving forward economic growth, by bringing partners together, bridging the skills gap, helping businesses to thrive, delivering regeneration schemes and more. The paper sets out the detail of two recent commissions by the LGA supporting local economies: the first relates to the changing skills needs of economic development teams, and the second supports councils and combined authorities with the LEP integration process.

The future skills needs of economic development teams

2. Councils' economic development teams have a significant and cross-cutting role in promoting prosperity amongst their communities, residents, and businesses. While non-statutory functions, their scope varies depending on availability of budget, resources and overall strategy. They all provide strategic place leadership and foster strong relationships with public, private and charitable sector partners who play a key role in regeneration, employment, and community activity. Alongside this, councils are now entrusted as 'lead authority' to work with Government to determine how multiple funding streams are targeted in areas. While this focus on place is welcome, we continue to call on Government to follow through its commitment to streamline funding pots.
3. Local government economic development teams are already aware of the impact a changing national agenda could have on their roles. Earlier this year, Chief Economic Development Officers Society (CEDOS), the membership body of chief economic development officers, published a [report](#) entitled 'Economic Development: A Changing Profession Current and Future Skills Needs'.
4. The LGA was keen to explore this issue in more detail, not least because if councils are to take a more leading role in planning and coordinating decisions around economic growth, skills and employment for example, we need to understand the capacity issues economic development teams face now and in coming years.
5. We therefore commissioned Shared Intelligence (Si) through a competitive process to use the CEDOS analysis as a basis for their own further analysis and to engage a wider range of the local government family to enable us to better understand:
 - **ED services:** how they are delivered across England, the breadth of work undertaken and different ways they add value locally;
 - **Skills and capacity challenges** they face including current and future skills needs and capacity issues in delivering local and national priorities; and
 - **Support:** Top tips plus suggestions for further support to enable ED teams to deliver more locally and contribute nationally

6. This will be synthesised into an online LGA guide and communicated to the whole sector via a webinar.
7. To help us get to this stage, the LGA and Si have established a working group involving CEDOS and councils from across the local government family to develop this work (representatives from County Councils Network, District Councils Network, Core Cities, Key Cities and London Councils plus an invitation to devolved areas). The first working group meeting helped to develop an understanding of how different ED teams work.
8. The next stage of the project will involve a series of twelve interviews with senior stakeholders, including council chief executives, elected members and business organisation leads. These interviews will explore the changing landscape and begin to identify the future needs of this important service area. Once the twelve interviews have been undertaken, Si propose to present the findings back to the City Regions Board later in January with a set of questions to gather member input.
9. The outputs will be tested with the working group, a further session between economic development officers and colleagues that work in other service areas (such as regeneration, planning, public health). This will provide valuable input for the end product report as described in paragraph 5.
10. Initial findings from Shared Intelligence's work so far include the following insights:
 - a. **A complex set of knowledge, skills and abilities across ED teams.** This is reflective of the economic conditions of the locality, the type of work that is carried out, the directorate within which they are situated, and the political leadership and oversight of this work.
 - b. **Role.** The prospect of devolution and current LEP reforms are necessitating ED teams to rethink their role. That said there are tensions between addressing short-term goals and delivering long-term impact. Authorities with limited resources and / or smaller teams may be looking to collaborate with others.
 - c. **Future skills needs.** Work has become increasingly technical to address business case development and competitive funding requirements. Generating, understanding and being able to interpret data to support decision making is essential for ED teams.
 - d. **Future support needs.** Specific new net zero industries are becoming increasingly important for all areas. They need more opportunity to have faster channels to government policy making – across all of local government, not just those with devolution deals.

LEP Integration

11. LEPs are non-statutory bodies responsible for local economic development in England. To date they have been business-led partnerships bringing together the private sector, local authorities, and academic and voluntary institutions.

12. The Government's Levelling Up White Paper published in February 2022 set out a guiding vision of more integrated, better aligned and empowered local institutions with tools they need to unlock economic growth. As part of this, and following a year-long review of LEPs, Government decided to integrate the functions and roles of LEPs with local governance structures.
13. Through a competitive process the LGA has commissioned Shared Intelligence to support councils and combined authorities with their integration journeys. The support comprises of a series of conversations and workshops to explore the challenges and opportunities faced with the integration process, drawing on policy decisions, best practice and sharing experience more widely.
14. Shared Intelligence has conducted a desk review of integration plans and documents from tranche 1 areas (areas working on or who have submitted their integration plans) and are now developing a framework of support. This will be supplemented with interviews with areas in tranche 1 to understand more broadly some of the opportunities, challenges, and detail around their plans to integrate. The conversations will consider areas such as geographical changes, changing governance, the role of the private sector and independent business voice, practical arrangements in delivering projects, programmes and services, financial arrangements, and staffing.
15. The emerging findings from the interviews with councils and combined authorities in tranche 1 will be shared with City Regions Board members later in January with a key set of questions for members to discuss. Shared Intelligence are keen to hear members' own experiences within their local authorities to help inform the project.
16. Following this, a series of workshops will be held at the end of January bringing together areas in the first tranche of integration, those in the second tranche (expected to submit plans in January 2023), and those considering integrating their LEP in the future. A final report will be published in the spring showing where the long-term opportunities lie with the LEP integration process.
17. Initial findings from Shared Intelligence's work so far include the following insights:
18. **Tranche 1:**
 - a. Integration should allow the purpose of the LEP to be sharpened and have clear remit and clear priorities, with tighter integration to strategic plans.
 - b. Uncertainties persist about funding streams, so planning for sustained delivery is difficult.
 - c. For some areas, integration is an opportunity to ensure there is diversity across LEP board membership and will look to drive that as they integrate.

19. Tranche 2:

- a. Wide range of considerations and stages of thinking – variation in thinking and options around devo / county deals.
- b. Some areas have significant issues with geography e.g. where a LEP boundary would include two or more devolution or county deals.
- c. There is an opportunity to clarify where prime responsibility for economic development agendas lie.
- d. Areas are aware of the need to balance greater scrutiny of decisions with a strong business voice.
- e. Integration creates uncertainty about staffing, with potential TUPE and consolidation of roles in a context where many programme staff are on fixed term contracts.

Next steps

20. Board Members are invited to contribute to this work by answering three high level questions, bearing in mind that these projects focus on support and improvement and will not be making policy recommendations:

- a. Economic development teams perform a vital role, but what more do you think they will need to do in the coming decade?
- b. Are there new capabilities and skills you would like to see in economic development teams to enable them to play a bigger role individually or collectively?
- c. What new support needs might emerge for local government from LEP integration?

Equalities implications

21. The content of these two projects aims to support councils to have the tools to target economic development activities locally.

Implications for Wales

22. Economic development is a devolved responsibility. Officers will look to share any lessons emerging from the projects with the Welsh Local Government Association, however the research projects relate to English councils.

Financial Implications

23. The research has been funded from the Board's budget for improvement work.

Meeting: City Regions Board

Date: 25 January 2023



Theme 5: Growth Funding

Councils' Future Role in Driving Growth and Prosperity

Purpose of report

For Information

Summary

The Government has placed a renewed emphasis on driving local growth and prosperity. Set against the context of continued devolution and ongoing fiscal constraint, City Regions and People and Places Lead Members agreed that the LGA should commission a piece of research to set out options for councils' future role in this space.

