



Safer & Stronger Communities Board

Agenda

Thursday, 10 November 2022
11.00 am

Online via Teams

There will be a meeting of the Safer & Stronger Communities Board at **11.00 am on Thursday, 10 November 2022** Online via Teams.

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:

Amy Haldane
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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.

Safer & Stronger Communities Board – Membership

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

Councillor	Authority
Conservative (7)	
Cllr Lewis Cocking (Vice-Chair)	Broxbourne Borough Council
Cllr Eric Allen	Sutton London Borough Council
Cllr Bill Borrett	Norfolk County Council
Cllr Louise McKinlay	Essex County Council
Cllr Julia Lepoidevin	Coventry City Council
Cllr Lois Samuel	West Devon Borough Council
Cllr Arnold Saunders	Salford City Council
Substitutes	
Cllr John Riley	Hillingdon London Borough Council
Cllr Paul Findlow	Cheshire East Council
Cllr James Gartside	Rochdale Metropolitan Borough Council
Labour (7)	
Cllr Nesil Caliskan (Chair)	Enfield Council
Cllr Jas Athwal	Redbridge London Borough Council
Cllr Tracey Dixon	South Tyneside Council
Cllr Jeanie Bell	St Helens Council
Cllr Amanda Chadderton	Oldham Metropolitan Borough Council
Cllr Asher Craig	Bristol City Council
Cllr James Dawson	Erewash Borough Council
Substitutes	
Cllr James Swindlehurst	Slough Borough Council
Cllr Carleene Lee-Phakoe	Newham London Borough
Cllr Tamoor Tariq	Bury Metropolitan Borough Council
Liberal Democrat (2)	
Cllr Heather Kidd (Deputy Chair)	Shropshire Council
Cllr Jon Ball	Ealing Council
Substitutes	
Cllr Jake Short	Sutton London Borough
Independent (2)	
Cllr Clive Woodbridge (Deputy Chair)	Epsom and Ewell Borough Council
Cllr Karen Lucioni	Isle of Wight Council
Substitutes	
Cllr Paul Hilliard	Bournemouth, Christchurch and Poole Council
Cllr Chidi Nweke	Epping Forest District Council
Cllr Patricia Patterson-Vanegas	Wealden District Council

Agenda

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Item	Page
1. Welcome, Apologies and Substitutes, Declarations of Interest	
2. Notes of previous meeting	To follow
3. LGA Plan 2022-25 and the priorities of other LGA Boards	1 - 32
4. Covid-19 Public Inquiry and Resilience work	33 - 48
5. Manchester Arena Inquiry	To follow
6. Update paper	49 - 62

Date of Next Meeting: Thursday, 19 January 2023, 11.00 am, Hybrid Meeting
- 18 Smith Square and Online

LGA Plan 2022-25 and the priorities of other LGA Boards

Purpose of report

For information.

Summary

At the September Board meeting, Board members requested information on the priorities of the LGA's other policy Boards, as well as the LGA's business plan, to help understand how the proposed SSCB priorities align with wider organisational priorities. This paper provides an overview of these priorities, drawing out areas of joint interest with the SSCB.

Recommendations

That the Safer Stronger Communities Board 1) reviews the LGA Plan and considers any changes to its workplan to reflect the overall LGA direction and priorities and 2) notes the proposed priorities of other LGA Boards and areas of joint interest/potential overlap.

Contact officer: Mark Norris

Position: Principal Policy Adviser

Phone no: 020 7664 3241

Email: mark.norris@local.gov.uk

LGA Plan 2022-25

Background

1. At the September Board meeting, Board members requested information on the priorities of the LGA's other policy Boards, as well as the LGA's business plan, to help understand how the proposed SSCB priorities (reattached at the end of this paper) align with wider organisational priorities. This paper provides an overview of these priorities, drawing out areas of joint interest with the SSCB.
2. The LGA's new 3-year business plan – [LGA Plan 2022-2025](#) – was signed off by the LGA Board on 19 October. The document sets the direction for the LGA as a whole and includes the organisation's policy and campaigning priorities for the period. Development of the plan was led by a joint officer/member task and finish group, who considered feedback from consultations and discussions with member councils, lead members, group executives and staff. A copy of the Plan is attached at Appendix 1.
3. As with the SSCB, other policy Boards have been working through the process of agreeing their priorities and work plans at their first meetings of the year. A high level summary of each Board's priorities is included in the table in the next section, with supporting commentary outlining areas of possible overlap or joint interest.

LGA Plan

4. The LGA Plan is in three parts:

Part 1:

- Sets out the LGA's overarching vision and the golden thread that runs through the plan - to be the voice of local government.
- Sets out our purpose - to promote, improve and support local government. These form the three pillars of all our external facing work, including the work of the eight policy boards and the Improvement and Innovation Board.
- Emphasises our commitment to work more collaboratively across the whole of local government to strengthen our voice on behalf of the sector.

Part 2:

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

Part 3:

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

Delivering the LGA Plan

5. The SSCB's work programme cuts across the LGA's purpose to promote and improve local government, with our planned activity a mixture of highlighting the good work of councils in relevant policy areas, securing desirable changes to key policies and legislation and helping councils improve their work in our policy areas.
6. The work of the SSCB falls within scope of the theme to champion climate change and local environments, which is summarised by the statement:
 - Everyone wants to live in a green and safe local environment. Councils are actively working to address climate change while continuing to consider the broader environmental factors which help to make more sustainable communities.
7. Two specific priorities within the overall remit of SSCB are highlighted in the plan:
 - Councils have the powers, resources and support to work with local partners to tackle crime and prevent people being drawn into criminal behaviour.
 - The Government's fire reform agenda is shaped to ensure fire and rescue authorities have the resources to address their challenges, including those from climate change (this priority is overseen by the Fire Services Management Committee).
8. Other organisational themes and activities highlighted in the plan are also relevant to other aspects of work included within the SSCB work plan. For example, the workforce element of the LGA's support for local government includes a priority to promote national programmes that enhance and support the local government workforce and respond to significant skills shortages; this includes public protection professions such as environmental health and trading standards.
9. Similarly, the stronger local economies, thriving democracy theme includes an ambition that councils engage in healthy and positive debate and display the highest standards of conduct, and that abuse and intimidation of councillors is taken seriously by all agencies and appropriate steps to prevent and respond to it when it occurs. This work has overlaps with intimidation linked to extremism, and therefore links to the programme of activity within the Board's remit.
10. The LGA Plan will remain a flexible document that will be reviewed and updated annually, and with the agreement of the LGA Board, may be updated to reflect changing circumstances.
11. As the business plan is an intentionally shorter and more focused document than previous iterations, there are fewer policy priorities identified and a more limited number that are explicitly link with the remit of the SSCB. This provides the Board with significant scope for flexibility about the areas it wishes to prioritise.

