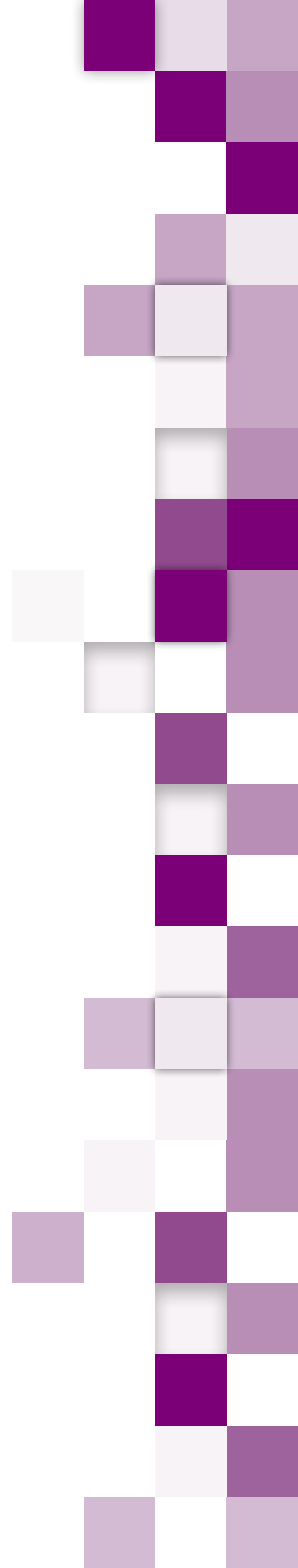


# LGA

# business plan

## 2019-2022

We are the national voice of local government, working with councils to **support, promote and improve**



# Introduction

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Every day councils make a difference, delivering essential services that improve the lives of millions. By building new homes, creating jobs and school places, providing dignified care for vulnerable people and boosting economic growth, councils support our nation to succeed.

Residents trust their councillors to make the right decisions for them and their families, now and in the future. As democratically elected leaders, councillors play a central role in meeting the challenges we face – whether by providing quality care, giving children and young people the best start in life, combatting climate change and its impacts or helping local businesses to flourish. Councils provide clear and effective leadership to their places and communities that is successful, transparent and accountable.

This business plan sets out how the Local Government Association (LGA) will continue to support and be an advocate for councils in the next three years. Through our #CouncilsCan campaign we will make the case for a new settlement for English local government that gives councils and councillors the powers, freedoms, funding and certainty to transform lives and local economies, respond to climate change and lead the sustainable development agenda.

Promoting the value of local government and supporting councils in their roles as community leaders remains our central mission. As we move into a critical period for local public services – a three-year spending review, greater devolution of powers to local areas and the opportunity to make the case for a long-term settlement for social care – we will continue to prioritise the things that you tell us are important, working with government and Parliament to ensure that those priorities are reflected in national decision-making. Through our sector-led improvement offer we will continue to support councils continuously to improve and innovate.

This is our promise to you, our members, and we look forward to continuing to work on your behalf.



**Councillor James Jamieson**  
Chairman



**Mark Lloyd**  
Chief Executive

# Working for councils

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The LGA is the national membership body for local authorities. Our core membership is made up of English councils and Welsh councils through the Welsh LGA.

We are politically-led and cross-party and we work 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.

We also provide membership services to other organisations through our associate scheme, including fire and rescue authorities, national parks authorities, town councils, police & crime commissioners and elected mayors of combined authorities.

## Our vision for local government

Our vision for local government is one of a vibrant local democracy, where powers from Westminster are devolved to local areas, and citizens have a meaningful vote and real reason to participate in civic and community life.

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

Public services focus on preventing problems as well as picking up the pieces, delivering positive outcomes for people of all ages in an environmentally sustainable way. Joined up services are built around people and their needs, enhancing the lives of individuals, families and communities and continuing to make local areas better places to live now and for future generations.

# Our purpose and priorities

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Our work on behalf of local government falls under two overarching themes

## **National voice of local government**

We campaign to influence the political agenda and secure funding and powers on behalf of councils and we promote and defend the reputation of the sector

## **Supporting councils**

We support councils continuously to improve and innovate through our programme of practical peer based support underpinned by strong local leadership, through our support for collective legal actions and through our service delivery partnerships.

Our business – Underpinning our work on behalf of councils is an efficient, cost effective and forward-thinking business; we are politically led, committed to equalities and diversity and we aim to operate in an environmentally and financially sustainable way.

This three-year rolling business plan sets out our key priorities and commitments and demonstrates how our work will contribute to the delivery of the UN's Sustainable Development Goals (SDGs).

# The national voice of local government

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We lobby and campaign to influence the political agenda and secure funding and powers on behalf of councils and we promote and defend the reputation of the sector. Over the next 12 months we will focus on the six areas that councils tell us matter most to them:

## **Funding for local government**

Fair and sustainable funding enables councils to plan and deliver essential public services beyond the short term, to raise more funds locally and to promote greater collective working across local public services.