Is this report confidential? No

Recommendation/s

That members note the decision to commission a piece of research into councils' future role in driving growth and prosperity. Following a successful procurement, the chosen supplier will attend the Board meeting to take an initial steer from members.

Contact details

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Councils' Future Role in Driving Growth and Prosperity



Outcome and Purpose

1. Growth funding plays a vital role in supporting economic growth through investment in infrastructure and people. Reflecting the importance of matching funding for growth with local activity by councils, lead members of the People and Places and City Regions Boards agreed to jointly commission a piece of research to clarify the role councils and combined authorities might play either on their own or in partnership to drive future growth and prosperity.
2. The intended output of the research is a report that provides an overall sense of 'what works' in driving economic growth and prosperity at the local level and the steps English councils working in partnership with national government might take to achieve this.
3. This project supports better outcomes for local economies and communities through a clearer picture of the roles and resources most likely to deliver long-term sustainable growth and support local approaches to sharing prosperity in a way that tackles demographic and spatial inequalities

Background

4. The Government's [Levelling Up White Paper](#) set out a clear expectation for local leaders to play a role in supporting economic growth. More recently, the [Autumn Statement](#) announced: *the government remains committed to giving more local areas greater power to drive local growth and tackle local challenges.*
5. On the weekend following the Autumn Statement there were [press reports](#) that *the chancellor, and business secretary Grant Shapps, will bring forward a more detailed vision for supporting growth areas.* These reports have also suggested the return of an 'industrial strategy' and the re-composition of the Industrial Strategy Council, which was disbanded in 2021.
6. Similarly, [Labour's Commission on the UK's Future](#) proposes: *towns and cities across England should be given new powers to drive growth and there should be an economic growth or prosperity plan for every town and city owned by Councils, Mayors, towns and cities working in partnership.* And the Liberal Democrats' policy paper A Framework for England in a Federal UK [proposes making economic growth a regional responsibility rather than a national one](#), through the adoption of federal model of governance.
7. Given the stark economic context, the scarring effect of the pandemic and the low levels of labour productivity experienced by the UK since the financial crisis of 2008 the continued focus on growth and prosperity is understandable.

8. Moreover, the importance placed on local leadership follows increased recognition that a concentration of economic interventions led from the centre has contributed to rising regional imbalances, leading to an overheating Southeast and economic underperformance in the North and Midlands – both of which bring with them their own challenges.
9. Councils already play a strong role in promoting growth and prosperity. They create economic strategies, provide key infrastructure such as transport and digital connectivity, they build homes and manage the planning system, run international trade and investment programmes, maintain high streets, support the creative industries, run skills and employment programmes, and administer a wide range of growth funding programmes.
10. Many of these activities rest on non-statutory services and, within the context of rising costs associated with statutory responsibilities such as adult social care, homelessness prevention and the provision of special educational needs services, there is concern about the future viability of councils' economic development role.
11. While 'capacity funding' was made available through the Levelling Up Fund to support the delivery of local programmes, this approach was not taken with the Rural England Shared Prosperity Fund and generally falls well short of the resources needed to support an effective local economic development team. In the short term, the LGA is working with the Chief Economic Development Officer Society (CEDOS) to support economic development officers through its improvement grant from government, more detail of which is included elsewhere on this agenda.
12. Over the last decade the Government has taken steps towards reforming the institutions that support sub-national growth. The Regional Development Agencies were abolished under the Coalition, Local Enterprise Partnerships were created in their stead, followed by devolution deals centred on the creation of Mayoral Combined Authorities and the transfer of powers and funding to support local economic interventions. Pan-regional bodies such as the Northern Powerhouse and Midlands Engine were also set-up to co-ordinate trade and investment activity as well as provide a forum for strategic discussions relating to infrastructure, innovation, and local economic performance data.
13. In the last year the Government has embarked on a process of increasing the number of devolution deal areas, with new deals struck in the East Midlands, North Yorkshire, Cornwall, Norfolk, Suffolk and the North East and with the expectation of further deals to follow in 2023 alongside 'trailblazer deals' with the Greater Manchester and the West Midlands Combined Authorities.
14. As detailed elsewhere on the agenda the Government has also begun the process of integrating Local Enterprise Partnership functions with local governance structures, starting with existing mayoral combined authorities and the newly agreed devolution deals.
15. The Autumn Statement also indicated that the Government would explore the potential to agree single departmental-style settlements with the Greater Manchester Combined Authority and the West Midlands Combined Authority at the next Spending Review,

providing more flexibility and accountability over key economic growth funds and moving away from competitive bidding processes.

Proposal

16. National growth policy over the last decade has largely aligned with the progress of English devolution, with mayoral combined authorities established and given new powers and funding to support growth in their local areas. Councils have continued to play a role, but funding pressures mean this is increasingly constrained by local capacity and capabilities.
17. This situation is echoed by [recently published research](#) which argues that: *there is an assumption that 'finance follows function'... that devolved responsibilities are accompanied by the necessary resources to fulfil them [when in fact] mismatches between powers and resources, also known as unfunded mandates, are the norm rather than the exception.*
18. The Government has committed to a devolution deal with every area in England by 2030 and, as set out above, the next election is likely to see further proposals relating to local growth and prosperity.
19. Within the context of continued fiscal restraint, it was agreed that the LGA commissions a piece of research that takes stock of recent developments relating to councils' role in driving growth and prosperity and considers the barriers to and opportunities for their continued involvement.
20. The purpose of this research would be to clarify the role councils and combined authorities might play either on their own or in partnership, recognising the potential complexities likely to arise from a variety of overlapping functions and the different routes by which these activities are funded.
21. As an outline it is proposed that this research would entail:
 - 21.1. An analysis setting out the distribution of roles and responsibilities for growth and prosperity in England held by local, sub-national and national government and its agencies and an overview of how these different activities are funded and accounted for, highlighting areas of local best practice or innovation.
 - 21.2. A gap assessment of whether local areas in England have the tools and resources to drive growth and prosperity and address regional imbalances in productivity, recognising emerging macro-economic priorities in the areas of digital science, green jobs, high value manufacturing and the creative industries. This should include a particular focus on how roles and responsibilities work in practice, the different needs of urban and rural areas and the relationships between constituent and combined authorities as well as upper and lower tier authorities.
 - 21.3. A comparison of the English 'growth and prosperity ecosystem' with international best-practice drawing on evidence from countries where sub-national government has a greater share of responsibility for economic development and coupled with higher levels of productivity, such as Germany. This should include

reference to the ability of local areas to retain the proceeds of growth for local reinvestment and to facilitate greater prosperity.

21.4. Recommendations on how councils' role in driving economic growth might be improved, with reference to funding, changes in economic geography, technical capacity and wider relationship with national and sub national institutions.

22. The intended output of the research is to provide an overall sense of 'what works' in driving economic growth at the local level. This will support better outcomes for local economies and communities through a clearer picture of the roles and resources most likely to deliver long-term sustainable growth.

Implications for Wales

23. Economic development is a devolved responsibility. As such, while there may be general lessons relating to local growth and prosperity, the specific focus of the proposed research will relate to English councils.