12. Officers therefore believe that the work programme agreed by the Board in September is consistent with the LGA Plan, but members are invited to review the document and discuss any amendments of additions to the Board’s work programme to align with the LGA’s priorities.

Priorities of other Boards

- 13. During the September Board meeting, Board members requested an overview of the priorities of other LGA Boards to ensure there was no duplication of work and to identify areas where joint work may be possible.
- 14. In general, we would typically expect the Community Wellbeing and Children and Young People’s Boards to have the main linkages with SSCB work, due to overlaps on public health issues (such as drugs, alcohol and gambling) and the intersection between children engaging with children’s services and domestic abuse, serious violent crime etc. However, the SSC team work with a number of colleagues reporting to other policy boards on a wide range of issues (for example, transport and taxi licensing; modern slavery and housing etc).
- 15. The table below provides an overview of the priorities of each Board for this Board cycle. The impact of the cost-of-living crisis features as a priority for many boards, as does the levelling up agenda.
- 16. Members may be interested in the work of the Community Wellbeing Board around public health and prevention, given the focus on the drug strategy, as well as the work of the City Regions Board around building resilient communities.

Board	Priority
Children and Young People’s Board	Cost-of-living crisis, including impact on organisations and the links between deprivation, poverty and involvement with children’s social care
	Independent review of children’s social care
	SEND Green paper
	Funding
Community Wellbeing Board	Adult social care
	Integration
	Public health and prevention, including continuing efforts to improve public health services such as substance misuse services. Working closely with the joint combating drugs unit to deliver on the aspects of the 10-year drugs strategy that relate to drug and alcohol treatment services commissioned by councils.
	Children’s health People in vulnerable circumstances, including mental health, learning disabilities and carers, amongst other areas.
Culture, Tourism and Sport Board	Cost of living and financial pressures

	Commission on Culture and Local Government
	Meeting net zero and climate adaptation and mitigation efforts
	Understanding and addressing the disparities of access and outcomes to CTS services from an EDI perspective
	Investment in sports, physical activity, and parks
Fire Services Management Committee	People: <ul style="list-style-type: none"> • EDI • Leadership training for members
	Professionalism: <ul style="list-style-type: none"> • Building safety • Finance for the sector • Inspections and sector led improvement • Role of the LGA on the Fire Standards Board
	Governance: <ul style="list-style-type: none"> • Supporting members in their governance role
Resources Board	Council funding
	Locally raised resources
	Capital investment
	Pensions
People and places	Rural proofing and recognising rural needs in policy
	Levelling Up: <ul style="list-style-type: none"> • Levelling Up Locally Inquiry • Levelling Up and Regeneration Bill • Work Local Proposals – localised employment and skills system
	Digital connectivity and inclusion
	Skills for the green economy
	Growth funding
City regions	Future of cities
	Levelling Up
	Urban resilience: identify the challenges and opportunities facing leaders in urban areas looking to build resilient communities. This work is initially focusing on understanding heat mapping work in Bristol.
	Green jobs
	Growth funding
Environment, Economy, Housing and Transport Board	Environment: <ul style="list-style-type: none"> • Environmental reforms • Flooding • Air quality • Climate change
	Economy:

	<ul style="list-style-type: none"> • High streets and town centres Organising and delivering economic growth support • Promoting green growth opportunities
	<p>Housing, planning and homelessness:</p> <ul style="list-style-type: none"> • Planning reforms • Delivering more homes • Social housing quality • Housing improvement programme • Private rented sector • Homelessness
	<p>Transport:</p> <ul style="list-style-type: none"> • Dealing with highway obstructions • Electric vehicle charging • Highway maintenance • Freight • Buses • Active travel • Drones • Manage demand for car use • Local Transport Plans • Car share • Road pricing • Parking

17. We would welcome the Board’s reflections on where there may be overlaps with the SSCB’s agreed priorities, and on any areas of joint interest.

Implications for Wales

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

Financial implications

19. Delivery of the LGA Plan and Board priorities is reflected in the LGA’s medium term financial strategy. Our internal business priorities include priorities to ensure the financial sustainability of the LGA.

Equalities implications

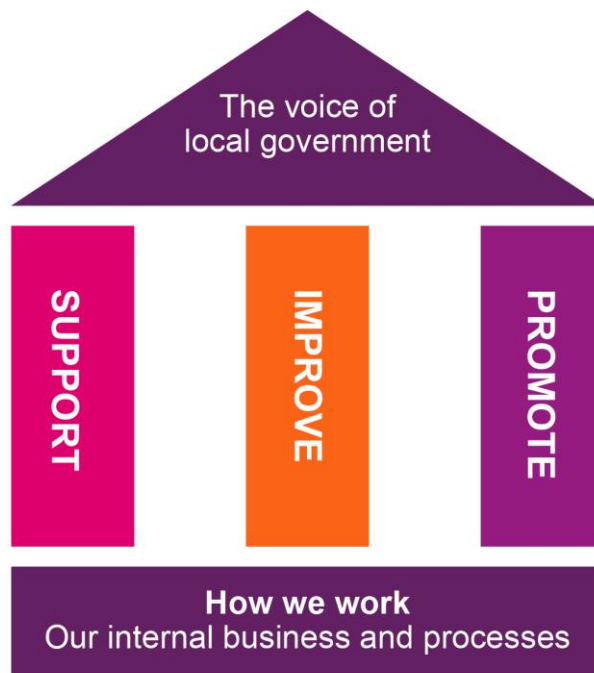
20. Our internal business priorities include the delivery of the LGA’s equalities strategy and action plan.

