



Executive Advisory Board

Agenda

Thursday, 8 June 2023
2.15 pm

Smith Square 1&2, Ground Floor, 18 Smith
Square, London, SW1P 3HZ

Executive Advisory Board
Thursday, 8 June 2023

There will be a meeting of the Executive Advisory Board at **2.15 pm on Thursday, 8 June 2023**
Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ.

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.

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

Carers' Allowance

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

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Local Government Association company number 11177145

Improvement and Development Agency for Local Government company number 0367557

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

Executive Advisory Board – Membership

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

Councillor	Authority
Conservative (14)	
Cllr James Jamieson OBE (Chairman)	Central Bedfordshire Council
Cllr Izzi Seccombe OBE (Vice Chairman)	Warwickshire County Council
Cllr John Fuller OBE (Deputy Chairman)	South Norfolk District Council
Cllr Robert Alden (Deputy Chairman)	Birmingham City Council
Baroness Teresa O'Neill OBE (Deputy Chairman)	Bexley Council
Cllr David Fothergill (Board Chair)	Somerset County Council
Cllr Kevin Bentley (Board Chair)	Essex County Council
Cllr Abi Brown (Board Chair)	Stoke-on-Trent City Council
Cllr Marc Bayliss (Regional Representative)	West Midlands
Cllr Matthew Hicks (Regional Representative)	East of England LGA
Cllr John Hart (Regional Representative)	South West Councils
Cllr Christopher Poulter (Regional Representative)	East Midlands Councils
Cllr Sam Chapman-Allen	District Councils Network
Cllr Tim Oliver	County Councils Network
Labour (14)	
Cllr Shaun Davies (Senior Vice-Chair)	Telford and Wrekin Council
Cllr Tudor Evans OBE (Deputy Chair)	Plymouth City Council
Cllr Michael Payne (Deputy Chair)	Gedling Borough Council
Cllr Georgia Gould (Deputy Chair)	Camden Council
Cllr Anntoinette Bramble (Deputy Chair)	Hackney London Borough Council
Cllr Peter Marland (Board Chair)	Milton Keynes Council
Cllr Nesil Caliskan (Board Chair)	Enfield Council
Cllr Louise Gittins (Board Chair)	Cheshire West and Chester Council
Mayor Marvin Rees (Board Chair)	Bristol City
Cllr Robert Stewart (Regional Representative)	WLGA
Cllr Graeme Miller (Regional Representative)	North East of England
Cllr David Baines (Regional Representative)	North West Regional Leaders' Board

Representative)	
Cllr Shabir Pandor (Regional Representative)	Yorkshire and Humber Region
Sir Stephen Houghton CBE	SIGOMA
<i>Substitutes</i>	
Liberal Democrat (3)	
Cllr Joe Harris (Vice-Chair)	Cotswold District Council
Cllr Bridget Smith (Deputy Chair)	South Cambridgeshire District Council
Cllr Gerald Vernon-Jackson CBE (Board Chair)	Portsmouth City Council
<i>Substitutes</i>	
Independent (2)	
Cllr Marianne Overton MBE (Vice-Chair)	North Kesteven District Council
Cllr Hannah Dalton (Deputy Chair)	Epsom and Ewell Borough Council
<i>Substitutes</i>	

Agenda

Executive Advisory Board

Thursday, 8 June 2023

2.15 pm

Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

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Date of Next Meeting: Thursday, 20 July 2023, 2.15 pm

Minutes of last Executive Advisory Board meeting

Executive Advisory Board

Thursday, 9 March 2023

Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

Attendance

An attendance list is attached as **Appendix A**

Item	Decisions and actions
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1	Welcome, Apologies and Declarations of Interest
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The Chairman welcomed members, officers and guests to the meeting. Apologies were received from Councillors Graeme Miller, Sam Chapman Allen, Rob Stewart, David Baines and Matthew Hicks. There were no declarations of interest.

2	Minutes of the previous meeting
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The minutes of the Executive Advisory Board meeting held on Thursday 26 January 2023 were agreed as an accurate record.

3	LGA Lobbying document
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Mark Lloyd, Chief Executive, introduced the report and highlighted the following three main issues: Core Cities, Voter ID and Asylum and Resettlement.

Sally Burlington, Director of Policy (People) provided an update on Asylum and Resettlement, emphasizing the need for regional plans to widen dispersal and working closely with officials.

During the discussion, the following concerns and issues were raised by members:

- The importance of partnership between local and national government regarding asylum issues.
- The need for proper planning for UASC (Unaccompanied Asylum-Seeking Children), for associated services to be made available, and the risk this posed for councils.
- There were calls for a renewed relationship with ministers and praise for the Lord Harrington approach.
- Immediate pressures on education and social services were concerning, a summit with government ministers and local government leaders as suggested.
- The need for more work on OFLOG (Office of Local Government)

and a longer-term financial settlement. There were concerns about the threat of closure for leisure centres and swimming pools due to a lack of funding.

- The unacceptable delay in public health funding, with the financial year only three weeks away. The need for a strategy to obtain funding earlier the following year. Mentioned the CQC assessment webinar and encouraged participation.
- Concerns were raised about asylum seekers being housed not only in hotels but also in Airbnb apartments. Mentioned the lack of housing for Afghans and the refusal of schools to increase their intake, causing community cohesion issues.
- Clarification was sought on critical priorities among the 32 priorities mentioned in the report.

Mark proposed better political engagement and gave notice of an upcoming meeting with the Home Office to address demands. It was agreed to prioritize effective campaigns on the top three issues with each department. Sally confirmed that she would request a summit with ministers.

Decision

The Executive Advisory Board **agreed** to note the report.

4 Workforce capacity in local government

Sarah Ward, Principal Advisor (Workforce), introduced the report and noted that previous discussions at the Executive Advisory Board, as well as discussions had at all Policy Boards had shaped and informed the paper presented that day. The discussion focused on the widespread capacity challenge in the workforce and identified actions needed in the short, medium, and long term.

During the discussion which followed, members:

- Questioned how to avoid being in the same position in five years' time while also addressing the immediate workforce issue.
- Suggested mirroring the NHS plan with a structural framework and overarching strategy.
- Emphasized the need to identify needs and develop a delivery plan beyond just addressing pay issues.
- highlighted the financial instability and uncertainty of local authorities, which made local government careers less attractive compared to other sectors.
- Queried if the memorandum of understanding on social care workers was being adhered to and suggested closer collaboration with the NHS, which offered better pay and proposed establishing a centre of excellence in partnership with a local college to train people for adult social care and gather good practices from around the country.
- expressed concerns about addressing fundamental structural issues rooted in a lack of funding.
- Pointed out better terms and conditions in the private sector,

which affects the ability to attract and retain employees in local authorities, in particular highlighting the discrepancy in pay between councils and supermarkets.

- Highlighted the need for proper funding and devolution for reliable local governance.
- Mentioned the unspent apprenticeship levy and suggested that the government provide flexibility in its use.
- Discussed the skills agenda and the reliance on agency staff for vulnerable service users and mentioned the need for agility in addressing workforce challenges.
- Proposed a regional perspective be looked at to address the workforce challenges and find solutions.
- Suggested that regional teams could assist in addressing the workforce issue.
- Discussed the concept of shared jobs and joint posts across health or community safety to strengthen partnerships.
- Mentioned challenges in recruitment, particularly in planning roles, and emphasized the importance of sharing good practices among member councils.
- Highlighted the impact of the COVID-19 pandemic on the workforce, including the loss of certain professions such as train drivers and HGV drivers.
- Raised concerns about age profiling and the need for updated skills.
- Discussed the need for transformation in services and questioned how services would look in ten years. Suggestion to move away from outdated principles and adapt with technological advancements.
- Pointed out the cost-of-living crisis and emphasized that the sector is undervalued.

In summing up, Sarah welcomed the comments, which reflected the work in the paper. She noted that the point about finances was well made, but it was not just a pay issue. She acknowledged the good work done on how to motivate, retain, and recruit employees and emphasized the importance of being an employer that is flexible to people's needs. She expressed the desire to find good practices and focus on finding innovation. She mentioned that there was much to celebrate, such as the NGDP and returners programs, and that local government had a good story to tell on hybrid working, in which it had been a leader.

Decision

The executive Advisory Board **agreed** to note the report and bring the back at a future meeting.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Cllr James Jamieson OBE	Central Bedfordshire Council
Vice-Chairman	Cllr Izzi Seccombe OBE	Warwickshire County Council
	Cllr Joe Harris	Cotswold District Council
	Cllr Marianne Overton	North Kesteven District Council

Deputy-chairman	<p>MBE Cllr Tudor Evans OBE Cllr Michael Payne Cllr Georgia Gould Cllr Anntoinette Bramble Cllr Bridget Smith Cllr Hannah Dalton</p>	<p>Plymouth City Council Gedling Borough Council Camden Council Hackney London Borough Council South Cambridgeshire District Council Epsom and Ewell Borough Council</p>
Members	<p>Cllr John Fuller OBE Cllr Robert Alden Baroness Teresa O'Neill OBE Cllr David Fothergill Cllr David Renard Cllr Kevin Bentley Cllr Abi Brown Cllr Shaun Davies Cllr Peter Marland Cllr Nesil Caliskan Cllr Louise Gittins Mayor Marvin Rees Cllr Gerald Vernon- Jackson CBE Cllr Paul Woodhead Cllr Marc Bayliss Cllr John Hart Cllr Nicolas Heslop Cllr Christopher Poulter Cllr Shabir Pandor Sir Stephen Houghton CBE Cllr Tim Oliver</p>	<p>South Norfolk District Council Birmingham City Council Bexley Council Somerset County Council Swindon Borough Council Essex County Council Stoke-on-Trent City Council Telford and Wrekin Council Milton Keynes Council Enfield Council Cheshire West and Chester Council Bristol City Portsmouth City Council Cannock Chase District Council West Midlands South West Councils South East Councils East Midlands Councils Yorkshire and Humber Region SIGOMA County Councils Network</p>
Apologies	<p>Cllr Robert Stewart Cllr Matthew Hicks Cllr Graeme Miller Cllr David Baines Cllr Sam Chapman-Allen</p>	<p>WLGA East of England LGA North East of England North West Regional Leaders' Board District Councils Network</p>



LGA Lobbying Headlines 31/05/2023

Critical issues

Growing financial and service pressures – Within the Final Local Government Finance Settlement on 6 February, the Government confirmed a £5.1 billion or 9.4 per cent increase in Core Spending Power for local authorities. £2 billion of this is based on the new assumptions that the council tax base will grow in line with recent trends and councils will increase council tax by the maximum permitted according to referendum limits. In a policy statement before Christmas, the Government ruled out a business rates reset or implementing the Fair Funding Review in this Spending Review period. In the Chancellor's 2023 Spring Budget, the Government committed to working, in the longer term, with interested local authorities on 100 per cent business rates retention. The Government expects to set out plans for the New Homes Bonus before the 2024/25 settlement. We will continue to push the Government for sufficient, sustainable, multi-year settlements for local government and to provide clarity on the future of the New Homes Bonus and local government finance reforms. We have also briefed for the Non-Domestic Rating Bill which should make the process of getting information from ratepayers easier, supporting business rates revaluations once every three years. The Bill has completed its passage through the Commons and will now go to the House of Lords.

Public swimming pools received £63 million in the Budget to help sustain them. £23 million of this will be for revenue costs to mitigate high energy prices, and £40 million will be capital costs to improve energy efficiency. Sport England has recently surveyed councils to get a clearer picture of their needs and we expect the funding round to be announced in the coming weeks. The process for allocation will be a bidding round, and not all facilities are expected to receive funding.

Cost of living pressures in communities and welfare - Councils in England received their allocation of the £842 million Household Support Fund on 1 April 2023. We continue to work closely with the DWP on this and are currently supporting councils in their delivery. We continue to share best practice via monthly webinars and commissioned a series of case studies, which have been added to our [cost of living hub](#). We continue to call on the Government to make local welfare funding permanent to help achieve improved, longer-term socioeconomic outcomes for people and communities.

The deadline for the Energy Bills Support Scheme Alternative Fund applications is 31 May 2023. The housing sector has raised concerns over low take up rates of the £400 grant, particularly among residents in supported housing and customers of district heat networks, who are more likely to be on a low-income. We plan to work with Government and partners to find a solution that both ensures households receive the support they are entitled to, and councils are compensated for any additional administration associated.