Financial Implications

24. The research proposal set out above will be funded by the boards' existing policy and research budget.

Equalities implications

25. While areas in the UK are highly productive, the country experiences a significant degree of regional variation. Eight out of 10 areas with productivity in line with the UK average are in the Greater South-East. By contrast, nearly half of the UK's sub-regions are 10 per cent below the UK average, with the lowest levels of productivity found in rural and coastal areas. Countries with higher levels of decentralisation experience lower levels of regional inequality. This work supports the transfer of powers and resources to local leaders to reduce inequality.

Next steps

26. Subject to a successful procurement, the chosen supplier will be invited to the Board meeting to take an initial steer from members.

Meeting: City Regions Board

Date: 25 January 2023



Workforce capacity in local government

Purpose of report

For direction.

Summary

This report, which is being considered by Boards across the LGA, summarises the LGA's policy and improvement activity to address workforce capacity challenges in local government and seeks Board feedback on priorities for future activity.

Is this report confidential? No

Recommendation

That Board members feed back their views of the priority issues for future policy and improvement activity to address workforce capacity challenges and how the LGA delivers those priorities in preparation for consideration of this paper by the Executive Advisory Board.

Contact details

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Workforce capacity in local government



Executive summary

1. Councils are experiencing workforce capacity challenges across many services. To enable policy boards to consider specific challenges relating to their terms of reference in the context of the challenges affecting the sector as a whole, all the policy boards will consider substantively the same report, prior to consideration of the issue in the round by Resources Board and Executive Advisory Board.
2. Low pay is a factor in all service areas: additional factors are also identified. The report highlights the issues across all local government services, and links across to the specific work commissioned by this Board and the People and Places Board to examine the skills and capacity challenges faced by economic development teams (paragraph 26). Addressing skills challenges is also part of our wider Work Local ambition (paragraph 24).
3. Board members are asked to consider progress to date, support and policy offers and asks and to advise on priorities for action, while noting that it may be necessary to identify or reprioritise resources accordingly.

Background

4. Core government funding for councils was reduced by £15 billion in cash terms between 2010/11 and 2019/20. Overall, spending by local authorities in England has decreased by £3.4 billion (in real terms at 2020/21 prices). Most services have seen cuts in expenditure, such as planning (reduced by 35 per cent). The only exceptions were children's social care (increased by 28 per cent in real terms), and 'other services' (which in many cases is where councils accounted for the grants they received to deal with the pandemic response).
5. Against these reductions in spending, there have been increases in demand for most services. For example:
 - The number of looked after children increased by 25 per cent¹, those being assessed because they are believed to be at risk of significant harm increased by 99 per cent², and Ofsted noted that the complexity of cases has increased since the pandemic began, meaning rising workloads even where the number of children on the caseloads has remained stable³;

¹ www.gov.uk/government/collections/statistics-looked-after-children#looked-after-children

² https://lginform.local.gov.uk/reports/lgastandard?mod-metric=8915&mod-period=12&mod-area=E92000001&mod-group=AllRegions_England&mod-type=namedComparisonGroup

³ www.gov.uk/government/publications/childrens-social-care-2022-recovering-from-the-covid-19-pandemic/childrens-social-care-2022-recovering-from-the-covid-19-pandemic

- The number of requests for adult social care from new working age clients increased by 11 per cent⁴;
- The number of fly tipping incidents increased by 20 per cent⁵.

It has also been estimated that, due to demographic changes, an estimated 490,000 more people will need to be working across all providers of adult social care in England by 2035⁶.

6. As demands have increased, the size of the local government workforce has decreased. Between 2009 and 2022 the English local government staff headcount fell from 2,254,700 to 1,346,400 (full-time equivalent totals for the same periods falling from 1,584,200 to 1,022,000)⁷. This is only partly explained by academisation, as individual services have been demonstrably reduced: for example, the number of local government adult social services jobs in September 2021 was 115,100, a decrease from 159,400 in September 2011⁸.
7. The only area where staffing has clearly grown over the period is in children and families social workers, where staff levels were 25,515 in December 2011, increasing to 32,502 by September 2021⁹.
8. The picture of reducing staff numbers is worsened by problems with recruitment and retention for those posts which remain. The LGA's most recent research shows that 92 per cent of councils were experiencing recruitment difficulties in at least one occupation and 83 per cent were experiencing retention difficulties in at least one¹⁰. Recruitment problems have affected all types of authority and all types of service. Figure 1 shows, as a proportion of all councils, the most difficult to recruit occupations/ roles:

⁴ <https://digital.nhs.uk/data-and-information/publications/statistical/adult-social-care-activity-and-finance-report/2021-22>

⁵ www.gov.uk/government/statistical-data-sets/env24-fly-tipping-incident-and-actions-taken-in-england

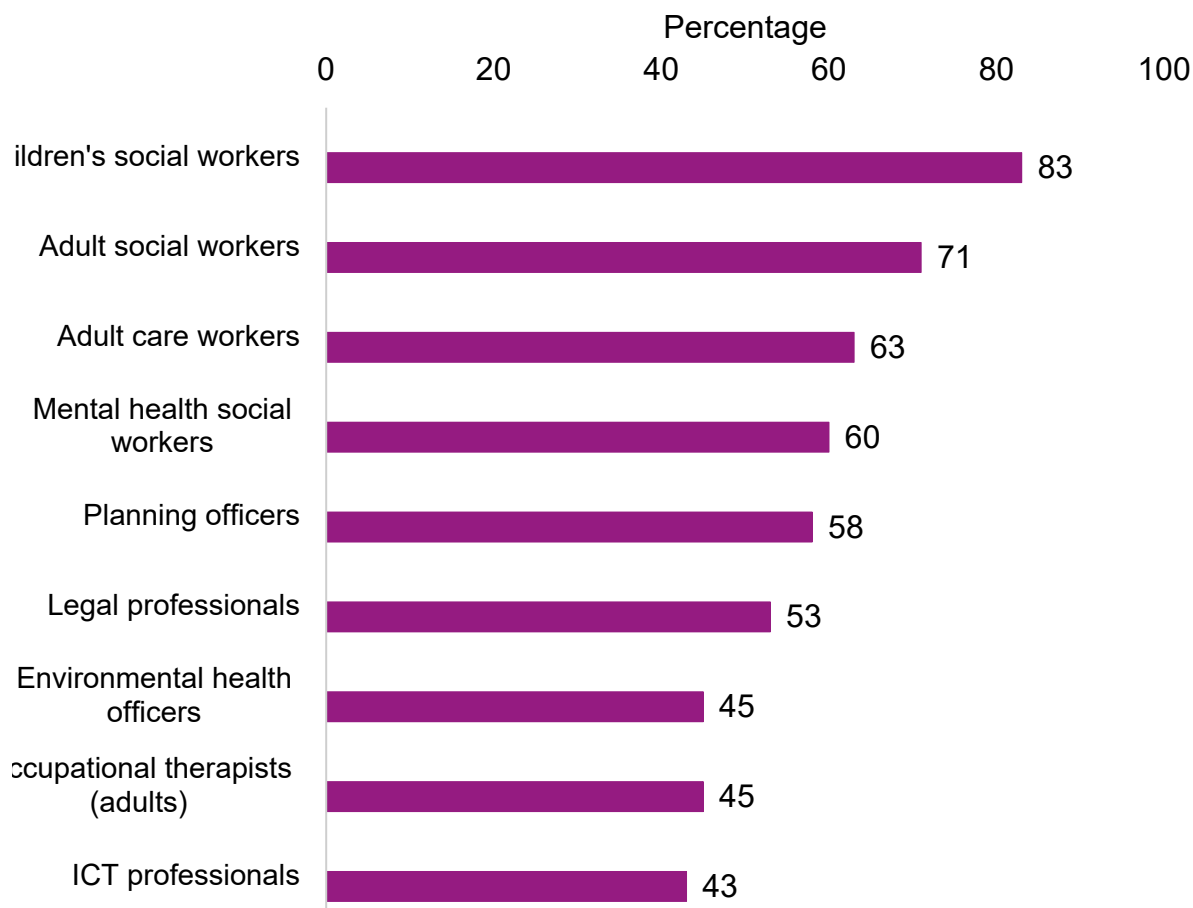
⁶ www.local.gov.uk/our-support/sector-support-offer/care-and-health-improvement/adult-social-care-workforce/asc-reform

