

# Working on behalf of Councils

The Local Government Association (LGA) is the national voice of local government. We work with councils to support, promote and improve local government.

We are a politically-led, cross party membership organisation working on behalf of councils to give local government a strong, credible voice with national government.

We aim to influence and set the political agenda on the issues that matter to councils so they can deliver local solutions to national problems. We fight local government's corner, supporting councils through challenging times and focusing our efforts where we can have real impact.

Our membership includes English and Welsh councils, fire and rescue authorities, national parks authorities, town councils, police & crime commissioners and elected mayors of combined authorities. Working with, and on behalf of, our membership we:

- Campaign and act as a national voice for local government to influence government policy, public and stakeholder opinion and parliament, to secure sufficient funding and influence for local government; to promote and defend its reputation and to influence legislation to reflect council's views.
- coordinate the sector's approach to improvement, providing practical support to help councils continue to innovate, improve and provide essential services to communities.
- support councils to maximise income, ensure any new burdens are fully funded, coordinate collective legal actions and deliver cost effective services through our joint ventures and wholly owned companies such as Local Partnerships, GeoPlace and Public Sector Audit Appointments.
- in our role as national employer, negotiate fair pay and pensions and provide support and advice on workforce issues
- use our seat at the negotiating table to secure the best deal for councils from Britain's exit from the EU, pressing for more powers to be devolved from Whitehall – and from the EU – to local government.

# Our vision for local government

Our vision for local government is one of a rejuvenated local democracy, where power from Westminster and from the EU is significantly devolved to local areas and citizens feel they have a meaningful vote and real reason to participate in civic life and their communities.

Councils provide clear and effective leadership of places and communities in a way which is both transparent and locally accountable. Councils help each other to improve and meet local challenges, sharing their experience of what works.

Economic growth is boosted in a way that offers prosperity to every place, with well-targeted and planned investment in infrastructure, training and housing and support that leads to jobs and an adequate supply of affordable homes.

Public services are transformed so that they focus on preventing problems instead of just picking up the pieces, delivering positive outcomes for people of all ages. Services are built around people and their needs, joining up to make the best use of resources, to have a positive impact on the lives of individuals, families and communities and to make local areas better places to live.

# Our focus for 2018/19

To support this vision, we will concentrate our activities on seven areas in the year ahead:

## **Funding for local government**

Reforms to the finance system enable councils to plan and deliver essential public services beyond the short term; we will evidence the need for, and benefits of, a fair and sustainable funding settlement that gives councils greater confidence and opportunities to raise more funds locally and a greater ability to promote collective working across local public services.

## **Housing**

Councils have a leading role in building the new homes that are needed and creating strong and healthy communities.

## **Inclusive growth, jobs and devolution**

Councils are central to revitalising local economies and providing decent life chances and safer communities for all residents; they are key partners in delivering the government's Industrial Strategy. A radical re-think of local governance and accountability achieves a real shift in power to local people and a refocus on local democratic leadership.

## **Children, education and schools**

Councils have the powers and resources they need to bring partners together in their local place to ensure all children get the support and high quality education they deserve.

## **Adult social care and health**

Councils are well placed to support people to live safe, healthy, active lives and to remain at home and be independent for as long as possible. Their capacity to do this is dependent on sustainable funding and more effective integration with health services.

## **Supporting Councils**

Councils are responsible for their own performance, effectiveness and efficiency, accountable before all else to their local communities. We will deliver a range of peer-based support to help councils continue to improve.

## **Britain's exit from the EU**

Local government has a strong and influential voice during Britain's exit from the European Union, securing the best deal for councils and ensuring that the different local communities are fully recognised.

## **A single voice for local government**

The LGA is the national voice of local government supporting and working on behalf of councils and councillors across England and Wales.

# Funding for local government

Reforms to the finance system enable councils to plan and deliver essential public services beyond the short term; we will evidence the need for, and benefits of a fair and sustainable funding settlement that gives councils greater confidence and opportunities to raise more funds locally and a greater ability to promote collective working across local public services.

## **Moving the conversation on: Local government funding**

Ahead of the anticipated spending review, the Autumn Budget and Local Government Finance Settlement, the 'Moving the conversation on' campaign will highlight the £7.8 billion funding gap that councils are facing by 2025.

The campaign will highlight the significant savings and efficiencies already achieved by local government as well as the positive role councils play in people's lives, the benefit to the national economy and to the government that investing in local government can deliver.