The DWP have sent all councils in receipt of data for the purposes of housing benefit and council tax reduction administration a new memorandum of understanding (MoU) to be signed by 10 July. The sector has raised significant concerns over the MoU and highlighted specific requirements that data-leads would be unable to sign at present due to current use of the data. We will push for an immediate extension of the deadline so that we can ascertain the most appropriate course of action.

Workforce capacity – Workforce capacity concerns continue to dominate councils' risk profiles as both senior leadership and front-line service delivery roles encounter challenges regarding recruitment and retention. According to our 2022 Workforce Survey more than 9 in 10 councils are experiencing difficulties in this area.

These issues are also restricting councils' ability to support government to meet its own key pledges, such as building more homes, boosting and levelling up economic growth and reforming adult social care. Councils are pulling out all the stops to tackle recruitment and retention issues, however the local government workforce has a diverse range of skills, professions and occupations and the workforce challenges each face are equally complex. We are working with councils and professional bodies on



strategies to address the challenges for services experiencing the greatest difficulties and are pressing for flexibilities which will enable councils to invest in apprenticeships.

Asylum and resettlement – Concerns about how current programmes are being managed remain acute. We continue to press for a longer-term and more equitable approach to increasing accommodation supply across all programmes and for tangible progress on agreed priorities that have real impact on local areas. We are raising councils' concerns around housing and homelessness, cohesion and safeguarding as a result of recent policy and process changes by the Home Office, including HMO licensing exemptions, large site use, decisions on hotels, and the streamlined asylum process. We are working with Government on the impacts of the recent announcement that hotels with Afghan households will be closed at the end of August. The LGA Chief Executive co-chaired a cross-government 'Oversight Group' on 17 May 2023, attended by Chief Executive representatives and DLUHC. This reports to the existing quarterly group of regional Chief Executives asylum leads, also co-chaired by the LGA, which meets again on 7 June. We also continue to press more effective engagement at political level, with ministerial webinars and meetings planned for June.

Unaccompanied asylum-seeking children (UASC) – The number of children in hotels has reduced significantly but we expect this to rise again quickly as weather improves, placing further pressures on already overstretched children's services. We are pressing for a whole-system approach that tackles insufficient placements, alongside the shortfall in funding to support UASC and former UASC care leavers, including at the cross Whitehall UASC Task Force. Councils have highlighted tensions between provisions in the Illegal Migration Bill and their statutory responsibilities towards children in care.

Private rented sector reform

The Government has recently published the Renters (Reform) Bill which aims to improve the system for both private renters and landlords in England. Changes include: abolition of section 21 'no fault' evictions and a move to periodic tenancies; more comprehensive possession grounds so landlords can still recover their property and make it easier to repossess properties where tenants are at fault; a tenant appeal process for above-market rent increases; a new Private Rented Sector Ombudsman; and a new Privately Rented Property Portal to help landlords understand their legal obligations and demonstrate compliance. The changes will introduce new enforcement powers and duties for councils. We will be working with parliamentarians and stakeholders to represent sector views on the reforms. In particular we will be encouraging the Government to work with councils to undertake a realistic assessment of the resource's councils need to regulate effectively and develop an appropriate workforce strategy. This will need to be supported with appropriate new burdens funding.

Waste – We continue to engage government and councils on the range of waste reforms underway. Defra has been due to publish its next steps for reforming the consistency of waste collections and we are awaiting a firm date. These reforms concern proposals around how dry recyclables are collected, garden waste, and food waste. They may also look at issues such as frequency of residual waste collection.

Other waste reforms are progressing including: Extended Producer Responsibility, which puts requirements on industry to fund processing of packaging waste by councils, and the Deposit Return Scheme. We are also working with Defra on policy around DIY waste and Household Recycling Centres, safely disposing of soft furnishings containing chemicals dangerous to the environment, Emissions Trading Scheme and more. Throughout we highlight need for certainty, for coherence, for funding, and for national ambition to be met by local flexibility.

Adult social care – The LGA's Community Wellbeing Board discussed the Government's two-year plan for reforming adult social care 'Next steps to put People at the Heart of Care'. This covers the period 2023-2024 and 2024-2025 and follows the Government's white paper from December 2021. We are disappointed with the plan, which falls short of ensuring a more sustainable and refocused future for social care and are particularly concerned about the reductions in planned investment. We will be calling on the Government to ensure £600 million of unallocated funding is ringfenced for adult social care and given to councils directly.



We are also concerned about the single word gradings to be used as part of the new adult social care assurance regime that commenced on 1 April 2023. We are continuing to work closely with DHSC and CQC on this and other remaining issues that need to be resolved and aim to secure sufficient ongoing funding, so that all councils can continue to meet their public health responsibilities beyond 2023/24.

Public health funding and NHS pay deal 2023 - We continue to make the case for multi-year settlements and for more long-term certainty around public health funding. We are pushing for an increased focus on prevention, achieved through an uplift to the Public Health grant. This will support the Government's wider aims by improving health outcomes, reducing health spending, and putting social care and the NHS on a better footing for the long-term.

We are seeking clarity about the funding arrangements for NHS staff, on NHS terms and conditions, who are working in services which are commissioned by local authorities, such as health visiting, school nursing, social care nursing and drug and alcohol treatment. We are calling on the Government to fund all NHS pay rises in full or risk a reduction in essential, local public health services.

Data – The Government's Office for Local Government (Oflog) is due to launch in mid-June. Following extensive lobbying from the LGA on behalf of the sector around the need for clarity on the body's vision, Minister Lee Rowley has now written to all council leaders and chief executives setting out Oflog's strategic objectives and purpose. While the letter provides welcomed clarity, it is now evident the four proposed themes and accompanying metrics fall short of achieving its aims and this is something we continue to reiterate to the Minister.

The LGA continues to focus lobbying around; the fact LG Inform already captures vast amounts of data about council performance; the need for metrics to be accompanied by wider contextual information; and that Oflog would add value if it were to contain data around wider public sector expenditure in a local area. The Minister has responded recognising the benefit for local leaders in being able to maximise outcomes by joining up organisations and asked officials to work with the LGA to explore this further.

Other issues of importance for the sector

Devolution, Economic Growth and Levelling Up – Following the announcement in March of the proposed end of government funding for Local Enterprise Partnerships (LEP), we have responded to the Government consultation drawing on recent research into LEP transitions and the skills needs of economic development teams to ensure Government recognises the need for councils to have clarity, support, and sufficient resources to make the most of this opportunity.

We will also take forward the recommendations of our new Levelling Up Locally Inquiry report. We are supporting amendments in the Levelling Up and Regeneration Bill to provide better oversight of the national missions and for levelling up to better address social and demographic disadvantage.

Early education and childcare – Measures announced in the Spring Budget to extend access to free early education and childcare are welcome given pressures on families and the positive impact high quality childcare can have on children's development. However, the early years sector is currently facing financial and sustainability challenges and these changes will cause further pressure. These changes are also building on a complex and difficult to navigate system. They will place significant additional pressure onto council teams. We are speaking with the Government regarding the need for LA funding to support the market and parents and carers, workforce support and capital funding, as well as pressing for assurance that early entitlements will be fully funded to ensure the financial sustainability of the sector.

Climate change – In late March this year, the Government published its response to the Skidmore Net Zero Review and the legal challenge to its Net Zero Strategy. The critical role of local government continues to be recognised. The LGA is developing its local climate action campaign work to demonstrate the importance of enabling councils to fulfil their potential in reducing place-based carbon emissions. We are continuing to engage in the Local Net Zero Forum, bringing together stakeholders



within local government to develop the policy case for devolution and simplification of funding on climate action. The next Forum meets in July, with the Ministerial level Forum in September. We have held an event on the future of the electricity system and are doing more work in this area.

Building Safety – We continue to work closely with the Department of Education (DfE) and the Office of Government Property around the presence of Reinforced Autoclaved Aerated Concrete (RAAC) in public buildings. DfE ministers committed this week to publishing their RAAC survey of schools before the summer recess, and we will be seeking information on how much RAAC has been identified in local authority schools, and push government to devise a coherent plan for dealing with RAAC in schools and other public buildings.

Children's social care – The Government published its children's social care implementation strategy on 2 February. Our response to the strategy welcomes much of the direction but raises significant concerns over the available funding for reform and the pace of change, we are unclear how the strategy will address the most significant challenges around placement capacity, workforce, funding and access to mental health services. Forthcoming changes to regulations around supported accommodation for young people will exacerbate pressure on placement capacity especially for unaccompanied asylum-seeking children. We have called on Government to delay the implementation of these reforms or risk making outcomes for children worse. We have responded to the children's social work workforce consultation which aims to tackle issues around the agency workforce.

Planning – We continue to lobby on the Levelling Up and Regeneration Bill as it progresses through parliament. The bill is now in the House of Lords, and we continue to brief on our asks, as well as engaging peers on proposed amendments.

We have responded to the consultation on planning fees, highlighting that whilst the proposed national increase in fees is welcome, it will still not bridge the funding shortfall for planning departments. We will shortly be responding the consultation on the new proposed Infrastructure Levy.

Two consultations on short-term lets are open until 7 June – one proposing a registration scheme for short-term lets, and one for introducing a use class for short-terms lets that councils will be introduce through an article 4 direction. The LGA is responding to both consultations.

SEND (Special Educational Needs and Disabilities) – Our response to the SEND and Alternative Provision Improvement Plan can be found [here](#). We welcome the proposed national standards, which will clarify the support available and who will be responsible for delivering it, as well as the focus on early identification of needs and support. The focus on improving levels of mainstream inclusion is also welcome and will be crucial to both improving outcomes for children with SEND and reducing pressures on high needs budgets. We are however concerned the proposals set out in the improvement plan do not go far enough; there are no plans to give councils additional powers to lead local SEND systems and hold partners to account for their work to support children and young people with special needs. While proposed powers to intervene in schools not supporting children with SEND are welcome, we are calling for these powers to sit with councils and not the Department for Education.

Education – With the abandonment of the Schools Bill, we are calling for the Department for Education to bring forward alternative legislative arrangements to introduce a register of children being electively home educated, accompanied by sufficient powers for councils to check that home educated children are receiving a suitable provision, where concerns have been raised that this is not the case. The Schools White Paper proposed that greater inclusion could be achieved by statutory regulation of the academy sector by the DfE, a proposal that was also included in the Schools Bill. In the Bill's absence we are calling for the Department to set out how similar outcomes can be achieved without the need for underpinning statutory powers.

Environment – Environment matters focus on the wider strategy for the protection and growth of natural environment, including Local Nature Recovery Strategies, which Defra published regulation and guidance for in March 2023. Defra has also published further details on Bio-diversity Net gain becoming mandatory in November 2023, though a delay in small sites until next year. We're planning to make



further representations on the delays around the details needed by councils for the scheme to be successful. At the Budget the Government announced more funding support for areas impacted by nutrient neutrality, being brought forward through a Local Nutrient Management Fund, this followed the publication of the final report of our policy inquiry which made this recommendation. We estimate this will ban around 20,000 new homes a year.

Integrated Care Systems - The Hewitt Review of the autonomy and accountability of Integrated Care systems was published on 4 April 2023. The LGA broadly welcomed the key recommendations of the review, and we will continue to work closely with DHSC to ensure that the recommendations on the autonomy and accountability of ICSs are implemented fully and without delay. We expect the Government to publish their response in the next few weeks.

Adults with care and support needs – We continue to highlight the key role that councils play in supporting people with learning disabilities, autism and dementia in the community and the need to fund services to meet demand. We also highlight council's role in ensuring the key principles are embedded in policy and service delivery.

We are calling for a system-wide focus on early intervention and prevention to reduce the development of mental health crises and to ensure the new Major Conditions Strategy reflects local governments' contribution to supporting mental health and dementia. We are also pressing for sustainable funding for local government statutory and non-statutory mental health services, to put them on an equal footing with NHS clinical mental health services. Alongside this, we are making the case for a mental health workforce plan and related funding to address staff shortages and high workload in the sector.

The LGA highlight unpaid carers' needs, value, and their contribution to caring in all funding and social care reform work. We ensure that the pressures facing young carers are addressed in our policy and improvement work as well as promoting councils' leadership role in addressing and preventing loneliness and social isolation.

We are pushing for an increase of funding for home adaptations so that councils can upgrade existing stock, as well as pressing for simplification of the Disabled Facilities Grant process.