⁷ www.local.gov.uk/publications/ons-quarterly-public-sector-employment-survey

⁸ www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/Data-and-publications.aspx

⁹ <https://explore-education-statistics.service.gov.uk/find-statistics/children-s-social-work-workforce>

¹⁰ LGA Workforce Survey 2022 (publication imminent)



Base: all councils (119 overall, but number varies by occupation/role as the results are calculated for the type of council that holds responsibility for them).
 Source: LGA Workforce Survey 2022

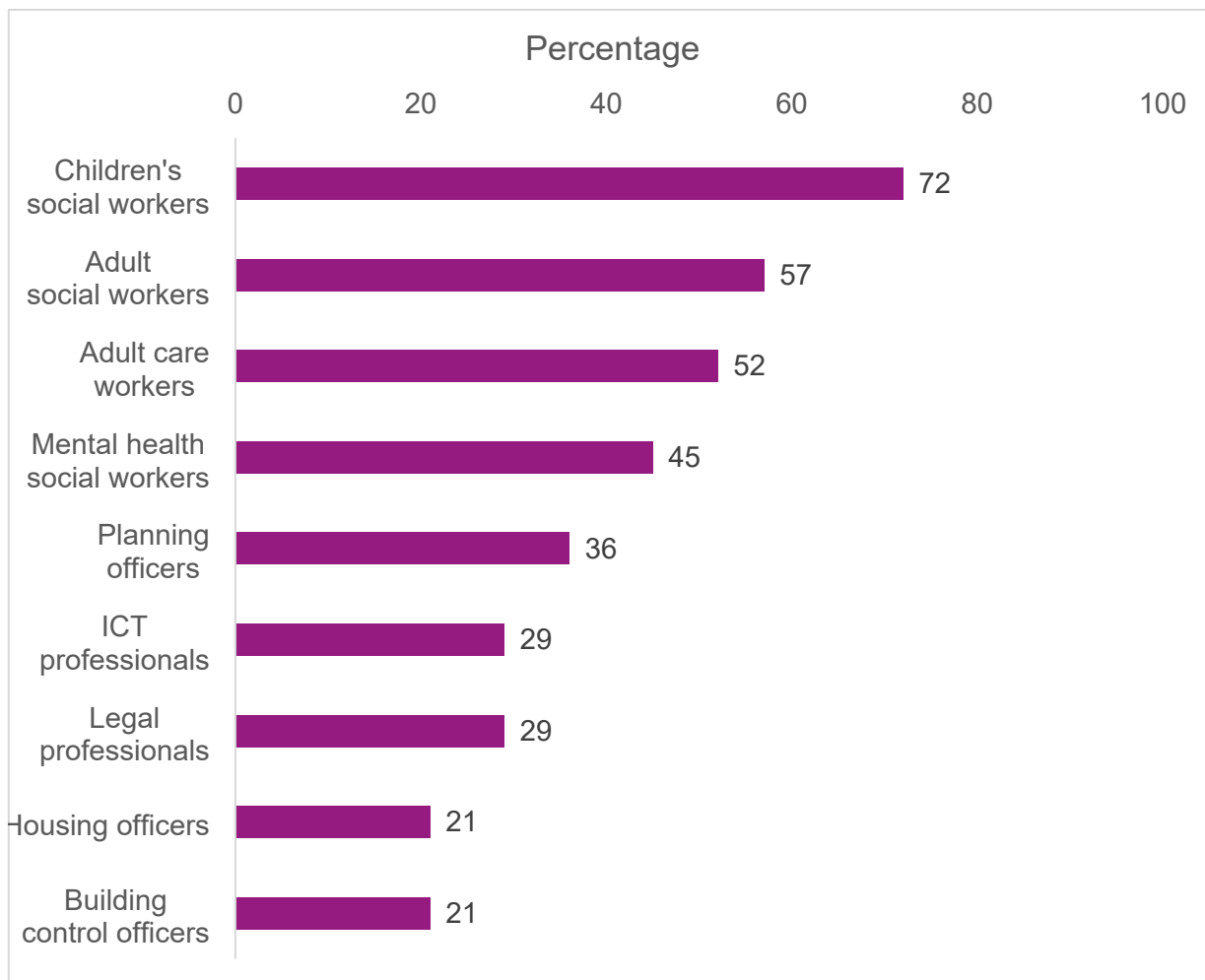
9. A further survey showed that 63 per cent of councils had experienced difficulties recruiting or retaining LGV/ HGV drivers over the past year or anticipated such difficulties¹¹. From our discussions with the Association of Trading Standards Officers, it is also clear that trading standards services are experiencing challenges in recruitment.
10. The vacancy rate for children and family social workers was 16.7 per cent in September 2021¹², and 94 per cent of local authorities in early 2022 found it difficult or very difficult to fill vacancies for experienced children’s social workers¹³. The number of vacancies across all providers of adult social care increased by 52 per cent in 2021/22, by 55,000 to 165,000¹⁴.
11. Figure 2 shows that, as a proportion of all councils which run the service, the most difficult to retain occupations/ roles are often those which are challenging to recruit:

¹¹ www.local.gov.uk/publications/local-highways-weather-resilience-survey-2022

¹² <https://explore-education-statistics.service.gov.uk/find-statistics/children-s-social-work-workforce>

¹³ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1123954/Childrens_services_Survey_Wave_6_Dec22.pdf

¹⁴ www.skillsforcare.org.uk/Adult-Social-Care-Workforce-Data/Workforce-intelligence/documents/State-of-the-adult-social-care-sector/The-state-of-the-adult-social-care-sector-and-workforce-2022.pdf



Base: all councils (119 overall, but number varies by occupation/role as the results are calculated for the type of council that holds responsibility for them).

Source: LGA Workforce Survey 2022

12. Analysis of insights and research from services experiencing capacity challenges has identified the following causes (this is not a comprehensive list):

- i) **Low pay:** this is a factor in all service areas. In some areas of the country, the affordability of housing and availability of public transport impacts on the ability of councils to recruit.
- ii) **Better hours and working conditions elsewhere:** this is a motivation for social care and public health workers, for example, who have also reported feeling burnt out and stressed. There is a perception of a lack of parity of esteem compared to the NHS workforce. Post COVID-19, planners and environmental health officers are also reported to be taking early retirement and leaving the profession and can find work in the private sector. There are also recruitment and retention challenges in housing and homelessness services where officers now have increased workloads due to Homes for Ukraine and other resettlement schemes. Some planners choose to work for agencies where they feel less personally visible in the context of politically charged decision-making and children's social workers value the flexibility provided by agency work.
- iii) **Reductions in staffing and other budgets** have led to reductions in supervision, support, learning and development as well as increased workloads. While some

measures (such as moratoriums on training and recruitment freezes) were intended to be temporary in the early years of austerity, these have become permanent with long-term consequences. These can all impact on staff retention and the ability for professionals to develop additional expertise. Similarly, pressure on manager time is sometimes seen as a disincentive to taking on apprentices or other more junior roles.