## **We will continue to make the case to central government to highlight the benefits to the county of investing in local government:– we will:**

- continue to press for funding for English local government that reflects the current and future demand for services as part of Spending Review 2019, particularly in the areas of housing, adult social care and children's services.
- continue to work with the government on the implementation of further business rates retention and press for full retention of business rates.
- work with local and central government on a fairer funding formula for local government that supports effective long term planning, is an evidence-based reflection of needs and resources, is simpler and more transparent and has appropriate transition mechanisms.

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

- press for freedoms that lead to greater local financial autonomy with a view to achieving local control over and retention of both council tax and business rates.
- develop proposals to improve business rates, the business rates appeals system and to modernize valuation and collection.
- Build a case for the right to determine new local taxes and set fees and charges which fully recover costs.

## **Councils are able to access alternative sources of finance to encourage investment and create jobs – we will:**

- lobby to free local government borrowing from Treasury restrictions.
- develop policy improvements in capital financing and contribute to national reviews in this area.
- Work with the United Kingdom Municipal Bonds Agency to develop and promote this new borrowing vehicle for councils and help them achieve a first bond issue

# Housing

Councils have a leading role in building the new homes that are needed and creating strong and healthy communities.

## **Housing**

Our Housing campaign is a national, integrated programme of work calling on the Government to give councils the powers and funding to resume their role as a major builder of affordable homes and to recognise local government as the expert and leader in the housing sector.

### **Councils unblock the barriers to house-building and drive the increase in housing supply the nation needs – we will:**

- work to make high rise residential buildings safe in the future by supporting implementation of the recommendations from the review of building regulations, continuing to press for a ban on the use combustible materials on the outside of tower blocks and assist councils' activity to progress the removal of combustible cladding from private high-rise residential buildings.
- continue to make the case for councils to be given the powers so that they can increase housing supply to meet local needs, promote affordable housing and make more effective use of surplus public sector land.
- support consortia of councils to access significant development funds for housing through the creation of new partnership models.
- explore options to free councils from borrowing restrictions on building homes, including removing Housing Revenue Account (HRA) borrowing contributing towards national public debt.
- continue to lobby government to recognise the need for additional funding for infrastructure in housing developments, including a review of the current rules governing developer contributions.
- ensure that councils have the tools to manage the housing impacts of welfare reform and the 2016 Housing Act.
- support councils to end homelessness for all by preventing it happening in the first place; making the case for adaptations to welfare reform, flexibility to build homes, and for councils to have the powers and funding to meet local need.

# Inclusive growth, jobs and devolution

Councils are central to revitalising local economies and providing decent life chances and safer communities for all residents; they are key partners in delivering the government's Industrial Strategy. A radical re-think of local governance and accountability achieves a real shift in power to local people and a refocus on local democratic leadership.

## **Councils have a key role to play in driving economic growth, new jobs and wealth creation – we will:**

- support city regions and non-metropolitan areas to deliver a better economic and social future for their citizens and effective local industrial strategies.
- support councils to work with partners to maximise the value of local and national infrastructure investment, including road, rail, broadband and local assets (with Local Partnerships).
- support councils to work with universities and higher education institutions to maximize the benefits of strong, joined-up local leadership.
- lead a debate on the future role of local government in trade and inward investment.
- support local innovation to better deliver digital infrastructure and continue to press for a regulatory framework that will deliver the best deal for customers.

## **Councils play a lead role in working with businesses to match education, training and skills with employer needs – we will:**

- campaign for people of all ages to be supported to participate in quality skills development and training, including independent careers advice and a passport for lifelong learning.
- promote good employment practices in helping apprentices, interns and NEETs (not in education, employment or training) into work, including a series of national events for young apprentices.
- continue to press for councils to be given the power, funding and lead responsibility to integrate and commission back to work, skills and welfare support under a devolved model.

## **Councils have the levers they need to maximise the impact of their culture services as drivers of growth – we will:**

- support councils to make the most of their cultural, sporting and heritage assets and to have greater control over the levers of growth for their local visitor economy.

## **Councils have the powers and responsibilities to tackle the big challenges facing the country – we will:**

- work in partnership with government, business and others to ensure that communities in England and Wales have more responsibility to make decisions on the issues which are of greatest importance to their lives, including through influencing the government's devolution framework.
- where councils take on additional legal liabilities, such as building regulations following the

Grenfell Tower fire and DEFRA's proposed new requirements for councils on air quality, we will press for powers and resources to match the new duties.