## **Adult social care, health and wellbeing**

Sustainable funding and better integration with health services enable councils to continue to support people to live safe, healthy, active, independent lives and to promote wellbeing and resilience for all ages.

## **Children, education and schools**

Councils have the powers and resources they need to bring partners together to deliver inclusive and high quality education, help children and young people to fulfil their potential and offer lifelong learning opportunities for all.

## **Places to live and work**

Councils lead the way in building the homes that people need, driving inclusive and sustainable economic growth and creating safe and resilient communities that are great places to live.

## **Strong local democracy**

A refocus on local democratic leadership and a shift in power to local communities leads to greater diversity of elected representatives, high standards of conduct and strong, flexible local governance.

## **Sustainability and climate action**

Councils take the lead in driving urgent actions in their local areas to combat climate change and its impacts and to deliver zero net carbon by 2030.

# 17 Goals to Transform Our World

The Sustainable Development Goals are a call for action by all countries – poor, rich and middle-income – to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.



**SUSTAINABLE DEVELOPMENT GOALS**



# Funding for local government

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Fair and sustainable funding enables councils to plan and deliver essential public services beyond the short term, to raise more funds locally and to promote greater collective working across local public services.

## #CouncilsCan

With the right funding and powers, councils can continue to lead their local areas, improve residents' lives, reduce demand for public services and save money for the taxpayer.

### **The benefits to the country of investing in local government are clear and understood – we will:**

- in advance of the 2020 Spending Review, and through our #CouncilsCan campaign, continue to highlight the pressures on all services and press for funding that reflects current and future demand, particularly in the areas of housing, homelessness, adult social care and children's services
- produce evidence of the impact, value and efficiency of local government services
- continue to take a lead with local and central 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 distribution mechanism for local government funding that supports effective long term planning, is an evidence-based reflection of needs and resources and is simpler and more transparent with 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
- lobby for improvements to the system of business rates to help tackle business rates avoidance and develop proposals to improve the system, including valuation and the appeals process
- press for legislation to allow councils to raise more funds locally including new local taxes and set fees and charges which fully recover costs.

**Councils are able to access a range of sources of finance to encourage investment and create jobs, supported by an appropriate financial framework – we will:**

- further develop policy on capital financing and investing and contribute to national reviews in these areas so that they support and enable prudent investment and financial management
- contribute to reviews of the accounting and financial regulatory framework for councils to ensure it is appropriate, not over restrictive and balanced with local freedom and accountability
- 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.

**Fair and affordable pay awards enable councils to recruit and retain good staff – we will:**

- convene the employer side of the collective bargaining arrangements to agree equitable and affordable pay awards for more than two million local authority employees
- provide evidence to the school teachers' pay review body and Low Pay Commission in relation to the National Minimum and Living Wages.





# Adult social care, health and wellbeing

Sustainable funding and better integration with health services enable councils to continue to support people to live safe, healthy, active, independent lives and to promote wellbeing and resilience for all ages.

## The lives we want to lead

We want to build a society where everyone is supported to live a healthy, fulfilled and independent life, staying at home and contributing to family and community life for as long as possible. However escalating funding pressures and increasing demand are threatening services that improve lives and communities.

Our campaign builds on our 2018 green paper and consultation and calls for sustainable long-term funding that gives people the care and support they need now and in the future.

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

- continue to lobby for the short, medium and long-term financial sustainability of adult social care and support that is fit for the future
- through our campaign 'The lives we want to lead', and building on the findings of our green paper consultation, press for real change in the funding of adult social care, arguing that all options, including national taxation, should be considered
- work with government to agree a sustainable, long term funding deal for public health.

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

- develop a clear vision of councils' role in planning and delivering integrated health and care systems and continue to promote health and wellbeing boards as leaders of health and care
- support councils and their partners to develop place-based and person-centred care and support, delivered through community-based multi-disciplinary settings

- continue to press for a long term policy framework for the Better Care Fund (BCF), with lighter touch reporting and greater emphasis on local targets
- continue to lobby for councils and councillors to have a key role in sustainability and transformation partnerships, integrated care systems and wider NHS planning arrangements.

**Councils support older people, disabled people and people in vulnerable circumstances – we will:**

- support councils to tackle the challenges and exploit the opportunities of a population with increasingly complex needs, including improving dementia and mental health services, carers' support and support for those with autism and/or learning difficulties
- continue to support councils to deliver the Armed Forces Community Covenant.

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

- work to ensure that sustainability and transformation partnerships and integrated care systems drive genuine and sustainable transformation in patient experience and health outcomes
- support councils to manage and develop their local care market, commission services and put in place contingency arrangements to mitigate against provider failure
- influence implementation of the NHS long term plan to reflect local government's priorities.