We are calling for Government to invest in therapeutic-led reablement as intensive short-term interventions with follow-up support can support recovery after time spent in hospital. We are also calling for a focus on prevention and recovery services to reduce pressures in hospitals ahead of Winter, including steps to support the voluntary sector to provide fast, low-level support.

Supported housing – We are a major stakeholder for the consultation work on the Supported Housing (Regulatory Oversight) Bill, reflecting the need for a locally-led fully funded oversight and enforcement regime for exempt accommodation within a strengthened national regulatory framework. We do have some concerns about the potential capacity challenges for councils if new responsibilities are introduced as a result of the Bill and highlighting that significant resource will need to be given to a licensing scheme and enforcement of new National Supported Housing Standards.

Homelessness – Councils are becoming increasingly concerned that the rising cost of living may trigger an increase in homelessness as households struggle to pay bills. We are seeking an explicit, national-level focus on homelessness prevention work and an associated funding regime that enables and encourages councils to avoid residents reaching crisis and reduces demand for emergency responses.

Transport – Government must commit to bringing forward the new Transport Bill after shelving it in this session. We continue to lobby for powers within any new Transport Bill to help councils deal with obstructions that are a danger to pedestrians and vulnerable people on the carriageway and pavement. We understand that the Government is not looking to pursue these issues in this parliament. We are pushing for the Bill to regulate the sale and use of private e-scooters and continue to push for wider funding and certainty.



Following pressure from the LGA and partners, the Government have committed to a further three months of funding (August – October 2023) for the £2 fares cap as a cost of living measure. Thereafter, bus fares will be capped at £2.50 until November 2024. A further £300 million of funding from June 2023 (£160 million to councils, and £140 million to operators) is confirmed until 2025 to protect vital routes, allocations for this have been announced. This dual extension of funding will help in keeping costs down, but operators have warned that this will not prevent further erosion of services. The LGA will continue to call for longer-term, multi-year certainty of funding to help patronage levels to recover and grow and to stick to commitments in the National Bus Strategy. We have called for the Government to reverse its decision to reduce active travel spending by over £200 million over the next 2 years and we continue to lobby for more funding for road maintenance as 20-25 per cent cost increases in the sector has resulted in increased repair backlogs and a deterioration of road quality.

Digital – We are particularly concerned about the implications of the Public Switch Telephone Network (PSTN) switchover, which will see the 1.7 million people who access technology enabled care and support at risk of being left without a connection. We have launched a [digital switchover hub](#) with resources to support councils and their residents. While the PSTN upgrade is an industry-led process, the LGA is calling on the Department for Science, Innovation and Technology (DSIT) to coordinate the multiple bodies involved with the switchover. Coordination and accountability will be vital to align communications messaging and ensure sectors and consumers, including the most vulnerable, are protected and prepared for the upgrade process.

Civility in public life – We continue to press for Government to amend the existing legislation on sensitive interest, so that councillors may choose not to have their full home address on the public register in line with MPs registers and to support the sector to improve provision for the safety and security of councillors, particularly in relation to the police. In June 2022, the LGA launched the Debate Not Hate campaign to raise awareness of the issue and improve support locally. The campaign has over 550 individual signatories to our public statement and over 20 councils who have signed up to the campaign as a whole. We plan to publish a new report looking at the support offered to councillors by local agencies, such as the council and the police in June 2023.

Virtual council meetings – Councils are still calling for virtual council meeting flexibilities and some individual councillors are requesting virtual attendance as a reasonable adjustment under the Equalities Act. This is not possible because the 2021 High Court judgement confirmed that the Local Government Act 1972 requires in-person attendance in a physical place. Recent proposed amendments to the Levelling Up Bill to allow virtual council meeting has been opposed by the Government, their view is that “physical attendance is important for delivering good governance and democratic accountability”. The Government Call for evidence on remote meetings closed in June 2021 and despite ongoing requests and an FOI request from ADSO, no response or analysis has been published. The LGA is planning to mark the two year anniversary of the Call for evidence closing with a new survey.

Elections 2023 – The May local elections have passed with all councils with elections delivering against the new voter ID requirements. The Electoral Commission will be publishing an interim report on the implementation of voter ID in June 2023.

LGA Political Balance 2023/24

Purpose of Report

For decision.

Summary

Local government elections took place on Thursday 4 May 2023 in England.

Following the election results, the definitive figures for the LGA's proportionality for 2023/24 have been confirmed. This report sets out the revised proportionality and its implications for the distribution of seats amongst the political groups on the LGA's governance structures.

LGA Plan Theme: One politically led organisation

Recommendation

That the Board notes the proportionality figures for 2023/24 meeting year.

Contact details

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LGA Political Balance 2023/24

Background

1. The 2023 local government elections took place on Thursday 4 May 2023. There were over 8,000 seats being contested in England, which was nearly half of all councillors in the country. Around 27 million electors had the opportunity to vote, which equated to about 70 per cent of the English electorate.
2. Local government elections were held in:
 - 152 District authorities
 - 46 Unitary authorities
 - 32 Metropolitan districts
3. There were also elections for Mayors in Bedford, Leicester, Mansfield and Middlesbrough.

LGA Proportionality

4. Under the LGA's Articles of Association (clause 8.1), political balance, or proportionality, is calculated annually immediately after the last principal elections of Member Authorities.
5. The final figures for 2023/24, based on data provided by Professors Rallings and Thrasher are set out below along with the 2022/23 figures for comparison. The total of any percentages in a row may add to greater than 100% due to rounding at that stage.

	Labour %	Conservative %	Lib Dem %	Ind %
2023/24	38.7	33.8	15.0	12.6
2022/23	35.9	38.2	13.2	12.7

6. Under the LGA Articles of Association, the largest group appoints the Chair of the Association. For 2023/24, the Labour Group takes the LGA Chair by 4.9 percentage points. The LGA Chair also chairs the LGA Board, the Executive Advisory Board and the Councillors' Forum. The remaining Office Holders are appointed according to proportionality. Under the Articles, the Senior Vice-Chair of the LGA is the leader of the second largest group, which for 2023/24 is the Conservative Group.
7. Once the LGA's overall political balance has been calculated, the result is applied to each of our political structures to determine their make-up. Mathematical rounding is applied to allocate available seats to match each Political Group's proportionality.

Figures are calculated to one decimal place and any group whose balance is above 0.5 is rounded up and below 0.5 rounded down. An exception is where adopting this approach would have the effect of increasing the size of the board or committee. In that instance, the group with the smallest amount above 0.5 is rounded down. In all cases, every Political Group will be entitled to at least one seat on each policy board to reflect the cross-party nature of the LGA.

8. The four-member Audit Committee, Commercial Advisory Board, LGA Commercial Services Ltd, and Property Company Boards are not included in the LGA's political balance but are represented by one member from each of the political groups.
9. The revised breakdowns are set out in **Appendix A**.

LGA Board

10. This year the LGA Board comprises a core group of ten places, made up of the Chairman, four Vice-Chairs (the LGA's Group Leaders) and five Deputy Chairs. As in recent years, one additional place has been allocated to each group giving a Board comprising five Conservatives, five Labour, two Liberal Democrats and two Independents.

LGA Board	Places	Lab	Cons	Lib Dem	Ind	Total
2023/24	14	5 (5.4)	5 (4.7)	2 (2.1)	2 (1.8)	14
2022/23	14	5	5	2	2	14

Chairs

11. The LGA's nine policy Boards, together with the Fire Services Management Committee, gives a total of ten Chairs. Divided according to proportionality this gives the Conservative group 3 Chairs, the Labour group 4 Chairs, the Liberal Democrat group 2 Chairs and the Independent group 1 Chair.

Chairs	Places	Lab	Cons	Lib Dem	Ind
Political Balance 2023/24	10	4 (3.9)	3 (3.4)	2 (1.5)	1 (1.3)
Political Balance 2022/23	10	4	4	1	1

Vice-Chairs

12. The LGA's nine policy Boards, together with the Fire Services Management Committee, each have a Vice-Chair. The City Regions and People & Places Boards have an

additional Vice-Chair drawn from the same group as the Chair. This gives a total of 12 Vice-Chairs.

Vice Chairs	Places	Lab	Cons	Lib Dem	Ind
Political Balance 2023/24	12	5 (4.6)	4 (4.1)	2* (1.8)	1* (1.5)
Political Balance 2022/23	12	4	5	2	1

Executive Advisory Board

13. Core membership of the Executive Advisory Board comprises the LGA Board, the Chairs of the nine Boards and representatives of the nine English regions and Wales. The core membership of the Executive is 32 (14 LGA Board Members, 9 Board Chairs, and 9 regional representatives).
14. Under the LGA Articles of Association, regional and Welsh appointments to the Executive are encouraged to be made from the largest group. The Executive Advisory Board balance will be calculated when once the regional nominations are confirmed in August. If required, Groups may either appoint additional members as balancing members, or allocate additional voting rights to existing members to achieve the balance.

Policy Boards

15. The seven policy boards have a proportionate membership of 18, including the Chair:
 - 15.1. Children & Young People
 - 15.2. Community Wellbeing
 - 15.3. Culture, Tourism & Sport
 - 15.4. Environment, Economy, Housing & Transport
 - 15.5. Improvement & Innovation
 - 15.6. Resources
 - 15.7. Safer & Stronger Communities
16. In 2023/24, the strict application of the political balance to the seven 18 Member policy boards provides the following number of places to each Group:

Policy Boards	Places	Lab	Cons	Lib Dem	Ind
Political Balance 2023/24	18	7 (7.0)	6 (6.1)	3 (2.7)	2 (2.3)
Political Balance 2022/23	18	7	7	2	2

City Regions and People & Places Boards

17. The City Regions and People & Places Boards were established in February 2014. The make-up of these Boards reflects the political proportionality of the wider group of

councils from which their membership is drawn and each has an additional Deputy Chair drawn from the same group as the Chair. The political balance of these Boards is included in full in Appendix A.

Fire Services Management Committee and Fire Commission

18. The Fire Services Management Committee membership of 14 is drawn from authorities with responsibility for fire & rescue.

FSMC	Places	Lab	Cons	Lib Dem	Ind
2023/24	14	5	5	2	2
2022/23	14	5	5	2	2

19. All fire authorities in full or corporate membership of the Local Government Association appoint to the Fire Commission, with additional balancing members then appointed by the Political Group Office to reflect the LGA's overall political balance. This process is conducted separately in early autumn.

Implications for Wales

21. Welsh authorities in associate membership are included in the proportionality calculations as set out above.

Financial Implications

22. There are no unbudgeted costs for the LGA.

Equalities implications

23. There are no equalities implications at this stage of the proportionality and political balance process.

Next steps

24. The political balance for the LGA Board will come into effect from the next meeting of the General Assembly. The political balance for the remaining governance structures will come into effect from 1 September, with an appointments process undertaken by the Political Groups over the summer.

Appendix A: Allocation of places on LGA governance structures

Structure	Year	Lab	Cons	Lib Dem	Ind	Total
LGA Board <i>an additional place per group was negotiated</i>	2023/24	5	5	2	2	14
	2022/23	5	5	2	2	14
Chairs of Boards and Fire Services Management Cttee	2023/24	4	3	2	1	10
	2022/23	4	4	1	1	10
Executive Advisory Board (before regional or balancing places)	2023/24	9	8	4	3	24
	2022/23	9	9	3	3	24
Policy Boards (7, each of 18 Members)	2023/24	7	6	3	2	18
	2022/23	7	7	2	2	18
City Regions Board (22 Members)	Political Balance					
		Lab	Cons	Lib Dem	Ind	
	2023/24	62.1	19.2	10.4	8.3	
	Seats on the City Regions Board					
	2023/24	14	4	2	2	22
	2022/23	13	5	2	2	22
People & Places Board (22 Members)	Political Balance					
		Lab	Cons	Lib Dem	Ind	
	2023/24	18.8	47.7	18.9	14.6	
	Seats on the People & Places Board					
	2023/24	4	11	4	3	22
	2022/23	4	12	3	3	22
		Lab	Cons	Lib Dem	Ind	
Fire Services Management Committee	2023/24	5	5	2	2	14
	2022/23	5	5	2	2	14

Supporting councillors to handle and prevent abuse and intimidation research report

Purpose of Report

For decision.

Summary

This report sets out the context for a recently completed research project looking into the support councils and other local agencies can provide to councillors to prevent and handle abuse and intimidation. The report also sets out three recommendations to national agencies to address remaining barriers. The full research report is attached at **Appendix A**.