- provide direct support to combined authorities and councils to support the implementation of devolution deals and the development of local industrial strategies, through leadership development programmes, expert support, online tools and information.
- develop a refreshed case to demonstrate how devolution can lead to higher economic growth and more effective public services, so delivering better outcomes for residents, and work with councils to make this case to government.

**Councils are prepared to respond to the range of civil emergencies their communities may face – we will:**

- Explore with government and the sector how mutual aid arrangements between local authorities can be strengthened within local resilience forum boundaries and more broadly, with any proposals taking account of the lack of spare resource and capability within councils.
- Support councils' work to improve their preparedness for civil emergencies.

**Councils facilitate economic growth and strong local communities through the development of risk-based business-friendly public protection services – we will:**

- lead a debate on the key role of councils in building safer and more resilient communities and in preventing crime particularly through early intervention.
- lobby for greater flexibility in the licensing system to enable councils to manage their local economy, including making the case for the localisation of licensing fees while also pressing for the implementation of changes to gambling stakes to be introduced without further delay.
- promote reform of taxi-licensing legislation to ensure it is fit for purpose in the 21st century and support councils to improve taxi licensing and tackle the links between licensing and child sexual exploitation.

**Councils continue to play a leading role in the design and delivery of blue light services – we will:**

- support a positive debate about future blue light collaboration, monitor the delivery of the inspection regime for the fire and rescue service to ensure that any new burdens are identified, as well as contribute to the establishment of the new professional standards body.
- support fire and rescue authorities to make the service more representative of the communities they serve, and support greater collaboration between the service and health and other partners.
- work with fire and rescue authorities to ensure that any change in governance arrangements for the fire and rescue services are agreed locally and backed by a robust business case.
- work with police and crime panels to strengthen their scrutiny of police and crime commissioners, including PCCs' new responsibilities for the fire and rescue service.

# Children, schools and education

Councils have the powers and resources they need to bring partners together in their local place to ensure all children get the support and high quality education they deserve.

## **Bright futures: Children's social care and mental health services**

Helping children and young people to fulfil their potential is a key ambition of all councils, but services that can support them to do so are under increasing pressure.

Our campaign calls for the services that change children's lives to be properly funded so that all children can have the bright futures they deserve.

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

- set out a clear vision for councils' role in promoting high educational standards for all children and young people, whatever type of school they attend, accompanied by the appropriate resources, powers and flexibilities to ensure every child has access to a place at a good local school.
- lobby for a stronger role for councils in making sure that new schools are fit for purpose, high quality and value for money, including a lead role for councils in decisions about new free schools.
- lobby for flexibility in the use of the apprenticeship levy and work with partners to increase take up of quality apprenticeships in schools.

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

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

## **Councils keep children safe – we will:**

- highlight the £2 billion funding gap in children's services funding and make the case for adequate funding and investment in early intervention approaches.
- work with partners and DfE to develop a sector-led approach to improving children's services.
- continue to support councils to protect children and young people from harm and improve outcomes for children in care and care leavers.

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

- support councils to take a preventative and place-based approach to children and young people's health, including early years, childhood obesity and child and adolescent mental health services.
- work in partnership to improve life chances for disadvantaged households, particularly those with young children, making the case for early intervention and improved integration of services for families.

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# Adult social care and health

Councils are well placed to support people to live safe, healthy, active lives and to remain at home and be independent for as long as possible. Their capacity to do this is dependent on sustainable funding and more effective integration with health services.

## **The lives we want to lead: adult social care and wellbeing**

Escalating funding pressures and increasing demand are threatening services that improve lives and communities.

Through our green paper and supporting consultation exercise we are seeking the views of councils, partners and the public on: why social care matters; the challenges facing the system; how we might change social care for the better; how we might pay for such changes; and how we can bring about a greater focus on person-centred, community-based preventative work. Our aim throughout is to build a society where everyone receives the care they need for a good life; well, independent, at home for as long as possible, and contributing to family and community life.

The green paper is designed to gather views on the issues and concerns surrounding adult social care and seeks to lay the ground to secure sustainable long-term funding to ensure that people now and in the future can get the care and support they need. Through this work, and a follow-up report in the autumn reflecting on our consultation findings, we will be seeking to influence the Government's own green paper, its Budget and Spending Review, and the NHS Plan.