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

- develop a full cost benefit case for investing in prevention, demonstrating how different sectors can contribute, including by encouraging the public to live well and provide self-care
- work with partners to continue to improve public health and promote the role of wider preventative work within local areas' overall health and care systems
- work with the NHS and partners to develop a system-wide approach to public health workforce planning and address urgent staffing issues in children's public health.



# Children, education and schools

Councils have the powers and resources they need to bring partners together to deliver inclusive and high quality education, help children and young people to fulfil their potential and offer lifelong learning opportunities for all.

## Bright Futures: children's social care and mental health services

Helping children and young people to fulfil their potential is the ambition of all councils, but services that 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, with the resources, powers and flexibilities to give every child access to a place at a good local school
- lobby for a stronger role for councils in investing in schools, ensuring that new schools are fit for purpose, high quality and value for money, and that councils have a lead role in decisions about new free schools
- lobby for a stronger council role in ensuring admissions are fair for all pupils across the school system.

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

- lobby to ensure 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 and lobby government to provide councils with sufficient funding and flexibility to meet rising demand
- lobby for flexibility in the use of the apprenticeship levy and work with partners to increase take up of quality apprenticeships in schools.

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

- continue to paint a positive vision for the future role of local children's services and call for proper funding for the services that change children's lives through our Bright Futures campaign
- highlight the funding gap and press for adequate funding in children's services, including making the case for investment in early intervention
- support councils to take a preventative and place-based approach to children and young people's health, including early years, childhood obesity and support for children's mental health
- 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.

## **Councils protect children's wellbeing and keep them safe – we will:**

- support councils to protect children and young people from harm and improve outcomes for all children, in particular children in care and care leavers
- work with government and councils to support child refugees and unaccompanied asylum seekers safe, pressing for improved funding to better cover costs, including for those leaving care
- support councils to tackle the challenges of child criminal exploitation and county lines issues.



# Places to live and work

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Councils lead the way in building the homes that people need, driving inclusive and sustainable economic growth and creating safe and resilient communities that are great places to live.

## **Councils drive the increase in housing supply the nation needs – we will:**

- continue to press for additional powers for councils to increase housing supply, promote affordable homes and make more effective use of surplus public sector land
- support consortia of councils to access significant housing development funds through the creation of new partnership models
- press for powers for councils to ensure the provision of homes integrated with health and care that positively support us to age well
- lobby for a well-resourced and locally responsive planning system, funded by locally set fees with the tools to ensure developers build quality homes that meet local need.

## **Councils have access to funding to create communities where people want to live – we will:**

- continue to press for additional infrastructure funding, including a review of the current rules governing developer contributions
- support councils to work with partners to maximise the value of local and national infrastructure investment, including in road, rail, broadband, culture, heritage and recreation
- 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.

### **Councils continue to drive higher safety standards across the housing sector – we will:**

- lobby for resources and tools to enable councils to shape a good quality private rented sector that meets the needs of their local communities
- work with government and councils to identify high-risk, high-rise residential buildings and lobby for support for councils to make changes and take urgent remedial action
- respond to government consultations, including on the new building safety regulatory framework.

### **Councils lead the way in ending homelessness through prevention – we will:**

- lobby for the funding and tools to enable councils to manage the housing impacts of welfare reform and achieve the ambitions of the Homeless Reduction Act and Rough Sleeping strategy
- make the case for adaptations to welfare reform and for the powers and funding that councils need to meet local needs
- with the LGA Asylum, Refugee and Migration Task Group and Chief Executives' and Home Office group on asylum dispersal, inform the development, delivery and funding of support for asylum seekers and refugees and share good practice.

### **Councils lead the way in shaping communities where people feel safe – we will:**

- lead the debate on the role of councils in building safer and resilient communities and explore how they can contribute to a multi-agency approach to preventing and tackling serious violence
- represent councils' interests in the UK's developing modern slavery policies
- support councils to reduce serious violence, domestic abuse, female genital mutilation and anti-social behaviour
- contribute to the independent review of Prevent and the new counter-extremism strategy, ensuring that councils are supported to build community cohesion, promote integration, tackle extremism and deliver the Prevent duty.

### **Councils support strong communities through risk-based business-friendly regulatory services – we will:**

- press for powers and resources where councils take on additional legal liabilities such as building regulations post-Grenfell and Department for Environment, Food and Rural Affairs' (Defra) proposed new air quality requirements
- support councils to demonstrate the value of regulatory services and lobby for sustainable funding
- lobby government to bring forward taxi licensing legislation as soon as possible
- press for greater flexibility in the licensing system, including the localisation of licensing fees.

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

- lobby for sustainable funding for fire and rescue authorities and support them to become more inclusive and representative of their communities
- respond to the Phase 1 Report of the Grenfell Inquiry for fire and rescue authorities ensuring that any new burdens and responsibilities are identified and appropriately funded
- strengthen fire and rescue authorities' ability to take forward the fire reform agenda and the findings of the first tranche of inspections from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), exploring any national recommendations
- support police and crime panels and share best practice.