LGA Plan Theme: Stronger local economies, thriving local democracy

Recommendation

That the Board comment on the content of the report attached in Appendix A and agree the recommendations set out in paragraphs 4, 6 and 8 of this report.

If the Board requires amendment to the recommendations, the Board is asked to delegate final sign off to the Political Group Leaders.

Contact details

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Supporting councillors to handle and prevent abuse and intimidation research report

Background

1. The Supporting councillors to prevent and handle abuse research project was commissioned from Riber Consultants in Autumn 2022 to investigate the various approaches councils and other agencies could take to prevent abuse against councillors and support them when abuse does occur. The commission for this project was agreed by the Executive Advisory Board in June 2022 as part the of [Debate Not Hate report](#) recommendation that the LGA should continue to gather and disseminate good practice from the sector. The LGA Civility in public life Steering Group have reviewed the report and comments from the Group have been incorporated into the final draft which is attached in **Appendix A** to this report.

Proposal

2. The report sets out the challenges associated with supporting councillors with these issues, and principles which councils can use to consider how best to support their councillors locally, including top tips and practical examples of support that some councils already provide. The report concludes with a summary of barriers beyond the control of councillors and local agencies which can prevent better support for elected members.
3. Attached to the report is an Executive summary, which includes proposed recommendations to address these remaining barriers. Set out below are the recommendations in full and explanatory comments. Members are asked to agree the recommendations or make comments on the recommendations and agree to delegate final decision-making to Political Group Leaders.
4. **Recommendation 1:** The Government and Ofcom should take steps to ensure that harmful and abusive behaviour does not continue unrestricted online, including developing clear guidance for social media and other online service providers on their obligations to mitigate the risks of online abuse and how this may be best achieved; and that the experience of elected members is considered in any new Ofcom guidance mandated by the Online Safety Bill.
5. **Rationale:** Throughout this project and others by the LGA, online abuse and the unregulated nature of online content has emerged as a theme. This recommendation dovetails with other lobbying work by the LGA around the Online Safety Bill, which is currently passing through Parliament, and aims to

ensure that activities by Ofcom fully take into account the impact of online abuse on locally elected members.

6. **Recommendation 2:** The Government should work with the police to set out clear and consistent guidance on the role of policing in addressing abuse, intimidation and harassment of elected members. This should include expert capacity to monitor crime associated with elected members and act as a single point of contact for both councils and councillors.
7. **Rationale:** Inconsistency of police response to harassment of councillors was a common concern raised throughout this project. Councillors should not expect significantly different approaches to the same incidents in different areas and a reduced response from the police could contribute to councillors feeling unsafe in their role. Guidance setting out the response expected from the police would help to create consistency and manage expectations of councillors as to what it is appropriate for police to respond to. In addition, having a single point of contact, as MPs do, would ensure that each police force has expert functionality to help to better assess the risk of incidents affecting councillors.
8. **Recommendation 3:** The Government should widen the scope of the Defending Democracy Programme to explicitly include the safety, security and wellbeing of locally elected politicians, rather than focusing solely on national politicians and foreign interference.
9. **Rationale:** The Government has established mechanisms for supporting and protecting democracy in the UK, including the cross-Whitehall Defending Democracy Programme. This programme was established in 2019 to protect democratic processes, systems and institutions, including personal and physical threats, and to encourage respect for open, fair and safe democratic participation, and for fact-based and open discourse. However, the programme has focused almost exclusively on threats to and abuse of national politicians; and on foreign interference with elections and other democratic processes. A cross-Whitehall approach to abuse of local politicians involving the Department for Levelling up, Housing and Communities, the Home Office and others relevant departments, would help to address some of the national barriers set out in the report.

Implications for Wales

10. There are no implications for Wales as this report related to councillors in English local government. However, the WLGA are aware of this project and will receive a copy of the final report for their information.

Financial Implications

11. There are no financial implications of this report.

Equalities implications

12. Previous LGA research has highlighted the perception that abuse and intimidation impacts some groups more than others. In particular, misogyny, homophobia and racism have been mentioned in relation to the abuse candidates and councillors receive.
13. This report focuses on the general support structures which may help any councillor in relation to preventing and handling abuse and intimidation. However, the report also highlights that risk assessments should be tailored to the individual and take into account the specific types of threats they may be vulnerable to, including intimidation and abuse base on protected characteristics.

Next steps

14. Officers to finalise the recommendations as per the comments of the Board and publish the full report on the LGA website.

Ending abuse in public life: Supporting councillors to prevent and handle abuse

Executive summary

Serving in public office is both a privilege and a responsibility. However, there is a growing issue of abuse and intimidation in public and political discourse that can have a negative impact on councillors, their families and local democracy. This is why the LGA commissioned Riber Consultants to work with councils and relevant partners to consider the best approaches to supporting councillors to prevent and manage abuse linked to their elected role. Through the project, researchers identified key challenges to supporting councillors with these issues, principles for councils to consider, and top tips and good practice case studies to help councils better support councillors prevent and handle abuse and intimidation.

Challenges

- Challenge 1: Councillors feel vulnerable to abuse and ill-equipped or supported to handle abuse, harassment, and intimidation. Councillors are informed of their risk but have limited knowledge of tools for effective conflict resolution and aftercare.
- Challenge 2: Lack of clear process around reporting instances of abuse, harassment and intimidation to the council. Councillors don't know who to turn to when an incident occurs. There is limited understanding about the role and help that supporting officers can provide.
- Challenge 3: There is uneven engagement and response from the police to abuse and harassment of councillors. Some police forces are sympathetic, some others are not or consider low-risk abuse as something insignificant. There is limited advice tailored for elected officers in local politics and in occasions, a lack of understanding of why they need special measures

Principles for support agencies

Based on workshops and follow up interviews with council officers, we propose some guiding principles to help councils navigate these challenges:

1. **Zero-tolerance approach to abuse:** Establish and enforce a strict policy that clearly outlines expectations for interactions and promotes respectful debate.
2. **Clarity of process and responsibility:** Clearly define the process for raising concerns and assign responsible individuals within the council to provide support to councillors.
3. **Relationships with local police:** Proactively develop strong relationships with the police to enhance coordination and foster mutual understanding of abuse affecting councillors and the role of police in addressing it.

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4. **Tailored risk assessments:** Consider individual councillors' needs and proactively identify risks through dynamic and periodic risk assessments.
5. **Prioritise councillor wellbeing:** Recognise and consider how you council can support councillor wellbeing and address the negative impacts of personal attacks and hurtful commentaries

Recommendations

For this project, researchers used the framework of agency, whereby councillors, councils, police and local agencies have specific powers, resources and spheres of influence that they can affect. Through this framing, they also identified barriers to addressing abuse and intimidation which originate outside this sphere. In brief these issues included the management of harmful content online, the capacity and expectation of the police to respond to abuse against elected members, and the normalisation of abuse leading to poor standards of political and public discourse.

In response to these challenges, the LGA has developed three recommendations for central government, regulators and police forces across England to consider.

- **Recommendation 1:** The Government and Ofcom should take steps to ensure that harmful and abusive behaviour does not continue unrestricted online, including developing clear guidance for social media and other online service providers on their obligations to mitigate the risks of online abuse and how this may be best achieved; and that the experience of elected members is considered in any new Ofcom guidance mandated by the Online Safety Bill.
- **Recommendation 2:** The Government should work with the police to set out clear and consistent guidance on the role of policing in addressing abuse, intimidation and harassment of elected members. This should include expert capacity to monitor crime associated with elected members and act as a single point of contact for both councils and councillors.
- **Recommendation 3:** The Government should widen the scope of the Defending Democracy Programme to explicitly include the safety, security and wellbeing of locally elected politicians, rather than focusing solely on national politicians and foreign interference.

Introduction and background

Abuse of elected members is unacceptable and there is evidence that these experiences are forcing good councillors out of local politics and deterring others from running for election. In 2022, the LGA found that seven out of 10 councillors had experienced abuse from the public in the previous year. Further research by the LGA in 2022, reinforced concerns that abuse in public life and public discourse is becoming normalised and seriously impacting civic life and local democracy.

The LGA has been working for some time to build a better understanding of the

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issue of abuse and intimidation of elected members and what individuals, local organisations and national government can do to reverse this trend. This project is part of a series of projects looking at what can be done to prevent abuse and address it when it occurs and focuses on what local agencies including councils and police can do to prevent and address abuse perpetrated against councillors. Other resources in this series include the [Debate Not Hate: The impact of abuse on local democracy report](#) and the Councillor guide to handling abuse and intimidation.

Project background

The project is based on the premise that individuals and organisations have various spheres of influence within specific structures and different levels of autonomy and agency. Here agency refers to the capacity of individuals to act independently and make choices, while structure pertains to the broader social systems and institutions that shape individual behaviour and limit agency. There is an inherent tension between agency and structure as individual actions are influenced by and impacted by the structures in which they sit. This particularly relevant to discussions about councillors as they occupy an unusual position, neither volunteer nor employee, they have both more agency by sitting slightly outside usual employment frameworks, but also benefit from fewer legal protections.

In this paradigm, there have been efforts to maximise on this agency and upskill councillors to manage their own environments, mitigate risks and build resilience. However, councillors only have the power and autonomy to impact their own actions. Beyond a councillor's circle of influence, other organisations in the local area may have the power, resources and, in some cases, the responsibility to respond to abuse, intimidation and threats aimed at locally elected members. For example, councils alongside political parties provide the primary support mechanism for councillors locally, with officers acting as points of contact for day-to-day business and providing specialist advice and information. However, councils also have limited powers, resources, and their own specific sphere of influence. Only with the coordinated input from other statutory and non-statutory parties, such as the police, media providers, and social media providers can we hope to address abuse and intimidation against councillors and other elected members. Further still there are some issues that require national, social or systemic change and which local organisations cannot address in isolation.

Throughout this project and this report, the authors have used abuse, intimidation and public intimidation to refer to "words and/or behaviour intended or likely to block, influence or deter participation in public debate or causing alarm or distress which could lead to an individual wanting to withdraw from public life".^[1] This could include a range of behaviours, a summary of which is set out in **Appendix A**.

Project methodology

Through this project the LGA aimed to take a step beyond existing research

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evidencing the prevalence and severity of this issue and set out possible local and national mitigations and solutions to abuse against councillors. To support this aim, researchers engaged with a range of resources and individuals who supporting councillors, have experience of handling issues of abuse and intimidation more generally, or have lived experience of these issues.

This was delivered through two distinct research phases. The first phase was delivered through primary and secondary research and aimed to identify the challenges and barriers deterring councils, the police and other agencies providing better support to councillors. The second phase was delivered through primary research workshops and looked to generate and develop solutions to the identified barriers. This was supported by the expertise of a project steering group drawn from a range of organisations with a substantive interest in the project.

Phase 1: Challenges and barriers identification

Detailed methodology:

Ecosystem mapping and stakeholder interviews

The issue of harassment, abuse and intimidation is a global issue, affecting all societies to varying degrees across the globe. As such there are many organisations and individuals interested in this issue. The purpose of the ecosystem mapping was to understand what expert organisations exist primarily in the UK, but also across the whole, how they approach abuse and intimidation issue and how this could apply to the local government sector.

In the UK there is significant interest in the topic of harassment, abuse and intimidation has increased significantly in recent years. Many organisations focus on women's rights and violence against women in politics; few are directed at other underrepresented minority groups or at politicians more generally. We identified approximately 60 key stakeholders working on the topic (full list at **Appendix D**) and prioritised a selection for detailed interviews.

Using a semi-structured interview method, we conducted 20 in-depth interviews with stakeholders from a range of backgrounds, including the public sector, the police, legal, social media and third sector organisations. The interviews focus on advice for people in public life, interventions that work well, problems with implementation and what change is needed to address the issue of abuse against people in public life.

Literature review

To better understand what tailored support there is for councillors, we conducted a systematic search of documents offering support and guidelines published by a random selection of 50 councils. The aim was to identify public approaches to

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handling abuse and intimidation of elected people, including councillor support packages, guidance on personal safety, zero-tolerance policies and other relevant content. In one fifth of the councils, we were unable to identify support aimed at supporting councillors with abuse or intimidation or personal safety. However, this does not necessarily mean that councils do not have these resources available to councillors. In many councils reviewed there was comprehensive or supportive guidance. Good practice identified from this exercise has been incorporated into this report.