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

We will continue to lobby, through our green paper and elsewhere, to secure the short-, medium- and long-term financial sustainability of adult social care and support.

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

- continue to promote a clear vision of councils' role in planning and delivering health and care systems, with the integration of health and care at its centre.
- support areas to escalate the scale and pace of integration; make the case for a lighter touch approach to Better Care Fund (BCF) plans and lobby for areas who have made good progress to move beyond a national mandate.
- support councils to develop and deliver their BCF plans, with local partners, and to graduate from the BCF.
- campaign for health and wellbeing boards, and other bodies reflecting strategic place-based approaches, to have a leading role in driving forward health and social care commissioning as part of closer integration.
- continue to lobby for a key role for councils and councillors in sustainability and transformation partnerships to ensure local democratic accountability for redesigning health and care services.

- work with the Association of Directors of Adult Social Care, Department of Health and Social Care and NHS England to refresh and roll out the Care and Health Improvement Programme to help councils and health and wellbeing boards deliver sustainable local services with increased public, regulator and government confidence and to offer a programme of leadership development.
- support council and their partners to explore and develop the form of integrated care and health services that are appropriate to them.

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

- commission a full cost benefit case for investing in prevention as a basis for demonstrating how different sectors can contribute, including by encouraging the public to live well and provide self-care.
- work with partners to continue improving public health and promote the role of wider preventative work within local areas' overall health and care systems.
- Support councils as employers to promote health and wellbeing in their workplaces.

**Councils support older and disabled people – we will:**

- assist councils to support carers, improving dementia and mental health services, tackling the challenges and exploiting the opportunities of an aging population, and better supporting those with autism and learning difficulties.
- continue to work with councils to deliver the Armed Forces Community Covenant.
- support councils to reduce domestic abuse, female genital mutilation, modern slavery and anti-social behaviour.

**Councils actively work with the NHS to ensure that health and care services are built around the needs of local populations – we will:**

- work with health colleagues to ensure that strategic transformation partnerships and integrated care systems help drive genuine and sustainable transformation in patient experience and health outcomes of the longer-term.
- work with councils and health partners to reduce people's length of stay in hospital and reduce delays in transfers home.
- support councils to manage and develop their local care market, commission services and put in place contingency arrangements to mitigate against provider failure.
- Influence the NHS long term plan to reflect local government's priorities.

# Supporting councils

Councils are responsible for their own performance, effectiveness and efficiency, accountable before all else to their local communities. We will deliver a range of peer-based support to help councils continue to improve.

**A sector-led approach to improvement:** the sector's peer-based approach to improvement has been a considerable success; take up of the support offer is strong and councils' feedback demonstrates the support has a positive impact.

Our campaign will highlight the benefits of sector-led improvement to local government and promote the good practice taking place across councils.

Our support offer reflects feedback from the sector and is based on what we know works for improvement: strong political and managerial leadership; challenge and support from peers; productivity and efficiency support; access to comparable performance data and learning from each other. Take up of the offer is strong and there is an expectation that every council will have a corporate peer challenge or finance peer review at least every four to five years.

Importantly the offer provides different tiers of support depending on the intensity of the challenges councils are facing. This means we are able to offer practical bespoke support packages to help councils respond to severe local challenges or address significant underperformance issues.

Our core offer is funded by the Ministry of Housing, Communities and Local Government (MHCLG) grant and organised around four themes. In addition, support targeted at improving care and health services is funded by the Department of Health and Social Care, adding a fifth theme. Key offers under each theme are:

## **Challenge and support from peers lies at the heart of local government's approach to improvement – we will:**

- maintain an overview of councils' performance, using this information to drive improvement, manage the risk of significant underperformance and minimise government intervention.
- deliver up to 110 peer challenges involving councillor and senior officer peers from councils and other organisations, including corporate peer challenges, service specific peer challenges, financial challenges and place based peer challenges.
- provide direct support to at least 100 councils and groups of councils each year, especially those with the most severe performance challenges or to resolve issues between the political and managerial leadership.
- share best practice of councils who are finding new and effective ways of working to secure outcomes for their communities at significantly less cost.
- through LG Inform, and LG Inform VFM, our online data and benchmarking service, provide free council and public access to transparent performance information. LG Inform Plus will give councils access to small area data reports and tools and support authorities to drive improvement.