**Councils are key partners in delivering the government's national economic strategy – we will:**

- support city regions and non-metropolitan areas to deliver effective local economic strategies
- advocate for a voice for councils in the development of a new English land management policy, and for communities to be involved in deciding how their local natural assets are managed
- support local innovation to deliver a better digital infrastructure and continue to press for a regulatory framework that will deliver the best deal for customers
- continue to press for strong local government representation on Local Enterprise Partnerships and improved oversight and scrutiny of them
- support councils to maximise the impact of their cultural, sporting and heritage assets to drive growth in their local visitor economy.

**Councils match education, training and skills with business needs – we will:**

- continue to press for powers, funding and lead responsibility for councils to integrate and commission back to work, skills, apprenticeships and welfare support under the LGA's Work Local model.
- 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 practice that helps apprentices, interns and people not in education, employment or training (NEETS) into work, including a series of national events for young apprentices.



# Strong local democracy

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A refocus on local democratic leadership and a shift in power to local communities leads to greater diversity of elected representatives, high standards of conduct and strong, flexible local governance.

## **Councils as leaders of good conduct in public and political discourse and debate – we will:**

- clearly articulate the standards expected for anyone engaging in public and political discourse and debate and what is needed to achieve those standards, underlining that intimidation and abuse of those in public office is unacceptable
- review the member model code of conduct and support our member councils in addressing intimidation and abuse of those in public office
- promote and support councils in developing the diversity of their candidates and elected members
- support councils to explore ways of engaging with their local community and voluntary sector in local service delivery, enhancing places and local decision making.

## **Elected members and officers are empowered to tackle incidents of public intimidation – we will:**

- explore the practicalities and support the adoption of an informal ‘duty of care’ for councillors
- seek to better understand the scale and impact of the intimidation and abuse our membership is experiencing and promote a new offence for intimidation against a person in public office
- engage with police forces and associated agencies to ensure the impact and seriousness of the public intimidation of local councillors and employees is understood and acted upon.



## **Brexit and constitutional reform – we will:**

- interact with Whitehall on all Brexit negotiations, clearly articulating councils' needs and concerns and taking advantage of the opportunity to entrench local government within our new constitutional settlement
- continue to support councils to prepare and deliver a successful transition for EU Exit, ensuring that there is a robust evidence base setting out the risks and opportunities across the country
- press for quick and decisive responses and for all government communications to councils to be focused, clear, and direct
- ensure that repatriated laws and regulations are not centralised in Whitehall, working on a revised legal framework for those services currently based on EU laws such as air pollution, energy, waste and procurement and redefining regional aid and state-aid rules.

## **Continued devolution of powers and funding to local areas drive strong and responsive local democracy and greater engagement with communities – we will:**

- refresh the case to demonstrate to government how devolution leads to more inclusive and sustainable growth, better public services and improved outcomes for residents
- work with government, business and others to give communities in England and Wales greater responsibility to make decisions on the issues of importance to them.



# Sustainability and climate action

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Councils take the lead in driving urgent actions in their local areas to combat the negative impacts of climate change and to deliver zero net carbon by 2030.

## **Councils have the powers and resources they need to lead the way in combatting the effects of climate change – we will:**

- lobby for a joint taskforce with relevant Whitehall departments including Department for Business, Energy & Industrial Strategy (BEIS), Ministry of Housing, Communities and Local Government (MHCLG) and Department for Environment, Food and Rural Affairs (Defra) to consider the most appropriate actions, funding, coordination and collaboration
- press government for the funding and policy changes needed to deliver zero net carbon by 2030
- work with government to address the need for greater energy efficiency in the built environment and how this can be achieved through planning practice and changes to Building Regulations
- work with government, as it implements the Waste and Resources Strategy to identify ways to reduce waste and levels of unrecyclable waste and the investment priorities for waste disposal and processing of recyclates.

## **Councils lead the way in researching and developing alternative transport options – we will:**

- establish the resources and regulatory changes needed to support a move to electric vehicles, including provision of charging points on new housing developments and electrification of council and council-contracted vehicle fleets
- work on the implications of hydrogen fuel cell technology for the mix of local transport and infrastructure provision
- identify the incentives and investment required to support a shift towards public transport and walking and cycling, as part of the solution to reducing carbon emissions.

**Councils work with partners and stakeholders to implement short, medium and long term strategies to reduce carbon emissions in their areas – we will:**

- develop guidance and share best practice, including identifying the top 10 actions councils can take to address carbon emissions in their areas, recognising that one-size does not fit all
- drawing on international experience, develop an evidence base and framework to understand the main carbon sources and the impact of councils' activity
- identify the opportunities of a shift to a low carbon economy as a basis for immediate and effective action
- ensure that the LGA as the membership body for local authorities is modelling best practice in the way it conducts its own business.



# Supporting councils

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We support councils continuously to improve and innovate through a programme of practical peer based support underpinned by strong local leadership, through our support for collective legal actions and through our service delivery partnerships.