Focus groups

As part of this phase, we hosted two focus groups, one for councillors dealing with abuse and intimidation and one for council officers with a role supporting councillors. The aim was to identify the barriers and challenges to providing councillors with better support around abuse and intimidation from each perspective. The focus groups were similarly structured and explored key issues around prevention, support, responses, and aftercare. Fourteen councillors attended the councillor workshop and 11 officers from a range of specialisms attended the officer workshop. Attendees came from a diverse range of authorities types with different political control across the variety of English regions.

Findings

Changing dynamics

Abuse and intimidation in public life have emerged as escalating concerns over the past few decades. According to a study by Collignon and Rudig (2020), in 2019, 49 per cent of parliamentary candidates reported experiencing some form of harassment, abuse, or intimidation during their campaigns.¹ This represents an 11-percentage point increase compared to 2017. Some officers reported that they felt that rising abuse levels in public discourse could be a result of anti-politics sentiment and proliferation of conspiracy theories online, which sometimes present as unfounded allegations of bias and corruption, and other abusive behaviours.

However, this change has been gradual, is not well evidenced in local government and has not always presented in the same way in different places creating a variability of responses linked to differential experiences. For example, an increase in support provided by councils has frequently been tied to severe national incidents or localised threats. In regions where such issues have not been prevalent or high profile, councils and other agencies may not have kept pace with increasing risks associated with the role of elected members.

Council officers and councillors have reported that abuse, intimidation, and

¹ <https://onlinelibrary.wiley.com/doi/full/10.1111/1467-923X.12855>

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harassment faced by elected members can have a detrimental impact on democratic representation, particularly where underrepresented groups in local and national politics receive higher volumes and more aggressive forms of abuse. For example, research analysing the effects of abuse on women's campaign strategies revealed a damaging link where women who experience intimidation tend to moderate their campaigning strategies and see undermined their chances of electoral success (Collignon and Rüdiger, 2021)².

Criminal thresholds and the legal framework

Councillors are elected officials and therefore are open to wider public scrutiny and criticism than officers and private citizens. This can make it challenging to identify the point when legitimate criticism becomes abuse, harassment and intimidation.

Serious incidents, such as physical assaults and credible threats to life and limb, will clearly meet the threshold for police intervention. These events will generally fit neatly into the existing legal framework, which primarily concentrates on individual cases that involve a solitary victim and a lone perpetrator. It is understood that the risk of physical violence towards councillors is low in the England and most incidents may not constitute an immediate emergency but may nevertheless be criminal. Serious crimes like hate crime, stalking, and harassment have robust definitions, charging thresholds and legal consequences. However, many councillors have reported that they feel the threshold for police to record and investigate incidents against them is higher than ordinary citizens, because of their elected role.

While the law is relatively clear for some crimes, the same cannot be said for more frequent yet equally damaging forms of abuse, as online abuse and misinformation. The current legal framework inadequately addresses the cumulative or escalating impact of such abuse, as well as cases involving multiple perpetrators. This lack of clarity and understanding creates a grey area, which has significant implications for establishing clear reporting thresholds to the police and leaves victims without the necessary support or options for redress.

Additionally, it is not against the law to be unpleasant and in the process of determining if abusive speech is criminal, police must balance several considerations, including freedom of expression and journalistic expression. Abuse may not meet this threshold and yet still have a profoundly negative impact on councillors and their families, particularly if it is repeated. Here it is also imperative to consider what additional vulnerabilities or aggravating factors there may be. For example, this is evidence that some groups with protected characteristics may receive higher volumes and more vitriolic abuse, particularly racist, homophobic and misogynistic abuse. Police should consider this in their assessment of risk and impact.

² <https://www.tandfonline.com/doi/full/10.1080/17457289.2021.1968413>

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Capacity and awareness of the relevant agencies

Local agencies such as the council, the police and political parties all have a role in supporting councillors to ensure their safety and protect them as integral to the local democratic system. However, there are capacity issues across the whole of the public sector and there isn't consistent awareness of the issues of abuse against politicians across all areas. This can lead to councillors falling between the gaps between different organisations and feeling that all partners have abdicated responsibility for their safety.

This can play out in terms of prevention and response to abuse. Councils and police both hold valuable intelligence about their local areas and sharing this information allows for risks to be identified ahead of time and mitigated against before they become an issue. Capacity and structures to allow this information sharing to take place are therefore vital.

Police often face challenges due to limited resources and training. They must prioritise their resources and have many specific statutory duties that draw on their resources. This can hinder their ability to respond to lower-level incidents of harassment, abuse, and intimidation promptly or effectively. Operational separation between different police forces means there is significant variation across different regions, leading to inconsistent experiences for councillors who seek support and protection. Persistent issues revolve around the reporting process itself, including informal approaches, inconsistencies, and uncertainty regarding what will be investigated and what won't.

Lack of clear guidance on how to deal with vulnerable persons

Councillors engage with residents from all walks of life in their role, including vulnerable people seeking assistance. Councillors should always consider whether they are the most appropriate person to be supporting an individual and where it would be more appropriate to direct them to an officer at the council. In the case of vulnerable people, this could mean referring to the safeguarding team at the council who are trained and have resources to provide specific support. Councillors are often reluctant to disengage with residents even if they are abusive, particularly if they consider the resident to be vulnerable – clear processes for referral and ensuring vulnerable people are appropriately supported through the council can help reassure councillors that they have done the best thing for the resident and disengage personally if necessary.

In extreme cases where an individual who is vulnerable due to mental health problems appears to be displaying fixated behaviour, such as harassment, stalking or threatening behaviour towards public figures the [Fixated Threat Assessment Centre](#) can help to assess the situation. The Centre is a joint police and mental health unit established in 2006 to assess and manage the risk to politicians, members of the British Royal Family and other public figures from obsessive individuals. It is unclear whether this support extends to local politicians. The Centre

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receives around 1000 referrals a year, half of which are assessed as low risk and are referred to local health services.

Standards of political discourse

Politicians have a significant role in shaping public discourse, and their words and actions can have a powerful impact on society. As representatives of their local communities, councillors are dedicated to improving the lives of their residents through the development of better services and positive changes at the local level. Citizens have high expectations of their elected members, and councillors should strive to meet these expectations with integrity and professionalism. The council must also have a Code of Conduct to help councillors model best conduct, balance their behaviour, understand the expectations of their role and indicate the kind of conduct that could lead to action being taken against them. The LGA has developed a [Model Councillor Code of Conduct](#), in association with key partners and after extensive consultation with the sector, as part of its work to support all tiers of local government to aspire to high standards of leadership and performance. At the same time, councillors deserve to be treated with respect by officers, fellow elected members, and the public at large.

Challenges

Based on the initial research phase, we developed three specific challenges that councils face in providing adequate support to their councillors with abuse and intimidation issues. These challenges then formed the basis of the phase two solution identification and development exercises.

Challenge 1: Councillors feel vulnerable to abuse and ill-equipped or supported to handle abuse, harassment, and intimidation

The public nature of their role councillors may be susceptible to verbal, psychological and physical abuse and intimidation from various sources, including members of the public. A central part of their role is engaging with local residents, and they often are involved with making difficult local decisions about local services. These decisions can be a catalyst for community disputes, personal disagreements and can escalate into heated confrontations. Councillors are generally aware of the risks associated with their role due to their experience campaigning and engaging with residents. However, without specific training and support, they may not possess the necessary skills to confidently identify risky situations, diffuse potentially volatile situations and de-escalate tensions, and ensure a positive outcome. Concerns about the risk of these challenging engagements can deter candidates and councillors from meeting and engaging with the residents they represent as much as they would wish.

Furthermore, councillors may also struggle to manage the aftermath of individual or ongoing incidents. For example, there may be practical concerns about the safety of their home, travel and council activities and they may need to make different

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arrangements to usual. This can be overwhelming, as can the need to engage with various agencies, such as the council, their political party and the police to handle serious abuse and put in place safety mitigations. The emotional impact, effort to seeking support and potentially counselling can be difficult if this support isn't readily available through the council or political party.

Challenge 2: Lack of clear process around reporting abuse, harassment and intimidation to the council results in councillors not knowing who to turn to when an incident occurs

Council officers play a vital role in supporting councillors with a range of needs associated with their elected role. This includes how councillors engage with the public on council matters and supporting councillors to deal with abuse, harassment, and intimidation they might experience. However, the council's role in protecting councillors' wellbeing is not set out in statute and therefore the thresholds and levels of support can be variable and are not well-understood by councillors. As a result, councillors may be unclear as to who they should contact in the council and what evidence they should collect of abuse. This is especially problematic when they experience low-level abuse that may not necessarily be a police matter but that requires to be logged and properly documented in case it escalates further.

Challenge 3: There is inconsistent engagement and response from the police to abuse and harassment of councillors

The diversity among police forces, including differences in resources and training, results in variable responses and levels of support provided to councillors based on geographical location. This discrepancy is influenced by differing understanding regarding the public role of councillors, leading to inconsistent engagement from the police and a lack of tailored safety advice. Consequently, we found inconsistencies in reporting procedures, which makes it difficult to develop effective interventions to prevent abuse, harassment, and intimidation of councillors. We also found that the differences in levels of engagement and support between police forces contribute to underreporting, leaving councillors feeling isolated and unable to fulfil their responsibilities effectively. To address this challenge, it is vital to foster positive relationships between the council and the police, underpinned by comprehensive training. Additionally, police forces need to establish a consistent understanding of when and how to intervene, ensuring that councillors receive the necessary support and protection they require.

Phase 2: Solution identification and development phase

During this phase of the research project, we used a bottom-up approach to identify best practice that already exists in councils and local police forces and develop new solutions to support councillors with abuse and intimidation from the public.

We used an iterative and agile methodology to identifying and develop solution to the three challenges identified in the first phase of the research at two workshops with

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council officers and other relevant experts. The approximately 60 attendees were drawn from a range of types of councils from across urban and rural areas in England. From these sessions, researchers developed a range of good practice case studies and suggested practice which councils and their local partners may find helpful.

Findings

The methodology employed in this project resulted in several key findings, which we would propose as guiding principles.

1) Zero-tolerance approach to abuse: establish and enforce a strict policy that sets clear expectations for interactions and promoting respectful debate

Normalisation of abuse and intimidation in public and political discourse is a well-established growing issue with demonstrable negative impacts on local democracy.³ Democratic institutions may therefore need to respond to this rising issue and set expectations for interactions between the public and councillors, as many already do with staff.

Setting out a zero-tolerance approach to abuse could include a range of actions, such as ensuring that all relevant policies about managing negative interactions between the public and council staff also reflect councillor engagement with the public. Councils can also set expectations by highlighting respectful debate and engagement principles through digital and physical marketing materials aimed at those who engage regularly with staff and councillors.

Finally, there is evidence that many councillors consider their residents right to engage with their elected representative as sacrosanct and are reluctant to disengage, take officer advice or report incidents to the police even if the engagement is unhealthy, abusive or even threatening. In addition, councillors unlike staff are not obliged to comply with employment policies in the same way employees. However, setting expectations and thresholds of what is acceptable communication with councillors from the outset may help them identify unacceptable behaviour and disengage from or refer abusive residents on to officers when appropriate.

2) Clarity of process and responsibility: Clearly define the process for raising concerns and assign responsible persons who are well equipped and located in the council to provide councillors with support

Clarity of process was highlighted as a key challenge by councillors and officers alike. Councillors have consistently raised concerns about not knowing where to go

³ <https://www.local.gov.uk/publications/debate-not-hate-impact-abuse-local-democracy>

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for support in their councils. However, we found evidence that this is an issue that varies from place to place and in some areas, there is a clear and formalised process for raising concerns, either through a single point of contact individual or department.

This may be a symptom of the way abuse and intimidation of councillor presents locally. For example, we found that councils that had robust and embedded arrangements for supporting councillors with abuse and intimidation had often been galvanised into action by a local high-profile event or national event that have caused them to reflect on their local arrangements. While other areas were less prepared because they had historically not experienced these issues.

Setting out who is responsible for supporting councillors with abuse and intimidation within the functions of the council and ensuring they are appropriately skilled and resourced is critical to ensuring that appropriate support is embedded into the activities of the council. In addition, clearly setting out the kinds of support the council will provide, how and in what circumstances the support will be provided, and who councillors should go to day-to-day and in the event of an out-of-hours concern or emergency in clear processes and procedures can help to ensure officers know what to do consistently when councillors ask for support and help councillors feel well-supported in their role.

3) Relationships with local police: Proactively foster strong relationships with police to improve coordination and advance mutual understanding of abuse affecting councillors and the police role in addressing it.