- provide direct support , through our partnership with the Centre for Public Scrutiny (CfPS), to develop scrutiny skills and expertise.
- with Local Partnerships, support councils to make savings by providing commercial advice and support on matters of legal and contractual complexity.

**Strong political and officer leadership is at the heart of local democracy and an essential pre-condition for continuous improvement – we will:**

- support at least 700 councillors with leadership roles in their councils – including those in opposition – through our suite of leadership programmes.
- support at least 60 ambitious and talented councillors with the potential to progress in their political careers through our Next Generation programme.
- support the leadership development of Chief Executives, managers and rising talent in councils, in partnership with SOLACE.
- help councils, political groups and the national parties to attract new talent to get involved in civic life through our 'Be a Councillor' programme.
- provide member peer support for at least 15 councils where there has been a change of political control, including new e-learning opportunities for all councillors, particularly induction and community leadership skills.
- recruit up to 100 high calibre graduates to local government working with councils to secure interesting and challenging placements, as part of a two year National Graduate Development Programme.
- Provide support to at least 10 councils to manage and resolve issues between political and managerial leadership.
- Support councils' political and managerial leadership to enable them to engage effectively with their communities.

**Councils continue to be the most efficient part of the public sector – we will:**

- in line with the recently revised national procurement strategy, deliver a programme of support to help councils improve their procurement arrangements.
- capture and share intelligence about major suppliers to help reduce the risk for councils if a supplier got into financial difficulty.
- support at least 25 councils to realise efficiency savings through our productivity and income generation expert programme, saving the councils in total at least £25 million.
- help councils to develop a more commercial approach to their activities through a series of courses, events and sharing good practice.
- provide bespoke political and officer support for at least 40 councils to help them address specific issues.
- provide a matchmaking service for councils who wish to share services and/or management teams and promote good practice through our web-based interactive shared services map.
- equip 18 more councils with the skills and confidence to use design to improve public services and manage future demand for them.

- in collaboration with CIPFA, help councils to be more proactive in dealing with fraud.
- support to help councils maximize the opportunities that digital tools and solutions create to enable local residents and businesses to access council services on line.
- work with councils, sector representative bodies, MHCLG, Cabinet Office and the National Cyber Security Centre to highlight the importance of cyber security and cyber resilience to protect our data and systems.

**The local government workforce is able to deliver the services required by local citizens – we will:**

- publish a new pay and workforce strategy.
- support councils to address future workforce changes associated with public sector reform, the practical implementation of current employment legislation and to modernise and transform the way they work, developing workplace cultures that motivate and value staff at all levels.
- maintain national negotiating machinery on pay and workforce issues to avoid the duplication of single employer negotiations and supporting councils to develop a employment deals relevant to 21st century public servants.
- provide specialist advice and support for the Local Government Pension Scheme.
- provide sector specific advice on a range of employee relationship issues including employment law and job evaluation.
- deliver a programme of support to help councils achieve their apprenticeship targets and maximize their levy investment.
- support 75 councils to transform their workforces and modernise the way they are managed.
- Develop further campaigns to retain and attract staff in hard to recruit professions.

**Councils are able to provide care and improve health of residents – we will:**

- work with Department of Health to co-produce with ADASS the sector led improvement programme for care and health.
- provide support for social care, integration and health as well as transforming care programme for people with learning disabilities and/or autism.
- support councils in using technology to facilitate joint working between councils and health partners to enable people to live independently.
- help councils develop innovative, efficient and sustainable approaches in care and health services.
- develop and deliver a support offer to help councils and their partners embed the Making Safeguarding Personal (MSP) approach.
- lobby for a radical transformation of services in order to meet the needs of society.
- support councils and their partners to identify and manage sustainability and delivery risks.

**In addition to the direct support funded through MHCLG and DHSC grant we receive additional funding for our sector-led improvement programmes in other specific service areas, including:**

- Planning Advisory Service.
- culture services in partnership with Arts Council England and sport and physical activity services with Sport England.
- children's services programme funded by the Department of Education.
- One Public Estate.

**Work local**

Work Local is the LGA's positive vision for an integrated and devolved employment and skills service – bringing together information, advice and guidance alongside the delivery of employment, skills, apprenticeships and wider support for individuals and employers.

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# Britain's exit from the EU

Local government has a strong and influential voice during Britain's exit from the European Union, securing the best deal for councils and ensuring that the different local communities are fully recognised.