Our core offer is funded by MHCLG grant and organised around four themes. The fifth is funded by the Department of Health and Social Care, whilst our children's improvement programme is funded by the Department for Education (DfE).

This year we will develop a new offer linked to climate change and the challenges and opportunities of moving to a zero carbon economy.

We also receive funding from other government departments for specific sector-led improvement activities, including:

**One Public Estate** – funded by Cabinet Office and MHCLG

**Cultural services and sport** – in partnership with Arts Council England and Sport England

**Planning Advisory Services** – funded by MHCLG

**Return to Work programme** – funded by the Government Equalities Office

**Cyber security** – funded by the Cabinet Office.

## **Challenge and support from peers – we will:**

- maintain an overview of councils' performance to drive improvement, manage the risk of significant underperformance and minimise government intervention
- deliver at least 110 peer challenges, including corporate, service specific, financial and place-based
- provide member peer support for 75 per cent of councils under a change of political control, including new e-learning opportunities, mentoring and advice
- support at least 20 councils to improve the way they engage with their communities
- support at least 70 councils and groups of councils each year, especially those with the most severe performance challenges or to resolve issues between political and managerial leadership

- provide free council and public access to transparent performance information through LG Inform and LG Inform VFM, with additional charged access for councils to small area data reports and improvement tools through LG Inform Plus
- support councils to develop scrutiny skills and expertise through the Centre for Public Scrutiny.

### **Strong political and officer leadership – we will:**

- support at least 700 councillors through our suite of leadership programmes
- support at least 60 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 at least 15 councils, political groups and national parties to attract new talent into civic life through our Be a Councillor programme
- recruit up to 110 high calibre graduates to the National Graduate Development Programme, working with councils to secure challenging placements
- help councils to address inequalities, gender pay gap, ethnicity gap and roll out Disability Confident
- maintain national negotiating machinery on pay and workforce issues
- provide specialist advice and support for the Local Government Pension Scheme
- deliver comprehensive practical support to help councils provide apprenticeships and maximise their levy investment
- support 50 councils to transform their workforces and modernise the way they are managed
- support councils to promote wellbeing, diversity and inclusion in the workplace through information, guidance and bespoke support and work with them to address issues around gender pay gap, representation and recruitment challenges
- attract qualified staff in hard-to-recruit areas back to local government through the Return to Work programme, focusing on social workers, town planners and IT staff in 2019/20.

### **Councils as most efficient part of the public sector – we will:**

- provide practical support through the Transformation and Innovation Exchange to help councils deliver better value for money, become more efficient and improve outcomes for communities
- in line with the revised national procurement strategy, deliver a support programme to help councils improve their procurement arrangements
- capture and share intelligence about major suppliers to reduce the risk from suppliers getting into financial difficulty
- support at least 25 councils to realise efficiency savings through our productivity and income generation expert programme, saving at least £25 million over four years

- support councils to develop a more commercial approach to their activities through a series of courses, events and sharing good practice
- provide expert financial support to enable at least 40 councils to address specific issues
- provide a matchmaking service for councils wishing 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 and behavioural insights to improve public services and manage future demand
- in collaboration with CIPFA, help councils to be more proactive in dealing with fraud
- support councils to exploit the opportunities of digital tools and solutions to enable local residents and businesses to access council services online
- with councils, sector representative bodies, MHCLG, Cabinet Office and the National Cyber Security Centre, highlight the importance of cyber security and cyber resilience to protect data and systems
- share best practice of councils who are finding new and effective ways of working to secure outcomes for their communities at significantly less cost, particularly through the Innovation Zone
- with Local Partnerships, support councils to make savings by providing commercial advice and support on matters of legal and contractual complexity.

**Strong communities with excellent public services – we will:**

- through practical bespoke support, help councils deal with the housing, planning and homelessness challenges through the Housing Advisers programme and other sector-wide projects
- support councils to strengthen their licensing and regulatory functions, including issues arising from the Hackitt review of Building Regulations and Fire Safety
- offer a mixture of generic and bespoke support for combined authorities, elected mayors and those areas in the process of developing their devolution arrangements
- support councils on the local growth agenda, including the development of Local Industrial Strategies
- support councils to counter extremism and contribute to a multi-agency approach to preventing and tackling serious violence
- strengthen fire and rescue authorities' ability to take forward the fire reform agenda by strengthening their strategic leadership
- with MHCLG, ensure the national Troubled Families Programme is effectively implementing service transformation across Early Help Services
- support councils to prepare and deliver a successful transition for EU exit
- support councils to embed strengthened approaches to civil resilience and mutual aid through working with MHCLG team to develop training, guidance and other materials for councils.