Many councils have excellent relationships with their local police forces working together on a range of local issues, from anti-social behaviour to licensing. However, we hear often that police do not always engage with the issues of abuse and harassment that affect councillors. In particular, some councillors have expressed the belief that police did not take appropriate actions to record and investigate potential crimes against them because they were councillors.

We must be clear here that police forces must balance a range of considerations including the severity of the infraction and threat level, as well as capacity and available resources when responding to crime in their local area. In addition, through the process of this research we heard that police response is varied across different areas and that there are excellent examples of police taking action to deal with serious risk and incidents involving councillors.

Contributors to this research were clear that a strong relationship with the local police force was critical to ensuring that the police understood the specific experiences and challenges that elected members experience and to setting expectations with elected members as to when it is appropriate for police to get involved.

Appendix A**4) Tailored risk assessments: Consider the needs of individual councillors and proactively identify risks through dynamic and periodic risk assessments**

At the centre of this support should be the needs of members. Some council officers said that because they didn't have many reports of abuse and intimidation incidents, they had assumed it wasn't an issue for their members. However, once they began proactively asking members about their experiences, they found this wasn't the case. On the other hand, some councillors do not agree that abuse and intimidation is an issue for them personally or in their area and will feel that support offered by officers is paternalistic and not a good use of public money. Officers should be alive to these views, but not assume that this feeling in one member reflects the views of others. Many councils have taken the approach of regularly surveying councillors on their training and support needs, this can help officers to tailor the support to the genuine needs of members and keep track of the changing issues in their local area.

As mentioned earlier, some councils had been prompted to put in place better support and protections by a particular incident or local tensions, but without sustained focus and attention to issues of councillor safety, good practice sometimes diminished with the threat. Some officers reflected that they recognised this challenge in their own area and were keen to reinvigorate their efforts. Other said they had recognised the role of the council in monitoring local tensions and ensuring these factors were played into a dynamic risk assessment of risks against staff and elected members alike. Council officers also have valuable information and a range of skills, such as health and safety, communications, community engagement and legal, that can help to identify and mitigate risks of everyday councillor activities, like engaging with the public and safely visiting locations in the local area.

5) Prioritise councillor wellbeing: Recognise and consider how your council can support councillor wellbeing and address the negative impacts of personal attacks and hurtful commentaries

Many officers commented that councillor wellbeing is a much bigger consideration now than ever before. The expectations of the public, ability to critique on social media and a tendency towards blame culture against public figures has resulted in high-profile local and national politicians being very exposed to hurtful public commentaries.

While it is absolutely right that councillors should be held to account for their actions as part of their role, many are now finding public abuse crossed the line into unnecessarily personal attacks and this can deter people from standing for election or re-election and seeking leadership positions. This is detrimental to democracy and at the extreme can lead to councillors feeling anxious and depressed. Beyond actions to support councillors manage their online engagement and protect them from real treats, many councils are now considering what more they can do to support councillor resilience and wellbeing. This can take a range of forms from

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informal buddying to counselling via employee assistance programmes.

Tops tips and case studies

The principles are designed to help councils to consider how best to provide support for their councillors in their local context. As part of both phases of the project, we collected ideas and good practice case studies to illustrate the range of activities councils are doing to support their members. We have divided these by theme of prevention and support, incident management and aftercare, but some examples will apply equally across all areas.

Prevention and support

Understanding needs and coordination

As mentioned in the principles, it's vital to understand the needs of individual councillors as they will not be homogenous across the country or even in the same council. Engaging well with members can also help with uptake of training and support, as their input can help ensure the offer will be most relevant to them.

There are several ways a council can achieve this engagement and a combination of approaches may be most appropriate. For example:

- Establishing a small working group of councillors to identify gaps in support and share intelligence about common experiences
- Doing regular surveys of members to understand what incidents affect them and what aspects they particularly struggle with
- Create open door or drop-in opportunities for individual councillors to speak to staff about concerns
- Establish a wellbeing or councillor safety champion(s) who can collect information from the range of members at the council and pass this information on to staff

Case study box:

[Leeds City Council: Councillor safety champions](#)

Experienced councillors are generally confident within their community role, and sometimes safety considerations can be overlooked or deprioritised against open community engagement. Prioritising safety training and information relating to councillor safety can be a challenge.

Leeds City Council recognised that not all councillors were prioritising safety and established a 'Councillor Safety Champion' role, which the Deputy Leader of the council filled, to provide leadership at a senior level.

The Champion's role is to establish and maintain strong strategic links with relevant

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emergency services leading to the implementation of stronger safety processes. The Champion also provides a very effective point of escalation for councillors if an incident has occurred. Finally, the Champion is the figurehead for the regular bulletins and updates produced by council officers on councillor safety; this confers importance on the message and helps councillors prioritise the important.

Before this arrangement, councillor safety was an add-on or a 'nice to have' rather than an essential component of the councillor role. Creating the role of Councillor Safety Champion has raised the profile of councillor safety issues for officers and councillors and created better two-way engagement. As a result, councillors are more informed about risks and mitigations; they have a conduit to feed intelligence back to relevant officers, and they know their safety is being considered seriously by the council.

The engagement and receipt of key training information and guidance have increased councillors' proactivity in taking preventative measures to work more safely in the local community.

The approach is supported at the most senior level within the council and is given the resources required to continue regular communication and engagements. The Council Safety Champion ensures councillor safety remains a high priority and provides a conduit for strategic engagement with local emergency services.

Leeds City Council has identified how important strong leadership is in driving forward a priority. Regular communication can help improve a safety provision, which can help councillors represent their communities more safely. However, it is the senior leadership promoting this agenda that encourages councillors to prioritise their own safety and take on board the information and advice provided to them.

Many councils have been slowly increasing their action on these issues over the last few years, others have recently begun programmes of work to proactively consider their approach to council safety and wellbeing. Many have chosen to create an internal staff working group including the various departments that have relevant expertise. This could include officers such as:

- Monitoring officer
- Head of legal if not the monitoring officer
- Democratic services
- Heads of political group offices
- Health and safety
- Community safety
- Communications
- Community engagement
- Human resources

With expertise from a wide range of department innovative solutions can be brought

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forward. For example, one council use their Anti-Social Behaviour reporting system to record abuse against councillors. Police colleagues have access to this system which means that police can assess the reports, provide advice and note any patterns of abuse that might develop into harassment or other crimes. Leeds City Council use their existing assets, such as their 24-hour CCTV centre, to ensure councillors can call for assistance through lone worker devices when they are out in their communities visiting residents.

Case-study:

London Borough of Hounslow: Case study on cross-organisational practitioner working group

Hounslow Council is taking steps to address harassment affecting it's elected members. Following the passing of the motion the council is now working on setting up a cross-organisational working group with expert representatives from democratic services, legal, health and safety, and other relevant departments. The purpose of the group will be to use the various expertise to identify emerging issues and gaps in support and develop solutions that will help to prevent and deal with these issues when they arise. The group will also work towards creating a hub space on the intranet where members can access all the necessary information in one place, including access to counselling through the employee assistance scheme.

The council is also considering providing training on emotional intelligence and softer skills to help members pre-empt, navigate and deescalate tensions when challenging issues create passionate responses in the community. Furthermore, the council is encouraging and facilitating respectful and civil conversations about sensitive issues, such as misogyny, between its elected members.

The group will also consider what the council can do to prevent abuse against councillors and when the council should step in actively protect members. For example, it is sometimes appropriate for the council's legal department to take over communications when correspondence is abusive and vexatious and to write an official letter informing the resident that the correspondence is no longer appropriate. This is an important step to explore all avenues before taking any further action.-----

Policies and guidance

Policies and guidance can support councillors to understand new aspects of their role, including elements of risk, and how the council can support them to navigate any issues they encounter. Councils may wish to consider if they need new policies to set what support is available or whether councillors can be incorporated into existing policies. Key policies could include:

- Vexatious complainants' policies
- Lone-worker policies and/or personal safety policies
- Receipt of threat policies

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- Social media policies

Where a policy isn't appropriate, guidance and good practice examples can support councillors to make informed decisions. The LGA has a [Councillor guide to handling abuse and intimidation](#), which includes comprehensive social media guidance.

However, some councils have developed their own guidance tailored to local circumstances:

- [Blaby District Council guide - Personal Safety Guidance for Councillors](#)
- [Bradford Metropolitan District Council - Guide to Personal Safety for Councillors](#)

Training

Councillors are usually provided with a lot of information and possibly training when they first become a councillor. However, it's important to repeat key training often to ensure councillors are well equipped throughout their term. Common options for training around abuse and intimidations include:

- Personal safety and risk assessment
- Social media training and digital citizenship
- General communications and healthy debate
- Emotional intelligence
- Conflict de-escalation
- Code of conduct

The LGA provides training and e-learning on some of these topics that are free for councillors in England. Councillors can access all learning options through the [Civility in public life hub](#).

Case study box:

Durham County Council: Using social media safely

The council has developed a comprehensive social media toolkit that guides councillors on social media use. The toolkit includes a section that advises councillors on how to manage comments, protect accounts, and reduce the risk of harassment or abuse online. The council recently updated the toolkit in accordance with the civility and respect guide on social media, published by the civility and respect project in consultation with the SLCC, NALC, OVW and County Associations, ensuring that it is comprehensive and accessible to all councillors.

The toolkit is presented as part of the council's training on social media which is made up of a theoretical and practical session. The first part of the training is conducted by the legal team and sets out how to communicate and use social media positively and in line with the council's code of conduct. The following practical sessions are conducted by the communications team and cover how to set up and use social media accounts and keep them technically safe. The council's

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communication team engage with social media providers when they are aware of offensive posts and request their removal when necessary.

This approach helps the council to strike the balance between promoting a safe and respectful online environment for councillors and residents alike.

Case study box:

[Gloucestershire County Council: Improving councillor personal safety through training and development](#)

Gloucestershire County Council provides services to a predominantly rural community in the South West of England. The geographic region is vast and varied, spanning from part of the Cotswold Hills to the valley of the River Severn and encompassing the Forest of Dean.

This varied rural setting presents unique safety challenges. The Department for Environment, Food & Rural Affairs recently stated that "rangers in protected landscapes have observed increased visitor numbers and an increase in anti-social and hostile behaviour". Councillors are also affected by this increased risk profile, as their activities often take place in remote settings far from CCTV coverage, foot traffic and mobile telephone signal. The council identified that mobile communication is not an effective way to support councillor safety because of the rural setting, and other techniques would need to be considered.

A range of safety guidance is available to councillors and councils published by the Local Government Association (LGA) and the Local Government Information Unit. However, not all the advice was applicable in a rural setting. So instead, the council designed a training package tailored to the local environment. The training session was delivered directly to councillors and recorded and shared publicly. This allowed councillors who could not attend the event access to the same information as their colleagues and is a helpful reference resource for current and future councillors.

The training video coordinated specialist advice with local knowledge and was introduced by the Cabinet Member for Safety to demonstrate the commitment to creating a safe environment.

The council identified that, owing to the very real threat of councillors working alone and being out of range of communication networks, an enhanced level of safety competence was required. The training video provided in-depth advice on how councillors can carry out preventative actions to ensure they are in the safest environment while carrying out their activities.

The training also provides practical examples of situations where incidents occurred, identifies actions that led to the exposure to danger, and reviews how the organisation and individuals have learnt from previous experience. These examples help increase councillors' understanding of how risky situations can develop and preventative measures to reduce or mitigate these risks.

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The council publishes a regular newsletter called 'Members Matter' to communicate councillor safety and security updates. The newsletter covers training updates, changes to local arrangements, learning from recent incidents, and highlights current issues that councillors may need to be aware of. This helps maintain and refresh councillor safety awareness, ensuring safety remains a priority.

Technology

Some councils are now providing a range of technological solutions to councillors to mitigate against safety risks associated with their councillor role and to help handle some lower-level abuse.