Next steps

21. Subject to members' comments, officers will update the Board's work programme to take account of any member feedback following consideration of the LGA plan priorities.
22. Officers will approach other LGA Boards where required to discuss shared priorities or potential joint work opportunities that members identify.

LGA plan 2022-2025

The voice of local government



Part 1 – About the LGA

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

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

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

Our purpose

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

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

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

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

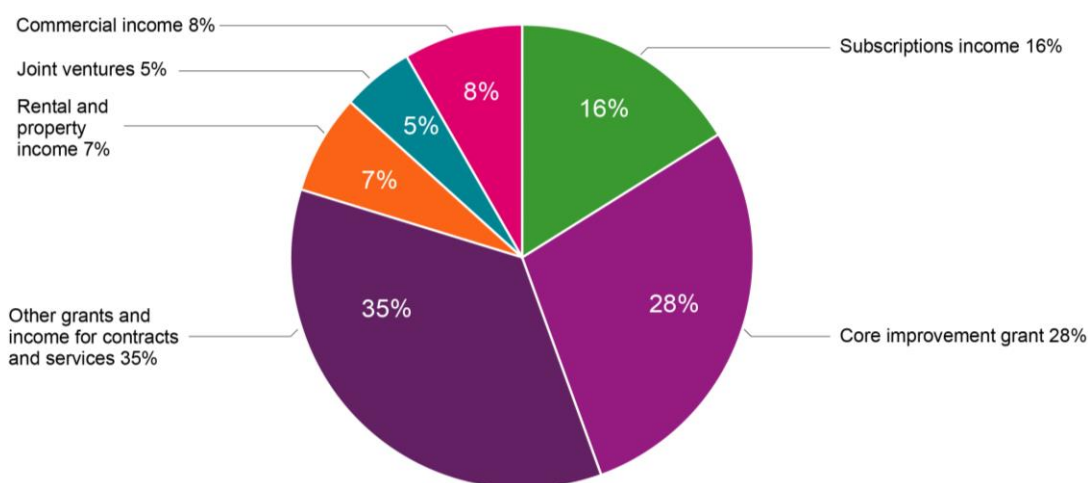
Part 2 of this business plan sets out our priorities to promote, improve and support local government.

Our business – how we work

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

The context

Our funding



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

All numbers based on 2022/23 LGA group budget

Our membership

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

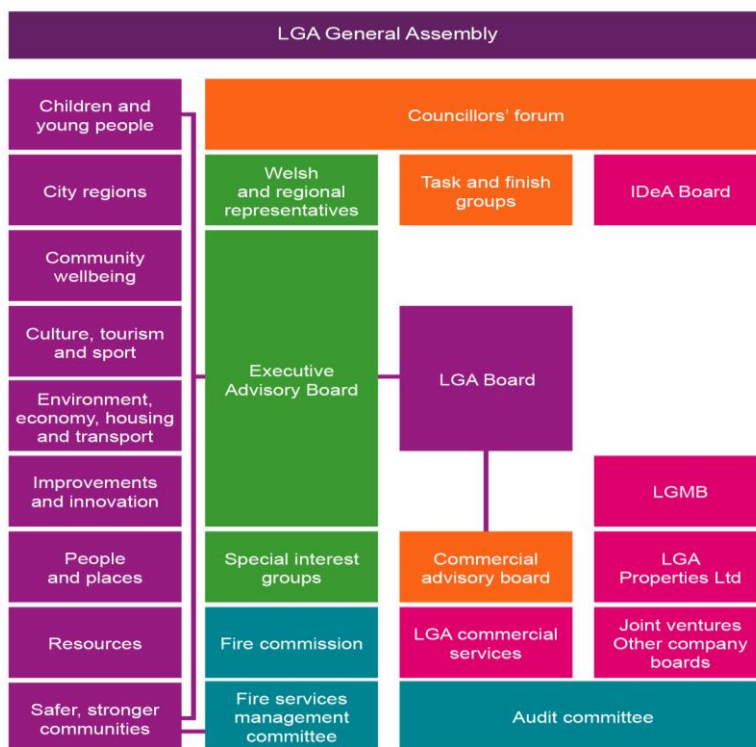
Our political leadership

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

Our governance

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

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



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

Key wins on behalf of local government

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

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

Practical support

Over the period of the last business plan:

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

Our influence and engagement

In the 2021/22 parliamentary session we:

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

In the year ending 31 March 2022, we:

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

What our members say about the LGA

In the 2021 membership perception survey:

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

Part 2 – Promoting, improving and supporting local government



Promoting local government

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

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

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

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

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

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

Theme 1 – A sustainable financial future

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

We will work to secure the following outcomes:

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

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

Theme 2 – Stronger local economies, thriving local democracy

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

We will work to secure the following outcomes:

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

Theme 3 – Putting people first

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

We will work to secure the following outcomes:

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

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

Theme 4 – Championing climate change and local environments

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

We will work to secure the following outcomes:

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

Our campaigns

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

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

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

Improving local government

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

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

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

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

Governance and finance

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

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

Support for councillors

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

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

Support for officers

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

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

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

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

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

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

Children's Services Improvement programme

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

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

Other service specific support

We will continue to offer the following service specific programmes:

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

Supporting local government

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

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

Support to the local government workforce

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

We will:

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

Legal and governance support

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

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

Communications and events

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

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

Supporting local people and places

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

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

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

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

Data and digital

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

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

Part 3 – Our business: how we work

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

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

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

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

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

Our values

Our values underpin all our work:

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

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

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

Our priorities

Over the next three years our organisational priorities will be:

Strengthening our voice

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

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

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

One politically-led organisation

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

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

Financially resilient and ambitious

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

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

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

Efficient business management

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

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

Supportive people management

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

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

Committed to a sustainable future

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

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

Our service delivery partnerships

Local Partnerships

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

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

GeoPlace

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

GeoPlace's strategic objectives are to:

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

Public Sector Audit Appointments (PSAA)

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

UK Municipal Bonds Agency plc (UKMBA)

The LGA is a major shareholder in the local government-owned UKMBA, which aims to deliver cheaper debt financing to councils through the sale of bonds in the capital markets. UKMBA works through its managed service provider to aggregate borrowing requirements and issue bonds. The LGA provides support services to the company.

Measuring success

How we measure success:

External measures

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

Quarterly resident satisfaction survey

Annual membership survey

Success in collective legal actions

Successful New Burdens applications

Continued Cyber Essentials Accreditation

Other external accreditations

Parliamentary polling

Funding and powers secured

Legal actions won

Internal measures

Staff survey

Regular staff 'temperature checks'

Statutory accounts and audit reports

Funding secured for the sector

Completion of contracts

Delivery against objectives of the IT roadmap and People Plan

Performance reports

Reports to boards against work plans

Progress against EDI and green action plans

How we communicate this:

Chief Executives report to the LGA Board

Board chair's reports to Councillors' Forum

Headlines report to SMT and LGA Board

Annual reports, including sector support annual report

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

Annual LGA in Parliament reports

Appendix 2: Agreed SSCB work programme

Proposed SSCB work programme 2022/23
<i>Counter-terrorism, counter-extremism and cohesion</i>
Continue to lobby Government on the importance of retaining investment in measures to prevent extremism and build resilience
Deliver a programme of support to councils on tackling extremism through the Special Interest Group on Countering Extremism, including: <ul style="list-style-type: none"> • A series of roundtables and webinars for practitioners to share emerging challenges and facilitate support • Case studies and guidance on tackling extremism and hate (such as antisemitism, Islamophobia) to capture good practice • Facilitating academic support to councils on tackling extremism
Provide training for elected members on delivering the Prevent duty, tackling extremism and building cohesion
Lobby around the Online Safety and draft Protect Duty Bills, and the CONTEST strategy and hate crime action plan reviews, to ensure they reflect sector views.
<i>Community safety</i>
Publish updated council guidance and maturity matrix and develop a further round of awareness raising events on modern slavery
Influence the development of the Modern Slavery Bill and help support the implementation of the new modern slavery strategy
Continue to support councils on the implementation of their domestic abuse duty (outlined in Part 4 of the Domestic Abuse Act 2021)
Lobby on the draft Victims Bill as it passes through Parliament, and provide support to local authorities on any proposed new duties.

Support councils with the implementation of the forthcoming serious violence duty and Offensive Weapons Homicide Reviews, outlined in the Police, Crime, Sentencing and Courts Act 2022.

Continue to hold best practice sessions on tackling anti-social behaviour, and support 2023 ASB Awareness Week.

Provide good practice case studies on community safety issues, such as VAWG, domestic abuse, serious violence – to help support councils with the forthcoming duties.

Engage with the Home Office and partners on tackling serious and organised crime – continue working with the APCC on any joint work related to the Government's SOC strategy.

Respond to the Government's forthcoming Community Safety Partnership review and ensure local government views are fed-in throughout each stage of the process.

Work with the Department for Health and Social Care on the implementation of the 10 year Drug Strategy, and provide support on the implementation of proposed drug partnership arrangements.

Continue engaging with the Department for Levelling Up, Housing and Communities on the Travellers Site Fund – making the case for increased funding to help councils improve current transit sites.

Blue light services and civil resilience

Respond to the Fire Reform White Paper and the outcome of inquiries such as those into the Grenfell Tower fire and the attack at Manchester Arena.

Respond to the publication of the national resilience strategy and help shape future pilots and activities on local resilience work

Support members and officers to strengthen council activity on resilience, including approaches to community resilience

Licensing and regulation

Respond to the Gambling Act Review White Paper and update the LGA's guidance on gambling harms, working with the APCC on joint local work on this issue.

Continue to make the case for localisation of alcohol licence fees.
Work with the Department for Transport on taxi licensing reform and with DLUHC on pavement licensing provisions in the Levelling Up and Regeneration Bill.
Work with the LGA workforce team and professional bodies to make the case for dedicated support to boost regulatory services capacity and the professional pipeline
Support councils by sharing best practice on a range of issues involving fees and charges, structures and reorganisation
Hold two further leadership essentials in licensing courses
<i>Crematoria, coroners and registrars</i>
Respond to press and related media work related to the death management processes including crematoria and registrars' service.
Conduct further research into the provision of public health funerals
<i>Voluntary and community sector</i>
Influence the development of the Community Spaces and Relationship Strategy currently being drafted by DHLUC
Deliver a programme of support for councils to improve community engagement practices and partnership working with the voluntary and community sector

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Document is Restricted



Meeting: Safer and Stronger Communities Board

Date: Thursday 10 November

Update Paper

Purpose of report

For information.

Summary

The report outlines issues of interest to the Board not covered under the other items on the agenda.

Recommendation:

That members of the Board note and comment on the update.

Action:

Officers to action any matters arising from the discussion as appropriate.