### **Improving health and care service – we will:**

- co-produce with ADASS the sector led improvement programme for care and health
- support social care and health integration and the transforming care programme for people with learning disabilities and/or autism
- support councils to use technology to improve 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
- work with partners to support councils to develop and improve local services and offer a programme of leadership development
- develop and deliver a support offer to help councils and their partners embed the Making Safeguarding Personal (MSP) approach
- support councils and their partners to identify and manage sustainability and delivery risks
- work with partners to develop a new suicide prevention sector-led improvement offer
- work with partners and DfE to deliver a sector-led approach to improving children's services.

### **Improving children's services – we will:**

- provide nationally accredited and quality assured courses for practitioners and associates engaging in peer review, challenge or diagnostic activity
- run Leadership Essentials courses for members with lead responsibility for children's services
- publish a series of 'must know' packs for councils, including on corporate parenting
- develop and/or broker a flexible offer of diagnostic or peer review tools either bespoke to individual authorities, as part of a regional offer or commissioned by the DfE for authorities in intervention
- offer mentoring support for councilors with lead responsibility for children's services.

### **Combatting climate change – we will:**

- consult with councils to determine the support they need to inform a new offer
- incorporate climate change issues into core leadership programmes for councillors and officers
- develop a package of communications support including how to engage with local activist groups
- support long term action-planning and setting strategic objectives, for example through the deployment of 'climate experts'.

## Collective legal actions

### Leading collective action – we will:

- support groups of councils to mount collective legal actions or fight actions against them where we believe that they have a strong case, commissioning expert legal advice and sources of funding where appropriate
- prepare New Burdens submissions on behalf of the sector where new legislation or regulations result in additional duties or costs to councils.

## Our service delivery partnerships

### Local 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

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 and to build a single, definitive address database. It works in close collaboration with local authorities to:

- cleanse and validate the address and streets data produced by councils
- create and maintain national registers of address and streets data (called gazeteers)
- provide support and training to councils ensure that they are able to produce high quality, and timely data in the most cost effective way.



## **Public Sector Audit Appointments (PSAA)**

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

## **Local Government Mutual Limited and Local Government Mutual Management Services Limited**

The Mutual is a shared ownership company between the LGA and a number of local authorities. Membership is only open to councils in membership of the LGA. The Mutual provides:

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

LGMMSL is a joint venture between the LGA and Regis Mutual Management that provides services to the Local Government Mutual.

## **United Kingdom Municipal Bonds Agency (UKMBA)**

The LGA, along with a number of councils, is a major shareholder in the UKMBA. We support and provide client side services to the Agency as the newly appointed service provider works with councils to aggregate borrowing requirements and issue bonds.



# Our business

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We are committed to providing the best and most cost effective services to councils and councillors across England and Wales. We are politically led, committed to equalities and diversity and we aim to operate in an environmentally and financially sustainable way.

## **The 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
- launch a new online membership booklet, setting out the benefits of membership directly with councils and councillors
- offer a range of flexible options for councils to participate actively in our work including through video conferencing and streaming of events and meetings
- seek to attract organisations with an interest in local government into our associate scheme.

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

- reflect the overall ambitions of the UN Sustainable Development Goals, and the motion passed by the 2019 General Assembly, in the way that we work and ensure that our own organisation reflects best practice
- review our member governance arrangements to ensure that they continue to reflect and respond to current priorities and the expectations of our membership
- offer political support to individual councillors and council administrations through our political group offices
- ensure that combined authorities, authorities with devolution deals and elected mayors are appropriately represented on our governance arrangements.

## **Using communications to persuade and influence and support councils – we will:**

- deliver first class communications that are highly valued and respected by local government and our stakeholders, to influence the issues that matter to councils, their residents and their communities

- through our communications improvement work, support councils and help to raise the standard of public sector communications.

### **Financially sustainable – we will:**

- continue to develop existing and new income generation opportunities in order to diversify our sources of funding and ensure the long term financial sustainability of the organisation
- complete the refurbishment of Layden House (now the Stills) in Farringdon to increase its capital value and maximise our income from commercial letting of the Stills and 18 Smith Square
- invest responsibly and seek to ensure that our contractors, joint ventures and pension funds have in place investment policies that further our objectives
- continue to progress the transfer of pensions from Camden to Merseyside scheme.

### **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 Brent Council, continue to develop our ICT to support improved efficiency and flexibility
- ensure that the suite of policies and procedures that underpin our business are comprehensive, clearly understood, updated regularly and reflect best practice.

### **Supportive people management – we will:**

- continue to roll out the leadership development programme for our current and aspiring managers as part of our wider commitment to develop our employees and ensure that data from the 2019 evaluation is used to enhance the programme for 2020
- implement the comprehensive new employee health and wellbeing strategy
- prepare and deliver the 2020 staff survey
- embed equality, diversity and inclusion into our core values, our policies and our practices.

### **Committed to a sustainable future – we will**

- review our policies and practices to ensure that they reflect the ambitions of the UN Sustainable Development Goals and contribute to combatting the adverse effects of climate change
- encourage sustainable travel practices through our expenses policy, our flexible working practices and our continued participation in national sustainable travel initiatives including the Cycle to Work scheme
- minimise the environmental impact of our two central London buildings and the way that we use and manage those buildings, including ensuring that our facilities management and catering contractors have environmentally sustainable policies and practices.