Some examples of useful technological solutions:

- Councillors have been provided with personal safety alarms, panic alarms or apps on their phone through which they can silently call for assistance. There are a range of options available for this and in some areas mobile options will not function due to poor signal
- Some councils will provide councillors with a separate phone for council work, allowing them to keep their personal and council numbers separate. This can help councillor to disconnect and set time boundaries when they will respond to council business. Similarly, councillors can use a dual sim to have two phone numbers routed to one phone. This allows the convenience of carrying only one phone, but also allows the council to disable one number when they do not want to receive calls and to filter incoming calls depending on which number is being used.
- Profanity filters are now commonly available. Councils could support councillors to set profanity filters on their council emails addresses. However, careful consideration should be given to what happens to the blocked emails. Blocked emails could contain a threat to life, and it's therefore important that someone checks the content of the email.
- Councillors engage with residents in a variety of ways and occasionally this might mean hosting online, rather than in-person, ward surgeries. If there are any concerns about threats or abuse against a councillor, virtual meetings can help them to control their environment more easily, while also fulfilling their democratic functions. Providing access to zoom accounts and additional strategies like asking participants to pre-register, monitoring or disabling the chat function and setting expectations about conduct in the meeting can help to reduce the likelihood of abusive incidents.

Case-study box:

[Cardiff Council: Councillor safety lone-worker devices](#)

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Working alone can make a councillor vulnerable to, and increase the likelihood of, violent or aggressive incidents. Many councillors felt they were unable to call for help under these circumstances. The council identified this as a gap in the support for councillors and that, without additional support, councillors weren't always comfortable engaging within community environments.

Cardiff Council developed a range of lone working solutions for councillors in collaboration with a commercial organisation. There are two solutions to choose from depending on the risk profile of the councillor. Both solutions are supplemented with a bespoke suite of training.

The first solution is a smartphone app that registers the councillor's location, estimated meeting time and provides a notification either to the councillor's selected contact or to the police in an emergency. When activated, the app also records the conversation making the transcript readily available to the authorities, allowing the emergency services to assess what level of response is needed. In addition, the recording can provide valuable evidence if further action is required.

The second solution is a discreet physical lone working device, which is easier to access in an emergency than the smartphone app. The device is installed behind an ID card on a lanyard. The device acts similarly to the app and sends a location to a security monitoring station when activated. Officers at the monitoring station can listen in and mobilise a response if appropriate. Councillors receive training on how to use the lone working devices to ensure they have the core competencies to use them effectively.

Cardiff Council identified that the devices in isolation would not provide the required level of cover needed to support councillors during their day-to-day activities. All councillors were offered a suite of training to raise awareness of personal safety measures and suggest preventative actions to avoid confrontational situations, including tactics for de-escalation.

The complete package of training and personal safety devices, alongside an understanding of the expected level of response from the council, means that councillors feel confident in managing the risks of working with the public and what to do in the event of an emergency.

Risk assessment and mitigation

Risk assessments are a key part of a preventative approach to councillor safety and something that council officers will be very familiar with in relation to risk assessing council events and council buildings. However, as part of their role, councillors will often hold ward surgeries, meet people in public places, travel to and from meetings and may even visit resident's homes in their role as a councillor. It's important that these situations are also risk assessed and mitigations put in place to make these interactions as safe as possible. There are several approaches to this, which depend

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on the available resources and the level of risk associated with the individual councillor.

Risk assessment options range from simply supporting councillors to make their own risk assessments of their activities through templates and light touch guidance. However, if the level of risk is higher, it may be necessary to support councillors more directly by offering officer support to make risk assessment and mitigation proposals for a range of activities and locations, including the councillor's home.

Case-study box:

[Leeds City Council: Venue risk assessment to support councillor safety](#)

Leeds City Council is a metropolitan district council with a diverse, vibrant, and engaged community. The City of Leeds is predicted to have economic growth of 25 per cent over the next ten years. This growth will bring significant change to the local areas and will likely stimulate a range of opinions from residents.

Change can be difficult to manage, and councils will want to engage residents to ensure that they have a say in the plans for the future of their area. Councillors have their role to play in this and anticipated that these conversations might be heated on occasion and play out at ward surgeries and other council events.

Leeds City Council provides venues to councillors and has a vast and varied property portfolio. However, identifying safe premises to hold public events or surgeries, often in the evening, can be difficult. Accessibility for all members of the community is also a key consideration.

The design and layout of the premises can contribute to the safety of everyone present preventing a cramped environment, ensuring good lighting, safe access to arrive and leave the venue, and a comfortable environment can help prevent tensions from running high. However, although the council provides the venues, surgeries are administrated by the councillors, and so they must have the necessary skills and understanding to use the venue safely.

The council's Health and Safety Team supports councillors to assess the suitability of the venues they use for ward surgeries. This process involves a premises risk assessment using the skills and competencies of officers the council already has at their disposal.

The Risk Assessment Team visits each location and considers:

- the entrances and exits
- premises security features
- preferred seating arrangements and set up
- comfort settings, including heating/cooling and lighting levels
- equipment available to councillors (chairs, tables and so on)
- parking and walkways

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- phone signal.

The risk assessment provides valuable information on safely conducting public meetings in that specific environment, even including a suggested seating plan and guidance on what equipment to use. In addition, the reports are available to councillors, allowing them to make an informed decision about where and how they hold their surgeries.

In addition, officers may be able to provide information to councillors to help them assess risk related to individuals, rather than locations. For example, if a councillor is planning to visit a resident they haven't engaged with before, they may wish to check that the person isn't flagged on the councils potentially violent persons register. Council officers may be able to provide advice as to whether visiting is advised or not, without providing specific information about the individual. Some police forces have also provided this kind of check previously and can give advice on whether to visit or not, again without providing personal or confidential information.

If the threat is deemed to be viable, then the police may also be able to provide home security and other safety advice, such as better lighting, ring doorbells, separating post-boxes from the main home and may flag a home address for priority response by the police.

Case-study box:

[Telford and Wrekin Council case study: A risk-based approach to councillor safety](#)

Telford and Wrekin Council has been working to establish a baseline of support for councillors over the last few years. Initially this took the form of personal safety training and the provision of a lone worker alarm system in line with the offer for staff at the council. The StaySafe app is available to all councillors and includes panic alarm functionality as well as mechanisms to programme in meetings and check-in points to support councillors in alerting someone if they are in difficulty. The council also support councillors with risk assessments and tips for holding ward surgeries safely.

The council stepped up the support available in response to the inquiry and other incidents and took a risk-based approach to councillor safety. In the first instance, security was provided for high-risk council meetings and other events and security of council buildings was enhanced. The council did an exercise with the police to risk assess each councillor and designate them into high, medium and low risk bands. Depending on the level of risk, the councillors were offered a police assessment of their home security and CCTV, video doorbells or personal safety advice and signage to deter anyone for attempting to gain entry into the home.

General advice from the police helped councillors put in place mitigations where they considered it necessary, for example separating the letter box from the house to

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reduce the risk of harmful things being posted into the home. The police have also been key in placing high-priority markers for police response on some councillors home and removing councillors number plates from the DVLA website to make them less easy to identify and track.

Engaging with the police

Information sharing between the police and councils is key for various reasons. However, councillor safety is one among many priorities that police must balance against available capacity, and that's why it is key to proactively engage with the police and create environments where information can be shared in both directions and where potential issues can be flagged and addressed early. Contributors to this project suggested several ways this council be achieved.

- Having a senior police officer responsible for liaising with the council as an organisation was key for intelligence sharing, particularly around identifying increasing community tensions or trigger issues that the council or specific councillors might be involved with. Having this connection could also help progress investigations where the officers dealing lacked the expertise to factors in the added risk dimensions associated with being an elected councillor.
 - Creating strong connections between neighbourhood policing teams and their local councils and councillors helped provide soft support at events where the council didn't have a formal presence. This could include local neighbourhood patrols including ward surgery location on surgery days and flagging councillors home addresses for urgent response if a risk had been identified.
 - Having police attend candidate election briefings and councillor induction events can help to improve mutual understanding of each other's roles and what councillors can reasonably expect police to be involved with.
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Case-study box:

Kirklees Council: Collaboration with police and political parties to embed safety on daily activities

Kirklees Council took a practical approach to dealing with abuse and intimidation of candidates and councillors focusing on engaging more with the police on these issues. First, the council established a specific named point of contact within the local police force. Ongoing contact with this officer meant they developed a good understand needs and concerns of councillors. This helps to streamline the reporting process for councillors who experience harassment or abuse.

Second, they now involve discussion of the role of the police in members' induction. This allows the council to proactively approach the issue of harassment and intimidation by setting out a clear understanding of the enforcement role of police

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and the role of the council in the early induction of new councillors. This can help to ensure that councillors are aware of the support and resources available to them and where to access support if they experience any form of abuse or harassment.

Some lessons learned: Not all councillor and candidates will experience abuse and intimidation, but it's key for them to be aware of these issues so they can be properly prepared to manage them if they do happen. Engaging with the police regularly can help to develop a long-term sustainable relationship.

Managing councillor information

Councillors are representatives of their local communities and engage regularly with their residents. In the past it was usual for councillors to have their home address published on the ballot paper when they were running for election, on the council website and on the register of pecuniary interests. Since 2019 councillors have had the option to put their local authority areas on their ballot paper rather than their full address. However, they may still then have to declare the address on the public register of the interests and some councils still put home addresses up on the website, although this is becoming increasingly rare.

Councillors may apply to their monitoring officer for a dispensation not to declare their full address if they believe it is a sensitive interest where disclosing the interest could lead to the member, or a person connected to them, being subject to violence or intimidation. However, the threshold for this is not set out in guidance or in law, although a letter to council leaders from the then Minister for Local Government, Rishi Sunak MP, encouraged monitoring officers to "look sympathetically at such requests where there are legitimate concerns of abuse or intimidation".

Some candidates and councillors prefer to have their information available to the public to ensure transparency and accessibility. However, increasingly councillors are reporting that had they known the abuse they would experience they would have requested to withhold that information. Being open throughout the election process about the options and potential risks of publishing personal information may help councillors make informed decisions.

Setting expectations

Many councillors find it very difficult to disengage from residents, even if the communication has become abuse and continued engagement is unlikely to have a positive outcome for the resident or the councillor. Proactive actions to set out how councillors will engage with their residents can help to set expectations before the interaction begins and provides councillors with a clear policy and guidelines as to when they should disengage. This could be practical information in the first instance, for example, setting out response times and opening hours and indicating that casework should be sent via email. However, councillors can extend this principle to

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specific that abuse will not be tolerated.

Case study box:

LGA: Digital citizenship rules of engagement

The LGA published [Digital citizenship guidance for councillors](#) which includes infographics setting out the Rules of engagement. These rules set out clearly what was welcome, including debate and disagreement, but that abuse, threats, false information, and discriminatory language or statements would result in a cessation in engagement and being blocked if on social media. These rules were intended for online communication, but could be amended for other medium of communication, including in person engagement.

This approach has been adopted by other organisations that engage with the public. For example, Transport for London often engage with residents and believe in setting expectations as to how a meeting should be conducted ahead of time. To support the aim of having a mutual conducive meeting, they use a Terms of Attendance document to set out their expectations for the meeting, which the chair of the meeting must acknowledge and agree to challenge. This agreement means that if a meeting becomes abusive or inappropriate, TfL staff reserve the right to terminate the meeting. Template terms of attendance for councillors to set expectations ahead of ward surgeries or home visitors. In addition, template responses explaining that abusive communications will not be responded to and setting out corrective actions would help councillors reset communications and enforce rules of engagement.

Managing public narratives

Research by the LGA found that sometimes there are particular trigger events or decisions that are a catalyst for abuse, harassment and intimidation. Sometimes these are unexpected, but often the council is aware of that a decision is contentious before it is made. This prior knowledge presents an opportunity to provide proactive support to councillors to help them manage any negative impacts that arise following an event or decision. Communications officers are responsible for responding to requests for information from the public and the media and will often prepare for enquiries following significant council or local events.

Providing this advanced warning of potentially contentious issues and providing factual briefing to councillors can help them to weather social media storms and ensure that information does not become distorted. Advice about how to suspend comments, report abuse on social media, and tips for responding in a productive and safe way can also help councillors online.

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Behaviour and conduct

Councillors are leaders of their local community and engage with other elected members to make decisions that impact their residents. In doing so they must act in accordance with the [Seven principles of public life](#), often called the "Nolan principles":

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honest Leadership
- Leadership

Under the heading of leadership, the principles are clear that, holders of public office should treat others with respect and challenge poor behaviour wherever it occurs.

Councils are required to have a councillor code of conduct in place based on these principles and this should be the basis for instructing councillors on the standards and conduct expected of them. Councils should try to ensure that the code of conduct and any associated training support their councillors to display the best behaviours and encourages high standards of respectful debate and conduct. This could mean regular training on the code, reviewing the code to ensure it is fit for purpose, and developing a shared understand across political groups and members of the value of high standards. In addition, councils can consider tools to reduce reliance on the code of conduct, for example [local resolutions protocols](#) that are widely used in Welsh councils.