Contact officer: Mark Norris
Position: Principal Policy Adviser
Phone no: 020 7664 3241
Email: Mark.Norris@local.gov.uk

Meeting: Safer and Stronger Communities Board**Date:** 10 November 2022**Update Paper****Background**

1. This report outlines issues of interest to the Board not covered under the other items on the agenda.

Member support offer: licensing

2. The LGA is continuing to develop its support offer to assist officers with the process of inducting new members onto licensing committees. We have [developed a licensing committee training resources](#) page on our website, which signposts members to useful training materials. This includes our recently [refreshed licensing e-learning module](#) and some [scenario-based licensing training videos](#).
3. In October, we hosted our third licensing leadership essentials course for chairs and vice chairs of licensing committees. The course focuses on how good licensing committees are run and received excellent feedback. Cllr Jeanie Bell, one of the Boards Licensing Champions, presented to the group about the work of her licensing committee in St Helens. Due to high demand, we are running another course Wednesday 8 - Thursday 9 March in Coventry. If your committee chair/ vice chair is interested, they can book their place by emailing grace.collins@local.gov.uk

Licensing Act

4. One of the Board's long-standing objectives has been for localised licensing fees. Fees under the Licensing Act have not been updated since 2005 and many councils incur a large deficit in administering the Act. LGA officers have been working closely with officials at the Home Office to make the case for localised fees, or a fee uplift, as a minimum requirement.
5. We are hoping that the Home Office will shortly be running a consultation on issues including licensing fees. The LGA is supporting the Home Office with this work.
6. Additionally, the Home Office has recently [published statistics on alcohol and late-night refreshment licensing](#) in England and Wales, year ending 31 March 2022. The statistics show an increase in personal and premises licences, and a decrease in cumulative impact areas and premises licence reviews.

Transport Bill

7. Although not referenced in the Queen's Speech itself, Taxis Minister Baroness Vere had made a commitment in Parliament that the Transport Bill would include a limited number of taxi/PHV licensing provisions to introduce

Meeting: Safer and Stronger Communities Board**Date:** 10 November 2022

national enforcement powers and national minimum standards. However, the former Secretary of State for Transport, Anne-Marie Trevelyan, recently said the Transport Bill would not go ahead in this parliamentary session.

Levelling Up and Regeneration Bill

8. The Levelling Up and Regeneration Bill includes provisions which legislate for a permanent pavement licensing regime. The LGA has worked closely with officials at the Department for Levelling Up, Housing and Communities to ensure the Bill includes provisions which increase the licence fee cap, have a longer consultation and determination period, and strengthen enforcement powers for licensing authorities, following feedback from councils about issues with the temporary regime.
9. The Bill has now completed its Committee Stage in the House of Commons. At Committee Stage, the LGA supported an amendment to the Bill which would provide councils with alternative enforcement powers. Some councils have expressed concern that the current enforcement provisions in the Bill – the ability to seize and remove furniture for licence breaches and recoup associated costs from the individuals involved- may create logistical challenges for councils which do not have the means to store or transport the furniture, and concerns that officers may be placed in a confrontational situation with business owners. The amendment we supported would create a specific offence for non-compliance and enable councils to issue a fixed penalty notice for this.
10. The amendment was not put to a vote, however the Levelling Up Minister, Dehenna Davison, committed to meeting with the LGA to discuss our concerns.

Animal licensing

11. DEFRA are undertaking a post-implementation review of the Licensing of Activities Involving Animals regulations. The LGA has been working closely with DEFRA to ensure there are opportunities for councils to feed into the process.

Modern slavery

12. To mark anti-slavery day on 18 October, the LGA hosted a webinar in partnership with the Human Trafficking Foundation to provide an overview of our updated modern slavery guidance and accompanying maturity index. The webinar featured good practice examples from a number of different councils and was chaired by Cllr Caliskan. The webinar had over 100 delegates and received positive feedback.
13. A recent [report has analysed councils' work to tackle modern slavery in their supply chains](#). Although councils are not yet under a statutory duty to report

Meeting: Safer and Stronger Communities Board**Date:** 10 November 2022

on this issue – it is expected that the planned Modern Slavery Bill will bring councils with budgets of more than £36m in scope of the Modern Slavery Act's transparency in supply chains requirements - many have done so voluntarily.

14. The report found that a total of 178 Councils have published a modern slavery statement which remains accessible online and that local authorities are leading the way in their disclosure of efforts to address modern slavery in their supply chain, both in the UK and beyond. However, as well as good practice, the report also found 'that lack of capacity, resources, financing, clear guidance and support are undermining the important efforts of councils to own their role and responsibilities in the prevention and combatting of human rights abuses in the production and provision of the goods and services they procure with public funding.'

Trading standards

15. The Association of Chief Trading Standards Officers (ACTSO) have published a [report on the impact of trading standards services in 2021-22](#). Alongside this, a useful infographic summarises this work, noting that across the year, trading standards teams:

- Prevented over £548 million of detriment, equating to £5.50 saved for every £1 spent.
- Saved scam victims almost £47 million.
- Provided over 26,000 hours of advice to businesses through primary authority partnerships, an increase of 23%.
- Saw an increase in demand for the service compared to last year and 22% higher than 19-20.
- Carried out over 58,000 compliance checks to ensure businesses meet their legal responsibilities and to provide them with advice on site.

Avian flu

16. LGA officers have also recently discussed with ACTSO the unsustainable demands being placed on trading standards services following large numbers of avian flu cases.
17. Board members may be aware that the Government has announced that an aviation influenza prevention zone (AIPZ) has been declared across the whole of Great Britain following an increase in the number of avian flu cases detected in different parts of the country. This means it is now a legal requirement for all bird keepers in Great Britain to follow strict biosecurity measures to help protect their flocks from the threat of avian flu. The Animal and Plant Health Agency recently wrote to council chief executives seeking council support with the removal of wild bird carcasses to help contain the spread of the disease, and offering support for council officers accessing personal protective equipment if required.

Meeting: Safer and Stronger Communities Board**Date:** 10 November 2022

18. ACTSO recently raised with LGA officers the unsustainable demands being placed on trading standards services following large numbers of avian flu cases. Some councils had communicated to the Animal and Plant Health Agency (APHA) that they are unable to continue foot patrols and mailshots to houses within a 3 kilometre zone of all detected cases – part of a response framework designed with smaller numbers of cases in mind - due to the unsustainable demands on staff and council funding that much larger case numbers are creating, and the lack of evidence that such measures are proving effective in containing the disease.