# Minimising the impacts of climate change

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The LGA is committed to minimising the environmental impacts of its activities, reducing pollution and CO2 emissions and contributing to a healthy future for all. These are some of the ways that we deliver on that commitment.

## **Flexible working**

Our flexible working policy allows staff to work from home up to two days per week, subject to the needs of the business. This means less journeys to work and a better work-life balance for our staff and their families. It has also enabled us to reduce by a third the amount of office space that we occupy.

Our ICT is designed to support flexible working, enabling staff to log into their LGA accounts from home on the days when they are not in the office or from trains when they are on the move.

## **Travel**

Our expenses policy encourages staff to use public transport wherever practicable to help reduce the impact of the LGA's business travel arrangements on the environment. The Members' Scheme of Allowance stresses that wherever possible, councillors are expected to travel by public transport when on LGA business.

## **Meetings**

All meeting rooms at 18 Smith Square have access to telephone and/or video conferencing facilities. This enables members and staff to join meeting remotely, reducing the need for lengthy journeys to Westminster.

## **18 Smith Square**

Secure cycle facilities and showers are provided in the basement of 18 Smith Square for those who prefer to cycle or run to work.

All lights in the building are energy efficient LEDs, with motion sensors that ensure they are switched off when not needed. Windows on the south and west of the building which are not part of the conservation area are double glazed to reduce energy loss. Recycling bins are provided on every floor.

### **Procurement**

The LGA has a robust procurement policy and process, which underpins the importance of all our contractors being able to demonstrate a commitment to sustainability and combatting climate change. Our procurement documentation states

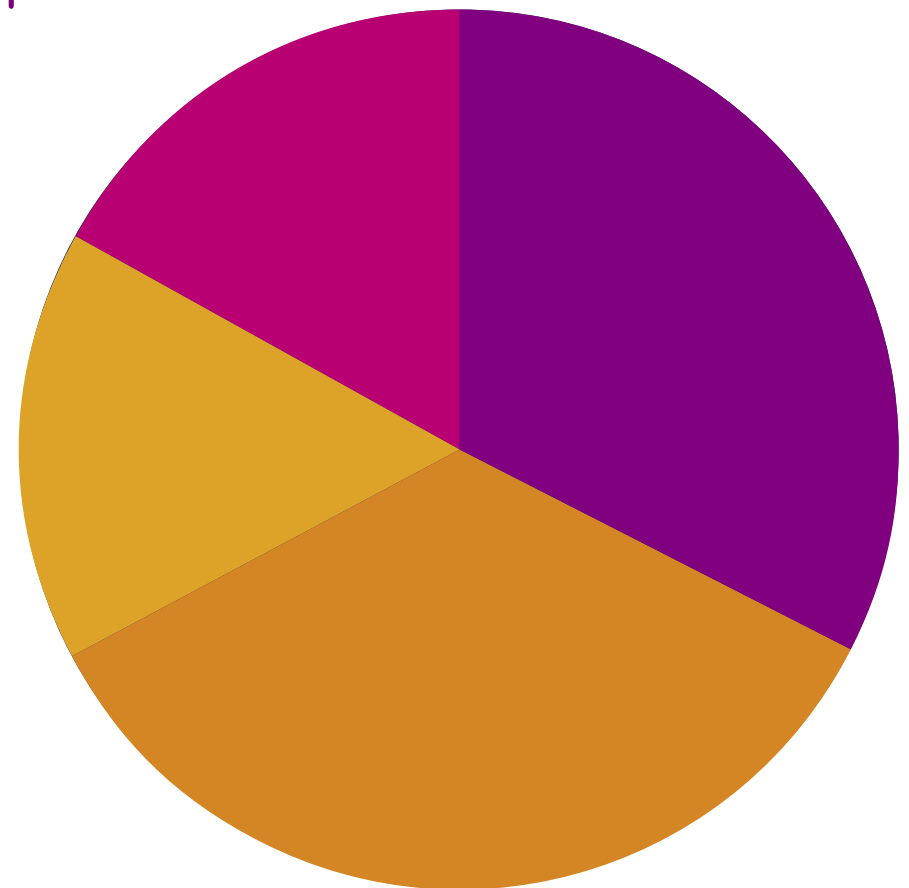
“In adhering to our commitments, the contractor should have systems in place to account for and minimise environmental impacts in all areas of contract delivery”.