Councillors may also benefit from resources aimed at generally raising the quality of online communication and reducing abuse and misinformation. This could include councillors committing to using good digital citizenship techniques as set out in the [LGA Digital citizenship guide](#).

Incident management

Support and reporting mechanisms

Council officers support councillors with many aspects of their role, guiding them through the processes of the council, providing support with case work and information the councillor requires. However, when it comes to reporting abuse and intimidation councillors need to be clear where to go to find information and who they should contact and in what circumstances.

Council should try to ensure that all the information councillors need is in one place and easily accessible. For example, the London Borough of Hounslow is developing a 'one-stop-shop' space on the council intranet where councillors will be able to

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access all the relevant information.

Many councils have a single point of contact for councillors, although the responsible individual or function in the council varies from council to council. This variation is to be expected, but the crucial point is that councillors know who to go to and that the function available is able to cope with workday and out-of-hours issues.

This can be a lot of expectation to place on one individual, and some officers suggested having a team as the SPoC with a responsible senior manager balanced the need for 24-hour support with clarity of responsibility.

Councils should also establish a clear and simple method for reporting incidents which allows easy analysis so that trends and repeated harassment can be identified. Again councils have a range of ways to manage this:

- One council use their Anti-Social Behaviour system to record abuse against councillors
- Other use simple forms and shareable documents on SharePoint
- Other use other case management systems to record data

Triage

It can be challenging to determine when criticism crosses the line into abuse and when councillors should report this to the council or to the police. They should be encouraged to report if they are in any doubt and obviously if they are in fear for their safety, they should call 999.

Councils should be prepared and have plans in place to deal with the receipt of threats so that officers can respond quickly and reassure the councillor. This could include basic actions, like being absolutely clear where and how councillors can report a threat, securing as much information as possible about the threat, informing the police, checking in with the individual involved, updating them regularly on what is going on, and being very clear about the role of the police as compared to that of the council.

For lower-level abuse, some councils have taken innovative approaches of using a committee to review abuse received by councillors and determining whether this has crossed the line and warrants an official response from the council. This removed the responsibility for determining thresholds from the individual experiencing the abuse and creates a level of consistency as to how abuse against councillors is dealt with.

Informal and legal actions

If a resident or other individual has crossed the line from legitimate criticism to abuse in a way that may not be criminal but is harmful to the councillor and which the council agrees warrants a response, there are some actions a council could take:

- The council leader or monitoring officer could send a letter to the individual setting out why the behaviour is unacceptable and requesting that they desist

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from further abuse

- The council could put in place a single point of contact for the individual where they would be asked not to contact the council again, but communicate with a senior officer instead
- In multi-councillor wards, the other councillors might agree to take over communications with the individual, allowing the victim of the abuse to disengage

In extreme circumstances, where an individual continues to abuse an individual, their actions could constitute a criminal offence such as harassment or stalking and a criminal or civil case could be pursued, and an injunction could be placed on an individual instructing them to desist. However, criminal cases must pass a high threshold for prosecution and civil cases are extremely expensive, may not be successful, and can have unintended consequences. For example, the extreme case of Robert Pickthall who took his own life rather than accepting a prison sentence for breaching an injunction which prevented him from harassing councillors and officers at Cheshire West and Chester Council (case law: [Cheshire West and Chester Council v Pickthall](#)).

Case study box:

Durham County Council: Reporting abuse and establishing productive relationships with the police

Durham Council has a strong commitment to protecting councillors from abuse, harassment, and intimidation and takes threats against councillors very seriously.

The council's approach to dealing with harassment or abuse of councillors is proportionate to the level of threat using the expertise of the council's legal and health and safety teams to decide how to proceed. This is supported by engagement with the police as appropriate to address serious incidents and provide essential advice and support depending on the severity of the situation.

For example, the council's Monitoring Officer, meets regularly with the Deputy chief constable. This provides an opportunity to flag concerns and share intelligence. In the meetings they discuss any issues related to councillor's experiences of harassment or threats of violence, and the police provide advice and guidance. The police are very responsive to issues that need to be reported in between meetings.

Councillors are encouraged to report all incidents of abuse, harassment and intimidation to Members Services even if it is considered to be minor or low level. All such incidents are logged internally and where appropriate with the police. This helps track incidents and identify patterns of behaviour which may pass the threshold for police action.

Member services in consultation with health and safety team assess the level of threat using a predetermined process.

Where the risk is low, the incidents will be logged and appropriate advice given to the councillor (e.g. how to amend social media settings/re-direct or block emails). In

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more serious cases, which do not meet the threshold for police action, the council will consider whether to take action e.g. writing to the individual and/or seeking an injunction. In serious cases of abuse harassment and intimidation, the police will take appropriate action.

Where it is considered that an individual's behaviour threatens the immediate safety of councillors or staff, a decision may be taken to place that individual on the Potentially Violent Persons Register. Such behaviour includes conscious, deliberate or malicious acts of violent, aggressive or abusive behaviour towards council employees or councillors. It is possible for those who interact with the public to check whether someone they are due to meet is on the register and what mitigations are in place.

Aftercare and resilience

Peer support

Councillors have a unique position as elected members and do not fit into the usual managerial structures of a council. However, following an incident they may want to speak to someone who understands their position, such as a buddy, a mentor or specific member who has taken responsibility for welfare issues. This works differently in each council, but key examples include:

- Wellbeing champion – this could be a senior member who has taken responsibility for the wellbeing of councillors across the council or there could be wellbeing champions in each political group catering to their own members
- Wellbeing cafés –parish councils in Cornwall have set up wellbeing cafes designed to allow members to come together in an informal space to discuss concerns, share experiences and solutions
- For independent councillors who sit outside formalised political parties, there can be an additional challenge. However, independent councillors may make informal arrangements with other councillors to provide valuable peer support improving wellbeing and reducing stressed caused by independent working
- Finally, councillors struggling to find peer support within their authority, can request support through the four [LGA Political Group Offices](#).

Case study:

[Eastleigh Borough Council: Independent network support councillor safety](#)

While carrying out their daily activities, you would expect independent councillors to encounter similar situations to other councillors. However, their unaffiliated status can mean that the risks associated with those situations are subtly different. For example, some independents believe they are less at risk of confrontations with the

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public because they are not associated with wider party policies or decisions – they are only responsible for their own words and actions.

On the other hand, independent councillors do not have the wider support network of political parties. This lack of support structure can lead to an individual approach with little or no peer or other support, leading to a range of additional risks. In this context, independent councillors may feel vulnerable and concerned about their welfare, leading to reduced engagement with residents.

The independent councillors on the council created an 'Indy Group' network, which encourages dialogue, support, and collaboration between members.

This network meets regularly and, alongside other items, discusses issues relating to councillor safety. The forum provides the space and opportunity for councillors to share their knowledge of issues, local incidents, workshop solutions to safety issues, and work as a support network to consider health and wellbeing.

The Indy Group has been successful in implementing a number of measures to improve personal safety, including:

- Attending each other's ward surgeries and other events to reduce instances of lone working.
- Providing a lone working service to independent councillors, ensuring schedules and locations are shared and introducing a 'buddy' system where calls are made before and after meetings to reduce risks of lone working.
- Providing a helpful exit to tricky situations: if a situation is escalating, the councillor can send a discreet message requesting a call, and another member of the network will call the councillor, providing a reason to exit the meeting and offering support in the event the emergency services need to be called.
- Providing a valuable support network which is essential to increasing wellbeing and reducing stress caused by independent working.

The Indy Group network has provided independent councillors with a range of benefits. The network is a semi-formal space allowing independent councillors to access and provide peer support in an inclusive environment. This collaborative approach has provided independent councillors with the tools to mitigate the unique risks associated with their role and improve the working environment and wellbeing of colleagues on the council.

Formal support

Although peer support is an important aspect of aftercare and building resilience, there may also be a need for more formalised support from someone with specific skills, such as a mental health first aider or counsellor. Mental health first aiders are

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becoming more common and this may be helpful training for councillors and officers in political group offices. Some councils have also allowed councillors access to their employee assistance programmes so they have equal access to counselling support.

Case-study box:

[Middlesbrough Council: Wellbeing support for councillors](#)

The number of people having a work-related stress illness has been rising year-on-year, which can have a long-term impact on employees. Although councillors aren't employees, they are often exposed to high-stress environments where the level of personal challenge can be high. Councillors are also expected to display good conduct and behaviour at all times and should respond correctly when dealing with the members of the public.

Balancing these requirements while also dealing with incidents of abuse or intimidation from the public can have a negative impact on councillors' mental health and lead to burnout or disillusionment with their council role.

Middlesbrough Council identified the risk of lone working and personal safety within their councillor community and explored ways to provide more support, focusing on wellbeing and post-incident aftercare.

The council has a robust health and wellbeing package offered to council colleagues, which was extended to councillors. In addition, the council expanded and amended the offer to consider the councillors' unique place within the overall council services which:

- provides councillors with free of charge access to mental health professionals through a therapy network. This is available to councillors to help them process and recover if an incident occurs. It can also be accessed as a preventative measure if councillors feel they need support.
- offers 1-2-1 space for private discussions, operating an open and transparent atmosphere. This can provide an environment to decompress, work out a preventative approach to emerging issues and contribute to the wider collaborative working environment on these issues.
- provides wellbeing and mental health training to councillors. This provides valuable tips, tools, and tricks to support an individual within a pressurised environment, ensuring councillors are resilient and prepared for their activities in the community.

A councillor's role is unique; their place in the community means that the decisions they make and sometimes even their personal lives are under significant scrutiny. This can lead to personal attacks of character, harassment, intimidation, and even physical violence and confrontation on rare occasions. This can negatively impact the councillor and their family and friends.

Middlesbrough Council's approach acknowledges this challenging context and the

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consequent impacts on mental health and wellbeing. Councillors know what support is available and how to access it – this clear support structure helps to build individual resilience and provides councillors with the tools to handle the range of challenging situations they may encounter.

Conclusion – what barriers remain?

Councillors' experiences of abuse and intimidation vary, and some councils may experience more issues than others. However, there is clear evidence that abuse of politicians is on the rise across the board and that issues can arise and escalate very quickly. Councils would therefore be prudent to anticipate issues that may occur in the future and prepare to respond to abuse from members of the public. Additionally, this variation of experience means that there is no 'one-size-fits-all' approach to follow, but the general principles we have set out in this report may help councils to consider the level of support their members require and how best to provide this support.

Councillors, political parties, councils and local police all have a role to play in preventing and dealing with abuse targeted against councillors. However, there is also a limit to their power, resources and responsibility to handle these issues and some things they will not be able to influence.

The behaviour of the public can be influenced and managed but cannot be entirely mitigated against. In addition, it is not against the law to be unpleasant or abusive and for the purposes of protecting freedom of speech the threshold for criminality is high. However, there are some environments where abusive speech and behaviour has the capacity to cause particular personal and democratic damage – notably online, particularly on social media. Cumulative derogatory and abusive comments, which are easily facilitated by online environments, can have a serious impact on individuals and their families, while online misinformation and disinformation can be impossible to contain and may in fact impact the integrity of local democracy itself.

Engagement with police and the variability of police response to abuse against councillors and others in public life was a common theme in this research. Most feedback indicated that the police can be relied on to deal with serious threats to life and violent crime. This is reassuring, but the perception that less serious or immediately threatening crimes are taken much less seriously and in many cases are not addressed at all is pervasive.

The role of the police is to maintain law and order in local areas by protecting the public and their property, including preventing crime and reducing the fear of crime. However, we have heard from many sources that the police are not resourced to deal with all crime and this manifests as reports of crimes not being recorded or investigated. This is aggravated by a lack of understanding of the role that councillors fulfil and the associated risks. Within this research we have set out various options for improving relationships with the police and improve the mutual

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understanding of the role of councillors and the police, however, more is needed to improve consistency and outcomes.

Finally, councillors are a central part of our democratic system. Residents have high expectations of councillors and entrust them to make decisions that affect their lives. It is therefore vital that councillors are held accountable for their actions and display appropriate behaviours for leaders and representatives of their council. The vast majority of councillors strive to uphold these standards, understanding the individual and collective responsibility associated with their role. However, this is not universally the case. It is important that political parties and their members set the example of proper conduct and councils have the appropriate processes and powers to deal with breaches of the code of conduct.