19. ACTSO recently wrote to the Department for the Environment, Food and Rural Affairs to raise concern about this, and included a statement agreed by the SSCB lead members following a discussion about this issue at their meeting in October:

The Local Government Association shares concerns about the significant and unsustainable resource burden being placed on already stretched local trading standards teams by the ongoing response to high numbers of avian flu cases. We urge officials at Defra and APHA to work closely with councils to consider what steps would constitute a more sustainable response taking into account the effectiveness of different measures, the resources available locally to councils and the continuing number of outbreaks in different parts of the country, which significantly exceed the case numbers anticipated in designing the current response framework. With ongoing cases and a prevention zone across the whole of Britain, there is also a need to ensure cross-border coordination across different countries.

The cost to councils of any ongoing local communication requirements such as mailshots should be reimbursed by Government, and we would urge Government to take the lead on regional and national communications to the public via television and social media. Resources should also be provided to councils to support further routine deployment of foot patrols, if that is the expectation. As the LGA has consistently highlighted, there is a pressing need for workforce investment to secure a sustainable pipeline of local regulatory competence and capacity in the long term.

20. Separately, the DEFRA permanent secretary has requested a meeting with LGA Chief Executive Mark Lloyd to discuss councils work on avian flu.

Domestic abuse workshops

21. The LGA has held a series of workshops for local government officers to provide feedback on the Department for Levelling Up, Housing and Communities' data monitoring form, which collects information on the accommodation-based support domestic abuse statutory duty. Over 140 officers attended the three workshop sessions, with additional written

Meeting: Safer and Stronger Communities Board**Date:** 10 November 2022

feedback provided to the Department to help improve the data collection process. An updated data monitoring form will be made available to local authorities in due course, once it has been finalised by the Department.

22. In November, Cllr Nesil Caliskan will attend the third National Expert Steering Group meeting, which oversees the domestic abuse accommodation-based support statutory duty. The next meeting is expected to consider the first year's annual progress report of the duty. Further updates will be provided to this Board following the steering group meeting.

National Community Safety Partnership Conference

23. Following joint discussions with the Association of Police and Crime Commissioners (APCC) and the LGA, we have agreed to jointly host a National Community Safety Partnership (CSP) Conference, taking place virtually on Wednesday 14 December 2022. The conference is free for all LGA members, and available for both elected members and officers. These virtual webinars will bring together local authorities, the police, Police and Crime Commissioners (PCCs) and wider community safety partners to discuss best practice in tackling community safety issues. The morning session will focus on CSP roles and responsibilities, governance, and landscape. The afternoon session will focus on community safety policy themes for example, the Serious Violence Duty. Registration for the conference is [available here](#).

Draft Victims Bill

24. In September, the House of Commons Justice Committee published its [pre-legislative scrutiny report](#) on the Draft Victims Bill. The Committee's report made a series of recommendations concerning the Bill, and highlighted several points raised by Cllr Nesil Caliskan as part of the oral evidence sessions that were held. The full oral evidence session can be found [here](#) and our written evidence submission [here](#).
25. The report outlined: "The APCC and LGA both drew attention to what they described as the myriad of other collaboration duties and multiple funding streams that already exist". Cllr Caliskan said, "it is crucial that the Government ensures its various recent and forthcoming strategies, guidance, and legislation in this space work cohesively with the draft Victims Bill." Cllr Caliskan also called for further clarity to understand how the Government's Victims Funding Strategy is expected to align with the new statutory duty to collaborate.
26. The Committee supported our funding points and recommended the Government use the Victims Bill and the guidance provided under the duty to collaborate to draw these different duties and funding models together, to ensure that they work cohesively on the ground. The report outlined "If this legislation simply adds new duties to an already crowded landscape, then it

Meeting: Safer and Stronger Communities Board**Date:** 10 November 2022

will be incredibly challenging for the relevant agencies to deliver on all pieces of legislation effectively”.

27. The Committee called for the duty to collaborate on community-based support services to be strengthened, so that agencies should also commission community-based services and this should be accompanied by an appropriate, multi-year funding package. Without the necessary funding in place the Bill risks raising victims’ awareness of their rights only to leave them unable to access them due to the relevant services already working at full capacity.
28. The Committee’s report also recommended that victims of non-criminal anti-social behaviour who meet the threshold for a ‘Community Trigger’ should be recognised as victims for the purposes of the Bill and be entitled to rights under the revised Victims’ Code.
29. The Government’s response to the committee’s recommendations is expected in the coming weeks. Following this, the draft Bill may be amended, and the Bill is then expected to begin its process through Parliament.

Serious Violence Duty

30. The serious violence duty, introduced through the Police, Crime, Sentencing and Courts (PCSC) Act 2022, will place a legal duty on specific organisations across health, justice, local authorities, policing, fire and rescue known as specified authorities, to work together to understand, prevent and reduce serious violence. The Home Office plans to publish updated statutory guidance to accompany the duty, in the late Autumn. The duty is expected to commence in January 2023.
31. The Home Office have confirmed the Government intends to provide partnership funding to cover the new burden cost to deliver the duty; this will be provided to PCCs. Local policing bodies have been told the indicative funding allocations for their local area for the 2022/23, 2023/2024 and 2024/25 financial years and will be invited to apply for funding this Autumn. While local policing bodies will receive this funding, the expectation is that the funding is spent on early intervention and prevention activity across the health, justice, local authority, policing, fire and rescue sectors. However, other partners have not yet been told what the funding allocations are. The LGA is pushing for early transparency on this in the interests of collaborative working.
32. Separately, the Home Office had undertaken the process of identifying a supplier to provide tailored support to specified authorities and local policing bodies in implementing the duty. The support is intended to help local areas to establish suitable partnership arrangements and plans to deliver the duty with

Meeting: Safer and Stronger Communities Board**Date:** 10 November 2022

a particular focus on; use of evidence, governance and systems leadership; data sharing and best practice.