- iv) **Local government is not perceived as an attractive career.** Other sectors are perceived as providing more attractive career options in light of the above, with a perceived lack of appreciation and recognition and either low public profile or negative perceptions arising from financial challenges and service failures in the sector generally. Some planners and children's social workers are exposed to significant public criticism, including via social media, without right of reply.

13. Recruitment and retention challenges are leading to the following further impacts and consequences:

- i) Because councils are seeking to recruit from an increasingly limited pool of officers, they are **using market supplement payments** (which were not necessarily budgeted for) to support recruitment and retention. Eighty-one per cent of councils pay them for some occupations¹⁵;
- ii) Councils are increasingly **relying on agency staff** to fill gaps:
- Sixteen per cent of children's social workers are agency staff and proportions in some councils are at 48 per cent¹⁶ (this does not include where agencies provide entire 'project teams');
 - The Planning Advisory Service has found that some planning services have up to 80 per cent of their staff provided by agencies;
 - Twenty per cent of London authorities reported routinely using agency staff to meet capacity needs in place-shaping services¹⁷.

High turnover of social workers and residential workers and reliance on agency staff can lead to a lack of stability in relationships for children and their families¹⁸. Recent analysis for the DfE estimated that the additional cost of employing agency staff means that there is a loss of over £100 million per year that could be better spent on front-line activity to support children and families¹⁹.

- iii) It can be **difficult to recruit managers** with the required skills and experience; and pay restraint is acting as a disincentive for people to seek promotion to supervisory roles. The reduction in staff numbers can lead to bigger portfolios for managers, making it difficult for them to find time to use their skills effectively.

¹⁵ LGA Workforce Survey 2022 (publication imminent)

¹⁶ <https://explore-education-statistics.service.gov.uk/data-tables/permalink/454afee-eb35-4226-5de6-08dad5210ff4>

¹⁷ www.london.gov.uk/what-we-do/regeneration/advice-and-guidance/helping-london-authorities-deliver-placeshaping-capacity-survey

¹⁸ www.gov.uk/government/publications/ofsted-annual-report-202122-education-childrens-services-and-skills

¹⁹ <https://childrensocialcare.independent-review.uk/final-report/>

Newly qualified staff now make up a greater proportion of posts in children's social care²⁰: since newly qualified staff require more oversight and support, this places additional work on managers and may introduce risk when expertise and practical experience is needed to make effective decisions about children and their families²¹.

Ninety per cent of councils reported at least one capability gap in their management team and 83 per cent reported at least one capacity issue²².

- iv) Around 40 to 50 per cent of councils have consistently reported minor **disruption to their services** as a result of not having the right staff (in numbers or skills to meet demand) to run normal services. Around 10 to 20 per cent reported moderate or severe disruption for the same reason²³.

Disruption due to staffing issues has tended to affect key services, most notably those that require professional qualifications. The most recent research showed that the most disrupted services for single tier and county councils were:

- Directly employed adult social care (74 per cent)
- Schools (70 per cent)
- Children's services (58 per cent)
- Public health (52 per cent)

For district and single tier councils, the most disrupted services were:

- Doorstep collection of household waste (45 per cent)
- Environmental health (33 per cent)
- Planning (31 per cent)

- v) There are also **direct negative consequences** both for staff as individuals and for councils' ability to deliver services and/or introduce new operating models:

- Two-fifths of Heads of Human Resources (HR) said that there was a moderate and 11 per cent said there was a high risk that workforce capacity may negatively affect their council's ability to deliver services²⁴;

²⁰ www.gov.uk/government/publications/childrens-social-care-2022-recovering-from-the-covid-19-pandemic/childrens-social-care-2022-recovering-from-the-covid-19-pandemic

²¹ www.gov.uk/government/publications/national-review-into-the-murders-of-arthur-labinjo-hughes-and-star-hobson

²² LGA Workforce Survey 2022 (publication imminent). A capability gap was defined as 'the council has managers, but they require additional training and development/support to close their skills gap'. A capacity gap was defined as 'the council has managers with these skills, but they have no capacity to utilise them effectively'.

²³ www.local.gov.uk/covid-19-workforce-survey-research-reports. These regular surveys were conducted fortnightly during the pandemic in 2020, then monthly until January 2022.

²⁴ www.local.gov.uk/publications/covid-19-workforce-survey-week-ending-14-january-2022

- Two-thirds of adults and children’s social workers in January 2022 said they were experiencing deteriorating mental health because of their roles²⁵;
- Ofsted has noted that children’s social care workloads are high and the demands of an already challenging job can be unsustainable. In the year leading up to September 2021, 9 per cent of all local authority children’s social workers left local authority social work, an increase from 7 per cent the previous year²⁶;
- Thirty-one per cent of Heads of Environmental Services said that some services had been stopped in their authority over the last six years, with many reducing services to the statutory minimum²⁷;
- There is a loss of specialist expertise in a number of areas of local regulatory services, with many officers now taking on generalist roles as councils are unable to carry specialist posts within their headcounts: in some places there is concern about the predominance of food work over other areas of regulation²⁸;
- Given the responses given to the Chartered Institute of Environmental Health workforce survey²⁹, it may be expected that work currently underway to review housing conditions (particularly in the private rented sector) will place further pressure on already-strained capacity in environmental health, with both environmental health and trading standards facing challenges to effectively deliver their broad range of responsibilities and concern about the future pipeline of officers in each service;
- The King’s Fund argues that COVID-19 has made enormous demands on Directors of Public Health and their (usually small) teams and many are exhausted³⁰. This has implications for the full range of public health systems and functions, including emergency planning³¹;
- Seventy per cent of local planning authorities surveyed by the Royal Town Planning Institute said that they had had difficulty recruiting enforcement officers over the past five years³²;
- Thirty-eight per cent of local planning authorities reported that they could not administer and deliver new ‘No Net Loss/ Net Gain’ and Biodiversity Offsetting policies and, of these, 62 per cent identified lack of staffing resource as the reason³³. A lack of in-house ecological expertise is cited as a major obstacle.
- Heads of library services at a Libraries Connected basecamp reported that libraries have limited ability to respond to corporate priorities such as climate

²⁵ <https://campaigncollective.org/2022/01/25/social-workers-case-loads-putting-vulnerable-at-risk/>

²⁶ www.gov.uk/government/publications/ofsted-annual-report-202122-education-childrens-services-and-skills

²⁷ www.cieh.org/policy/campaigns/workforce-survey-england/

²⁸ Identified by a cross-government task and finish group convened by DLUHC post-pandemic looking at issues in local regulatory services

²⁹ www.cieh.org/policy/campaigns/workforce-survey-england/

³⁰ www.kingsfund.org.uk/blog/2021/08/public-health-workforce

³¹ www.fph.org.uk/media/3031/fph_systems_and_function-final-v2.pdf

³² www.rtpi.org.uk/research/2022/november/planning-enforcement-resourcing/

³³ <https://cieem.net/wp-content/uploads/2021/09/LPA-Survey-Full-Report-Aug-23-2021-FINAL.pdf>

change and the cost of living, despite councils increasingly seeing libraries as a trusted core delivery vehicle for providing community support and engagement.