## **Britain's exit from the EU**

Since the referendum, the LGA has been highlighting the most important opportunities and risks for local government resulting from the UK's exit from the EU, this work will continue in the lead up to, and beyond, Britain's exit in March 2019.

### **A seat at the negotiating table – we will:**

- act as the voice of local communities and ensure that the different needs of different localities are represented and heard.
- ensure that negotiations focus on those issues that matter most to local government and lead the negotiations on behalf of the sector.

### **Constitutional reform – we will:**

- be a leading voice in redesigning how the UK works, and take advantage of the opportunity to seek the entrenchment of local government within our new constitutional settlement.

### **Local economic developments – we will:**

- work to secure the £5 billion of regeneration investment guaranteed to local economies from EU structural funds to 2020 up until we leave the EU and lobby for alternative UK sources after we leave.
- help redefine future regional aid and state-aid rules which have, to date, been defined in Brussels.

### **Disentangling councils' legal base – we will:**

- develop a revised legal framework for those local government services which are currently based on EU laws – for example, environmental policy, air pollution, energy waste and procurement.
- ensure that repatriated laws and regulations are not centralised in Whitehall.

### **Community cohesion – we will:**

- ensure that councils are supported to work in partnership to build community cohesion and promote integration, tackle extremism, respond to the Contest 3.0 strategy including implementing the Prevent duty, inform the development and delivery of support for asylum seekers and refugees and develop a sector-led approach to sharing good practice.

### **Exiting the EU and place – we will**

- ensure that there is an evidence base to demonstrate the risks and opportunities of exiting the EU by place and how these differ by geography.

# A single voice for local government

The LGA is the national voice of local government supporting and working on behalf of councils and councillors across England and Wales.

## **A national membership body for local government – we will:**

- maintain membership levels amongst local authorities in England and Wales by continuing to offer membership benefits that meet the sector's changing needs and expectations.
- maintain subscriptions at current levels and continue to communicate on the benefits of membership directly with individual councils and all councillors.
- seek to attract organisations with an interest in local government into our associate scheme.

## **A supportive membership body – we will:**

- coordinate collective legal actions on behalf of councils.
- provide political support to individual councillors and to council administrations through our political group offices.

## **A politically-led organisation – we will**

- implement the transition to the new LGA company agreed by the General Assembly to provide a sustainable organisation for the benefit of our membership.
- ensure that combined authorities, authorities with devolution deals and elected mayors are appropriately represented on our governance arrangements.

## **Persuasive and transparent communications – we will**

- work to support, promote and improve local government using the full range of communications activity.
- continue to develop all channels of communication in line with the transparency agenda, to deliver accessible information and communicate with key audiences and stakeholders.

## **Financial sustainability – we will:**

- continue to develop the commercial activities of the LGA and its joint venture companies to ensure the long term sustainability of the organisation.
- invest in Layden House to increase its capital value and maximise our income from commercial lettings of Layden House and 18 Smith Square.

## **Efficient business management – we will:**

- continue to streamline our company structures to deliver a solid and tax-efficient base from which to run our business, including incorporation of the Association.
- through our partnership arrangement with the London Borough of Brent, continue to roll

out a programme of ICT development that supports our drive for greater efficiency and flexibility and aligns with our overall priorities.

**Supportive people management – we will:**

- continue to roll out the leadership development programme for our current and aspiring managers.
- put in place a programme of actions and activities that respond to the results of our staff survey.

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# Our service delivery partnerships

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

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

**GeoPlace** – is a joint venture between the LGA and Ordnance Survey, formed in 2010 in response to a government call to bring together existing creators and suppliers of addressing data to one central place to build a single, definitive address database. It works in close collaboration with local authorities to:

- create and maintain data models
- cleanse and validate data
- provide support and training to councils ensure high quality, cost effective and timely data.

**Public Sector Audit Appointments (PSAA)** – is an independent company limited by guarantee incorporated by the Local Government Association in August 2014. PSAA is responsible for:

- appointing auditors to local government, police and local NHS bodies for
- setting audit fees
- making arrangements for the certification of housing subsidy claims

**Local Government Mutual Limited (LGML)** – is a shared ownership company between the LGA and a number of founding member local authorities. Membership is only open to LGA member authorities. The company is a mutual that will provide:

- indemnity to local authorities in England and Wales as a cost-effective alternative to the traditional insurance market.
- cover for all classes of business.
- risk management services to its member local authorities.