33. The LGA will provide an update on the funding and support offer as soon as further details are made available. We will continue our discussions with the Home Office on the implementation of the duty and aim to reflect any councils' concerns or views ahead of the forthcoming duty coming into action. If you would like any further information, please contact Rachel.Phelps@local.gov.uk

Social housing anti-social behaviour advisory panel

34. The Social Housing White Paper committed to bring together a working group to shape the Government's approach to tackling anti-social behaviour perpetrated by people suffering from mental health issues, and alcohol and drug misuse. The Department for Levelling Up, Housing and Communities convened the first meeting of the advisory panel in October, which the LGA attended.
35. The main objective of this panel is to identify best practice which can inform the approaches of social landlords and partner agencies seeking to reduce the incidence of repeat offending by ASB perpetrators who suffer from mental health, alcohol, and drug abuse issues. Further updates will come to the Board when available.

CONTEST strategy refresh

36. The Government has announced a wholesale refresh of the UK's counter-terrorism strategy, CONTEST. This follows a shift both in the UK and abroad towards self-initiated terrorists operating independently from organised groups, and a diversification in the tactics and methodologies being used. Other national consultations and reviews, including on the Protect Duty and the Independent Review of Prevent, are expected to inform the refresh, however this is a separate piece of work that will set the overall strategic direction and priorities for the UK's approach to counter terrorism.
37. Last month we facilitated two roundtables between Home Office officials and local government practitioners on Protect and Prepare respectively, to help inform the review.

Hate crime

38. The Home Office has published the latest [statistics on police recorded hate crime](#) for the year ending March 2022. The figures suggest there were 155,841 hate crimes recorded by the police in England and Wales, a 26 per cent increase compared with the previous year - the biggest percentage increase since year ending March 2017 (although it is uncertain whether this

Meeting: Safer and Stronger Communities Board**Date:** 10 November 2022

reflects a genuine rise, or the result of improvements to recording and more victims having the confidence to report).

39. As in previous years, the majority of hate crimes were racially motivated, accounting for over two-thirds of such offences (70%; 109,843 offences); with these types of hate crime increasing by 19 per cent between 2021 and 2022.
40. Also recorded were 8,730 religious hate crimes (an increase of 37 per cent), 26,152 sexual orientation hate crimes, 14,242 disability hate crimes and 4,355 transgender hate crimes.
41. Where the perceived religion of the victim was recorded, two in five (42%) of religious hate crime offences were targeted against Muslims (3,459 offences). The next most commonly targeted group were Jewish people, who were targeted in just under one in four (23%) of religious hate crimes (1,919 offences).
42. From April 2021, it became a requirement for forces to provide the Home Office with the ethnicity of victims of racially or religiously aggravated offences. As this is the first year that the collection has been mandatory, these data are published as experimental statistics. Of the 71,602 racially or religiously aggravated crimes recorded by the police in year ending March 2022, information on the victim ethnicity was provided in 41,441 of the offences (58%). In year ending March 2022, where the ethnicity of the victim was known, the victim was identified by the police as being White in around a third of offences (33%). Just under a third of victims were identified as Black (30%) or Asian (also 30%).

Counter-extremism

43. We have continued with meetings of our practitioner forum for tackling asylum seeker, refugee and migrant hate crime and harassment, for councils and partners to discuss cohesion and extremism concerns in this space, and share approaches and learning in response, with the latest session on 8 November. For details of future sessions please contact cohesion@local.gov.uk.

Census 2021 release

44. The ONS has published a [Census 2021 data release on migration and demography](#), with a further release to follow on ethnicity and religion later this month.
45. To help councils prepare for any cohesion or extremism challenges arising from the publication of these reports, we held a SIGCE practitioner roundtable in October to support local work on engagement and communications strategies in response, with further support planned as additional datasets are released.

Meeting: Safer and Stronger Communities Board

Date: 10 November 2022

Cost of living

46. At the request of lead members, officers have developed a short briefing identifying the potential impact on policy/service areas within the Board's remit as a result of the cost of living crisis. This paper is attached as an appendix to this paper.

Implications for Wales

47. Officers to work with the Welsh LGA as necessary.

Financial Implications

48. None.

Equalities implications

49. To be considered in relation to each individual policy area.

Next steps

50. Officers to continue progressing these issues as required.

Cost of living briefing: impacts on services/issues within the SSCB's remit

The purpose of this briefing note is to help to inform LGA Safer and Stronger Communities Board members of anticipated consequences to community safety of the rising cost-of-living, across England and Wales. (This a speculative paper, with a view to prompt wider discussion.)

Possible anticipated community safety concerns

Domestic abuse: Many domestic abuse services have reported that abusers are now using the cost-of-living increase and concerns about financial hardship as a tool for coercive control, including to justify further restricting their partner's access to money. There have been reports that perpetrators are increasingly using child maintenance payments as a means of controlling behaviour. There could be increased pressure on victim support services, including community-based support and emergency accommodation.

Women's Aid have [reported](#) that the increased cost of living has either prevented some victims from leaving an abusive relationship, or it has made it harder for them to leave. Refuge have [found](#) that many domestic abuse victims are questioning whether they made the right decision to leave their perpetrator due to struggles to afford the basics. Surviving Economic Abuse [highlights](#) there are also particular challenges of increased economic abuse, when an abuser restricts a person's ability to acquire, use and maintain money or other economic resources. For example, a perpetrator may sabotage their partner's economic situation, by turning on appliances unnecessarily to run up bills in that person's name or using the crisis as an excuse not to make child maintenance payments.