- The Chief Culture and Leisure Officers Association advises that leisure centres have typically covered their own running costs and generated a surplus for councils, but staff shortages, particularly for lifeguards (reported by 73 per cent of employers), are forcing them to move to shorter opening hours or close (50 per cent of employers with shortages)³⁴. This is compromising a business model that is already under pressure from reduced footfall post-COVID-19. Libraries are similarly affected: individual staff sickness now often leads to branch closures as there is no replacement pool of staff to redeploy. This is affecting public opinion of the stability and reliability of these universal and very visible council services.
- The Grenfell Tower disaster and subsequent revelations about the state of the built environment dramatically illustrated the important role of effective building control regulation. Local Authority Building Control (LABC) reports that there are very few council building control departments which have a full complement of staff. Those who do are likely to be operating a reduced establishment than in previous years because of pressure on budgets. As a result, councils regularly have to resort to agency staff: LABC estimate that 50 per cent of London Boroughs have used an agency surveyor at some point over the last twelve months³⁵. LABC and Government funding has provided training to improve competence, but the advent of the new post-Grenfell regulatory system will put additional – as yet unquantified – stress on council teams with oversight from what will in effect be a new inspectorate (HSE). HSE has noted under-resourcing of teams as a key risk to good practice, and therefore good outcomes, following research into current operation and practices of the profession³⁶.
- Revenues and Benefits services have faced considerable change and uncertainty throughout the implementation of wide-ranging welfare reforms and the administration of vital support throughout the pandemic and the cost-of-living crisis – often and very short notice and with evolving funding, policy and partnership arrangements. The LGA has heard, through attendance at DWP engagement forums with Revenues and Benefits practitioners, that this has impacted on recruitment, retention, morale and capacity and placed considerable pressure on these services.

14. The cost of living crisis is increasing the scale of the challenge. Nearly all (95 per cent) of the respondents to a Homecare Association Survey said that their staff had expressed anxiety about the rising cost of living and 21 per cent reported that staff were looking for work elsewhere because they cannot afford fuel and other costs: this may impact on councils' ability to commission services from social care providers.

³⁴ Chartered Institute for the Management of Sport and Physical Activity Employer Pulse Check 2021 (unpublished)

³⁵ Views supplied to the LGA by LABC

³⁶ www.hse.gov.uk/research/insight/building-control-pubn-summary.pdf

Increasing pay rates for tradespeople lead to consequences not only for councils' ability to let contracts for maintenance and construction work but also contracts being handed back prior to completion.

15. This in turn will put pressure on national negotiations for the annual pay awards for local government workers, compounding a pre-existing issue for the sector from a rapidly escalating National Living Wage (NLW). Last year the NLW increased by 9.7 per cent to take effect on 1 April 2023: forecasts from the Low Pay Commission (who recommend the NLW level to Government) suggest that for April 2024 the NLW could increase a further 8.8 per cent to £11.35. The high proportion of local government staff who are at or near this point means that a significant proportion of any pay award has and will continue to be consumed by legal compliance with the NLW. Without additional funding to meet this cost there will be no capacity to meet the pay-related challenges of those further up the pay scale – the specialists and professionals referenced in this paper. In fact, their pay position is likely to worsen in comparison with the wider public sector and private sector.

Progress to date

16. The LGA and our partners have had some success in highlighting the scale and nature of workforce capacity issues in the sector. For example:
 - i) The National Employers for local government took the unprecedented step in 2022 of writing to the Secretary of State for the Department of Levelling Up, Housing and Communities (DLUHC) when they made their final pay offer to the trade unions, highlighting the need for additional funding to meet the NLW cost. Government declined to recognise the issue and the particular position of local government within the public sector in relation to the NLW. The additional funding made available from 2023/24 may assist with the challenge of meeting the NLW cost in 2023/4 but leaves the cumulative cost highlighted in 2022 unmet: it is therefore unlikely that this will provide much support for councils in meeting their workforce capacity challenges. While the 9.2 per cent increase in local government core spending power announced in the 2023/24 Provisional Local Government Finance Settlement will help councils deal with inflationary and other cost pressures, the LGA will continue to make the case for the underlying and existing pressures that remain. Many councils will also see much lower increases in Core Spending Power in the next financial year;
 - ii) In its December 2021 white paper on adult social care, the Government announced £500 million for measures to support the adult social care workforce. The LGA continues to make the case that more detail is needed on this funding to ensure that the Government joins up its various workforce commitments and is keen to work with Government and partners to achieve this;
 - iii) In the November 2022 Autumn Statement, the Government announced its intention to publish a comprehensive workforce plan for the NHS. In response, the LGA has stressed the need to expand the scope of the plan to include the adult social care workforce;

- iv) In the Autumn Statement, the Government also announced it would delay the rollout of adult social care charging reform in light of concerns from the sector that underfunded reforms would have exacerbated significant ongoing financial and workforce pressures;
 - v) The Government has announced its intention to consult on increases to planning fees to improve capacity in the local planning system;
 - vi) In its August 2020 'Planning for the Future' white paper the Government announced its commitment to developing a comprehensive resources and skills strategy for the sector;
 - vii) New Government strategies on libraries and sport are being developed. The Government has committed that these will include actions on workforce issues, while the LGA has been commissioned to deliver a workforce mapping survey on the library, archives, records, information and knowledge sector to inform these.
17. The experience of the regulatory services task and finish group, in 2021, however, offers some indication of the possible challenges. The LGA was successful during COVID-19 in highlighting the demands on regulatory services and implications for the future pipeline of officers, leading to the creation of the task and finish group and cross-Whitehall engagement with a proposal for a £15 million regulatory services apprenticeship fund, which achieved some support. The proposal was not subsequently approved and the Department for Levelling Up, Housing and Communities (DLUHC) has subsequently stepped back from the role it was playing on regulatory services. While the Food Standards Agency is continuing to look at this issue, there are challenges linked to the split interest in environmental health and trading standards across different Government departments.
18. The LGA continues to work with professional and regional bodies and to meet with relevant Government departments, to discuss relevant issues and possible solutions.
19. However, in comparison to significant Government investment in recruitment campaigns for professions such as teaching and defence, there has been minimal investment in local government as a 'brand'. Successive years of reductions in Government funding and significant challenges have diminished the attractiveness of the sector as an employer. Given the wide variety of professions employed in local government, the potential to make a difference to local communities and places, and the pride experienced by many working in the sector, there is potential to promote the value and benefits of a career in local government sector, with the aim of appealing both to those entering their professions and to those seeking a career change.

Policy offers and asks

20. Local government has a number of workforce capacity policy offers and asks, which are relevant to the priorities in the [LGA business plan 2022-25](#), as set out below.

A sustainable financial future – continue to highlight the cost pressures on all council services and press for longer term funding that reflects current and future demand for services.

21. Councils need more resources to undertake workforce planning so they can make better use of public resources and engage effectively with the skills system in the UK in the future

The reduction in funding to local government for over a decade has prevented long-term investment in the workforce, with funds reprioritised to solve immediate challenges. Due to high attrition rates and scarcity of skills in key occupational areas councils are now facing a perfect storm of a lack of supply (from the UK skills system) and a lack of long-term investment. Working with further and higher education sectors, learning and training routes can be built back in skill shortage areas for local government. This can only be done effectively if councils can project their workforce needs through effective workforce planning over a one to five year period.

As large employers covering the entire country, councils are strategically placed to create local employment opportunities where they have skills needs: targeted investment would enable councils to help level up skills gaps through their own employment and training pathways, boosting their local economy and therefore building back capacity. This starts with better workforce planning across each place, working in partnership with employers and training providers.

22. Councils need extra funding to enable provision of placements, supervision, apprenticeships and training for professions and service areas experiencing capacity challenges

In light of the challenge to recruit specialist and technical roles, many councils are looking to develop their existing staff to close their immediate skills gaps, i.e. to 'grow their own' talent. In the context of significant budget reductions, there is little funding or capacity to support this. The LGA is pressing Government to provide similar investment in training and development programmes to that provided in other parts of the public sector, to address specific skill shortages now in children's services, regulatory services and waste management.

23. Councils need funding for professional bursary schemes to boost capacity in skill shortage areas and to attract and retain professional talent

Many of the local government skill shortage areas (including those in statutory services) require graduate or professional qualifications to enter and progress in that career. Investment in bursary schemes such as [the NHS](#) and those for schools ([Teach First](#)) delivers much needed skills to those sectors. The LGA is working with the Government and professional bodies to identify the key success factors and support required and press for short term targeted funding in the system to boost supply of much needed undergraduate, postgraduate and professional bursary schemes designed specifically for local government.

24. Councils can improve the responsiveness of the national employment and skills system

[Work Local](#) is the LGA's longstanding, ambitious yet realistic vision for progressive devolution and integration of employment and skills services. The campaign sets out:

- how a centrally driven and fragmented approach is suboptimal and costly;

- how a place-based system, coordinated by local government has the potential to support more people into work and result in increases in residents' skills and employment outcomes at less cost.

25. Councils need flexibilities in implementing apprenticeships

Councils employ approximately 27,000 apprentices across all levels of the workforce from new starters to individuals on graduate apprentice schemes into skill shortage areas. The apprenticeship route offers councils the ability to create development and training pathways into roles at all levels but more flexibility is needed in how the apprenticeship levy can be spent. Since the introduction of the levy in 2019 (£150 million per annum for councils in England), councils have transferred £3.25 million per month unspent to HMRC and this figure is increasing. The LGA has operated an apprenticeship support programme to help councils maximise their levy spend, transfer their levy to other employers and build capacity to grow more apprentice schemes and create more apprentice standards that are needed by councils.

The LGA is seeking increased flexibilities in how the apprenticeship levy can be spent: currently the levy can only be used to pay for training. Councils report they would use levy to fund extra capacity in their council to better manage the levy process and to backfill wages when staff on apprenticeships attend training.

Council-maintained schools have been disproportionately affected by the levy as they were unable to spend it effectively since the relevant standards did not exist. The LGA has supported the development of apprenticeship standards in schools but much more needs to be done to use the levy to create new apprenticeship routes for higher teaching assistants, teachers and SEND roles.

26. Councils need investment to support economic development

Councils' economic development (ED) teams promote prosperity amongst communities, residents, and businesses, and have latterly been entrusted as 'lead authority' to work with Government to determine how multiple economic growth-related funding streams, are targeted in local areas. The Chief Economic Development Officers Society (CEDOS) published a report³⁷ earlier this year which identified recruitment challenges and skills gaps in light of changing demands on the service.

The LGA has commissioned Shared Intelligence (Si) to build on CEDOS' research and engage different parts of local government through our partner organisations. Si's report, due in March 2023, will capture skills and capacity challenges ED teams face in delivering local and national priorities and suggestions for further support to enable ED teams to deliver more. Interim findings will be presented to the City Regions and People and Places Boards in January, and we will explore links with the EEHT Board. Based on the outcome of this project, more detailed support may be required.

³⁷ www.cedos.org/future-of-economic-development-research/

We are currently also planning to commission research into capacity and priorities, and to develop recommendations for the future of revenues and benefits services, to ensure the right support and safety net underpins inclusive local economies.

Putting people first – the reform of adult social care gives councils the resources to address their funding pressures.

27. Councils need a ten-year workforce strategy for health and adult social care

The Autumn Statement included a commitment for the publication of a comprehensive workforce plan for the NHS in 2023, including independently verified forecasts for categories of professionals required. In response, we have called for this plan to be extended to include the non-NHS health workforce commissioned or directly employed by councils, the adult social care workforce and those in the community and voluntary sector without whose support the NHS would not be able to operate. We are willing to work with the Government to achieve this, alongside ADASS and other representatives of care and support service users, employers, workers, inspectors and commissioners. This plan should include investment in training, qualifications and support; career pathways and development; effective workforce planning across the whole social care workforce and staff recognition, value and reward. This would enable a holistic view of the needs of the whole workforce, for example enabling social care workers to access resources to aid retention such as NHS Wellbeing Hubs.

28. Councils need an independent review of care worker pay

The social care workforce must be developed in a manner equivalent to the NHS as part of a stable, sustainable solution to long-term funding problems. This must involve 'parity of esteem' for social care staff with their NHS colleagues. Research and deliberation is needed on the coordination of terms and conditions and the introduction of an effective mechanism for implementation and uprating pay. To achieve those aims with a reasonable degree of consensus across the sector, we continue to urge Government to commission an independent review to promptly review the existing pay levels in the sector and the mechanism for ensuring they support the recruitment and retention of the high-quality workforce the public requires.

29. Councils need financial support to address significant challenges in adult social care recruitment and retention

The LGA argues that, although additional funding for adult social care announced in the Autumn Statement is welcome, it falls significantly short of the £13 billion we have called for to address the severity of the pressure facing the service: this includes £3 billion towards tackling significant recruitment and retention problems by increasing care worker pay. While we have produced [guidance to support social care providers to maximise opportunities from overseas recruitment](#), financial support is also required to meet additional costs associated with this route (approximately £6,000 per person).

30. Councils need a knowledge and skills framework for adult social care

The LGA welcomed the commitment in 'People at the Heart of Care', the adult social care reform white paper, to a knowledge and skills framework to support career structure and progression and now calls for its implementation. This framework should

be across health and care to enable people to maximise opportunities and build knowledge and understanding of different roles (subject to the current pay differential between health and care being addressed so that the current one-way flow of staff from social care to health is ceased).

31. Councils need the removal of barriers to swift ‘onboarding’ of new staff

Capacity gaps in adult social care are being exacerbated by lengthy Disclosure and Barring Service (DBS) processes and a lack of portability of existing checks. It is proposed to seek the support of DLUHC to convene relevant Government departments and professional bodies to consider revisions to processes to reduce lengthy recruitment periods and additional costs.

Putting people first – councils have the powers and funding to meet the needs of all local children and people.

32. Councils can support Government to review national rules on agency usage in children’s social care

We are already supporting councils to reduce the use of agency social work, which is costly and works against providing stable professional relationships for children and families. We are recommending that Government takes consistent action to control the agency market and malpractice, particularly in relation to the growing prevalence of managed teams in the market which is leading to concerns about a lack of vetting assurance associated with these teams, and a reduction in the availability of agency social workers for ‘standard’ appointments.