Acquisitive crime: It is [possible](#) that increased financial uncertainty could lead to more acquisitive offences, such as shoplifting, burglary and theft. There is the possibility that some offenders could exploit blackouts or take advantage of broken alarm systems or less secure properties.

Serious violent crime: There are concerns that increased costs could deepen deprivation and poverty, along with a lack of positive opportunities, could be a driver of violent crime. For example: The Mayor of London has [expressed concerns](#) the impact of the cost-of-living could jeopardise progress made in tackling violent crime.

Serious and organised crime: Organised crime gangs could take advantage of the rising costs and expand criminal activities by exploiting more children, young adults and vulnerable people; those most susceptible to coercive suggestion and intimidation. Increased cost of living pressures could help [county lines gangs](#) recruit more people into their networks. Potential concern that Warm Hubs could be used as a way of identifying more vulnerable people.

Meeting: Safer and Stronger Communities Board**Date:** 10 November 2022

Fire safety: There may be [increased fire risks](#) involved as people find alternatives to using the cooker or central heating, to combat rising energy costs. For example, there may be a greater use of electric heaters, candles, or people may choose to just heat one room, which could risk accidental fire or carbon monoxide poisoning. There may also be additional fire safety risks created by people purchasing second hand white goods rather than new products with higher fire safety standards.

Water safety: [Local swimming pools](#) may reduce their opening hours or close, due to the high running costs. As a result, there may be more limited opportunities for learning or improving basic water skills and in extreme cases, this could result in more injuries and deaths in large bodies of water. The LGA Coastal Special Interest Group is also considering whether there is the potential for an increase in suicides in open water as a result of cost-of-living pressures.

Scams: Leading into Christmas, there could be a rise in the sale of cheaper, counterfeit goods. In particular, there could be safety risks involved with purchasing poorly made children's toys, for example: increase risks of contamination and choking. The Dedicated Card and Payment Crime Unit has [found](#) that fraudsters are impersonating authorities such as energy companies and councils offering tax rebates, and targeting older people who are trying to find ways of making their financial investments do better. The [Cyber Helpline](#), a UK charity that supports victims of cybercrime, has seen an 86 per cent increase in reports of victims being scammed while shopping online over the last three months. Loan sharks may also seek to exploit an increasing number of citizens.

Road safety: Drivers might look to buy older cars to save costs, or struggle with [vehicle maintenance and ownership](#), such as annual servicing, MOTs or replacing lights and important vehicle components. A [survey](#) by the RAC has found 37 per cent of drivers under 24 are putting off repairs to reduce expenses, due to cost-of-living pressures.

Drug and substance misuse: There may be an increased demand for [alcohol and drug services](#) as more residents face financial hardship. There could be longer term consequences for cycles of dependency and addiction.

Scrap metal theft: There could be a rise in crimes involving [metal and car part theft](#), as scrap metal values increase and thieves look to sell parts on the black market.

Extremism and terrorism: Periods of economic difficulty traditionally provide fertile ground for extremist narratives, stoking eg anti-immigration rhetoric around funding/housing/access to public services for new arrivals, those which seek to blame other groups for perceived economic grievances, and building on increased mistrust in government. There is potential for this to spill over into [violence or even terrorism](#).

Meeting: Safer and Stronger Communities Board**Date:** 10 November 2022

Cohesion: Broader cohesion concerns could arise from quality of life generally being perceived as in decline and divisions between those seen as being more or less impacted by cost-of-living pressures.

Funeral costs: Increase in number of people unable to pay for funerals, could lead to increased demand for public health funerals or local authorities having to support families with funeral costs in other ways. Also [increased cost of running crematoria](#) especially with rises in fuel prices.

Closure of licensed premises: Some business groups have expressed concern about the impact of energy and food cost pressures on businesses, raising fears about closures. UK Hospitality [estimates](#) that more than a third of UK hospitality businesses, including pubs, restaurants and hotels, could go bust by early next year as energy bills surge and bookings decline.

Alcohol and tobacco: There are [concerns that sales and supplies of illicit and potentially harmful alcohol and tobacco may increase](#) along with the cost of living, prompting safety fears, undermining smoking cessation work and fuelling organised crime.

Street-lighting: Councils have [seen](#) a 37.5 per cent increase in the cost of running and repairing street lights over the last six months, with some authorities reporting that their running costs have doubled.

Safety at night: A [recent poll](#) by the Independent found that more women are walking home at night instead of getting a taxi despite safety concerns due to the cost of living. Out of the women surveyed, 61 per cent said they are walking more often and 49 per cent are taking fewer taxis.

Resources

- **LGA Cost of Living Hub:** [Cost of living hub | Local Government Association](#)
- **Scottish Community Safety Network:** Cost of Living and Community Safety paper: [SCSN-Cost-of-Living-Community-Safety-Briefing_compressed.pdf \(safercommunitiesscotland.org\)](#)
- **Neighbourhood Watch,** 6 ways to support your community through the cost of living crisis: [Six ways to support others through COL \(ourwatch.org.uk\)](#)
- **Electrical safety first, cost of living and safe products tips:** [Saving Money Safely | Electrical Safety First](#)
- **Refuge:** Data on how the cost of living crisis is impacting survivors of abuse: [Refuge data shows how cost of living crisis is impacting survivors of abuse – Refuge](#)
- **Surviving Economic Abuse – impact of cost of living and support resources for DA victims:** [Economic support during the cost-of-living crisis - Surviving Economic Abuse](#)
- **Women's Aid: impact of cost of living on domestic abuse survey:** [The cost of living - Women's Aid \(womensaid.org.uk\)](#)
- **National Fire Chiefs Council:** fire safety as cost of living rises: [NFCC urge people to stay fire safe as cost of living rises \(nationalfirechiefs.org.uk\)](#)

Meeting: Safer and Stronger Communities Board

Date: 10 November 2022

- **London Fire Brigade:** Cost of living and safety at home: [Cost of living crisis: staying safe | London Fire Brigade \(london-fire.gov.uk\)](#)