33. Councils need a holistic workforce strategy for children and family services

The scale of the challenge, and the interrelationships across all elements of children and family services, requires a holistic strategy. We are calling on the Department for Education, in consultation with the sector, to develop a shared 10-year workforce strategy and a sustainable approach to pay with clear actions at national, system, place and provider level. This will help the sector plan for and attract the right people we need to meet demand, create new entry routes into social work, focus on prevention rather than crisis, enable us to reward people appropriately and set out explicit skills and competency frameworks.

Championing climate change and local environments – deliver a waste and resource system that meets local needs

34. Councils need long-term policy and funding certainty to invest in climate change response and a national technical assistance strategy

Councils have some influence over 80 per cent of local greenhouse gas emissions, through housing, transport and energy solutions. All private and public sector partners are learning and growing experience around climate change mitigation and adaptation. Councils are no different, but messy and uncertain funding and policy environment can make it difficult for councils to invest in the technical, financial and managerial experience to lead the local long-term effort, and support from Local Net Zero Hubs is patchy at best. Councils need clarity so they can invest in their capacity,

and a strategy to pool to technical assistance locally, sub-nationally and nationally which councils can draw on.

35. Councils need a resources and skills strategy for planning and place-making

The LGA welcomes the commitment in 'Planning for the Future, the planning white paper, to a comprehensive resource and skills strategy for the planning sector and now calls for its urgent implementation. As outlined earlier in this report there is considerable concern from councils about their already stretched capacity and recruitment and retention challenges. Councils will need the necessary resources to upskill officers to implement reforms to the planning system to ensure they are equipped to create great communities through community engagement and proactive place-making.

36. Councils want to work with government and industry to grow the environmental skills to deliver the Environment Act

Public concern with environmental quality will grow and the Environment Act introduces a range of ambitious policy reforms that councils want to help succeed. Councils are encountering real challenges in finding and recruiting the skills in preparing for their duties around Bio-Diversity Net Gain, the development of Local Nature Recovery Strategies, wider nature recovery, and wider waste and recycling policy reforms. In particular, the government, industry and councils should work together grow the number of ecologists across all partners and ensure that local government is an attractive to new ecologists.

37. Councils need the removal of barriers to recruitment and retention of HGV drivers

Forty-one per cent of councils state that allowing renewal of the certificate of professional competence (CPC) at no cost to drivers would help to alleviate HGV driver shortages³⁸. We therefore propose to call on the Department for Transport to remove CPC renewal costs to aid recruitment and retention of workers in the sector.

Improvement and support offers

38. The LGA currently provides the following advice and support to councils which can assist with recruitment and retention challenges:

- i) Resources to help local government employers to address recruitment and retention challenges, accessed via the [LGA website](#).
- ii) Information and best practice sharing (including new ways of working) with local authorities' HR professionals;
- iii) Targeted 'employee healthcheck' surveys for qualified social workers, occupational therapists and non-registered social care practitioners supporting the delivery of social care to inform workforce planning and support;

³⁸ www.local.gov.uk/publications/covid-19-workforce-survey-week-ending-14-january-2022

- iv) Tools and consultancy to support councils to make efficient use of staffing resources and workforce planning;
- v) Training to support new managers and aspiring leaders in arts, culture, libraries, sport and physical activity, funded on a rolling basis by Arts Council England and Sport England.

39. The LGA has identified a number of additional support offers that it could provide to councils, subject to the identification of funding. These could include:

- i) developing a recruitment campaign for local government
- ii) research into career pathways to inform planning of qualifications and training provision
- iii) development of apprenticeship pathways into skills shortage areas
- iv) development of returners programmes and support for early careers
- vi) further collation and promotion of best practice to the sector.

LGA political governance

40. The Resources Board has the overall lead for workforce support as well as the policy lead for financial sustainability in the sector and the capacity and capability of the finance workforce. Each LGA policy board considers workforce issues as relevant to their terms of reference and in particular:

- Children and Young People Board: children’s social care;
- Community Wellbeing Board: adult social care;
- Environment, Economy, Housing and Transport Board: waste, climate change, housing, planning;
- Safer and Stronger Communities: regulatory services such as environmental health and trading standards (these services also support the objectives of other boards);
- Culture, Tourism and Sport: Libraries, leisure centres and parks;
- City Regions Board: economic development, employment and skills;
- People and Places Board: economic development, employment and skills.

The Improvement and Innovation Board also has a role in overseeing the delivery of workforce improvement support activity funded by DLUHC.

41. All of the above boards are therefore asked to consider this report and provide feedback on priority issues related to this theme. Following the Resources Board discussion, the expectation is that Executive Advisory Board will then be asked to consider the LGA’s work on the theme in the round.

Implications for Wales

42. Wales faces very similar issues with workforce capacity as are evident in England. Through the workforce team's regular engagement the WLGA feeds into discussions and the sharing of good practice and experience. The working assumption used is that any steps to improve capacity in England would also be applicable in Wales, taking note of relevant responsibility devolution.

Financial implications

43. The LGA activities listed at paragraph 37 will be implemented within existing budgets. Improvement and support proposals references at paragraph 38 are subject to negotiation with DLUHC as part of the 2023/4 sector support programme.

Equalities implications

44. Capacity gaps in councils' workforce have the potential to have negative impacts on people with protected characteristics: for example, an inability to meet demand for adult social care can impact older people and people with disabilities.
45. Addressing equalities considerations is a crucial part of work to maximise the potential pool of local government workers and aid retention: support to councils to consider equalities good practice is an important part of the workforce provided by the LGA.
46. By working with councils and with relevant professional bodies, the LGA will target its policy and improvement work to address workforce capacity challenges towards those service areas where it is most needed, with particular consideration of impacts on people with protected characteristics.

Next steps

47. A report incorporating feedback from policy boards will be brought to Executive Advisory Board for consideration on 9th March 2023.

Meeting: City Regions Board

Date: 25 January 2022



City Regions 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? No

Recommendation/s

That the City Regions Board comment on and agree the forward plan.

Contact details

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City Regions Board meetings forward plan



Background

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

Proposal

Date	Papers	Guest speaker(s)
30 September 2022	<p><i>Terms of reference</i></p> <p><i>Work programme</i></p> <ol style="list-style-type: none"> 1. <i>Future of Cities</i> 2. <i>Levelling Up Economic inclusion</i> 3. <i>Urban resilience</i> 4. <i>Green jobs – retrofit skills</i> 5. <i>Growth funding</i> 	
23 November 2022	<ol style="list-style-type: none"> 1. <i>LGA Business Plan</i> 2. <i>Future of Cities</i> 3. <i>Growth funding – implications of the fiscal event for city regions and urban areas</i> 4. <i>Levelling Up – recommendations from LU Locally Inquiry</i> 5. <i>Health devolution and NHS local growth work</i> 	<p><i>Simon Kaye, Reform</i></p>

<p><i>lead members and papers circulated to the Board by email for comment where needed.</i></p>	<p>related government announcements.</p> <ol style="list-style-type: none"> 3. Findings from economic inclusion work 4. Urban resilience 5. Green jobs 6. Growth and economic development project findings 	
<p>14 June 2023</p>	<ol style="list-style-type: none"> 1. Future of Cities 2. Levelling Up Locally next steps 3. Urban resilience 4. Green jobs 5. Growth funding 6. Board's annual report 	

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