# Our budget 2019/20

## Funding sources and forecast expenditure (Budget) (£'000)

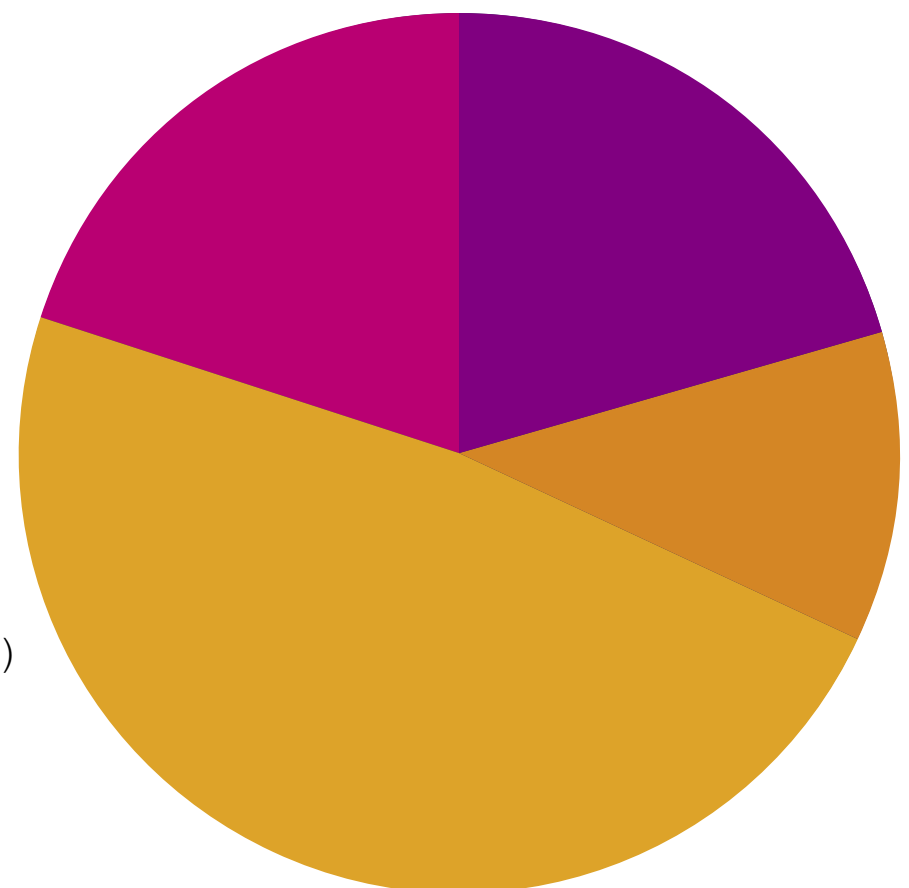
### Income LG Group 2019/20

- CLG, £19,200 (32.5%)
- Other grants and contracts, £20,581 (34.8%)
- Other income, £9,409 (15.9%)
- Subscriptions, £9,940 (16.8%)



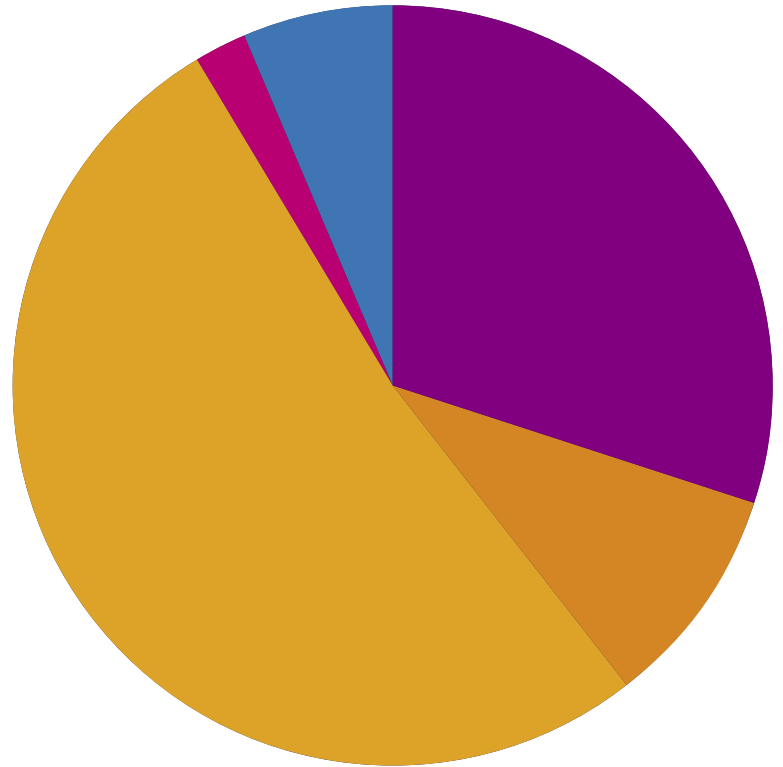
### Other income LG Group 2019/20

- Dividends, royalties and interest, £1,935 (20.6%)
- Rental Income and external room hire, £1,077 (11.4%)
- Services, consultancy and other subscriptions, £4,521 (48.0%)
- Conferences, events and sponsors, £1,876 (19.9%)



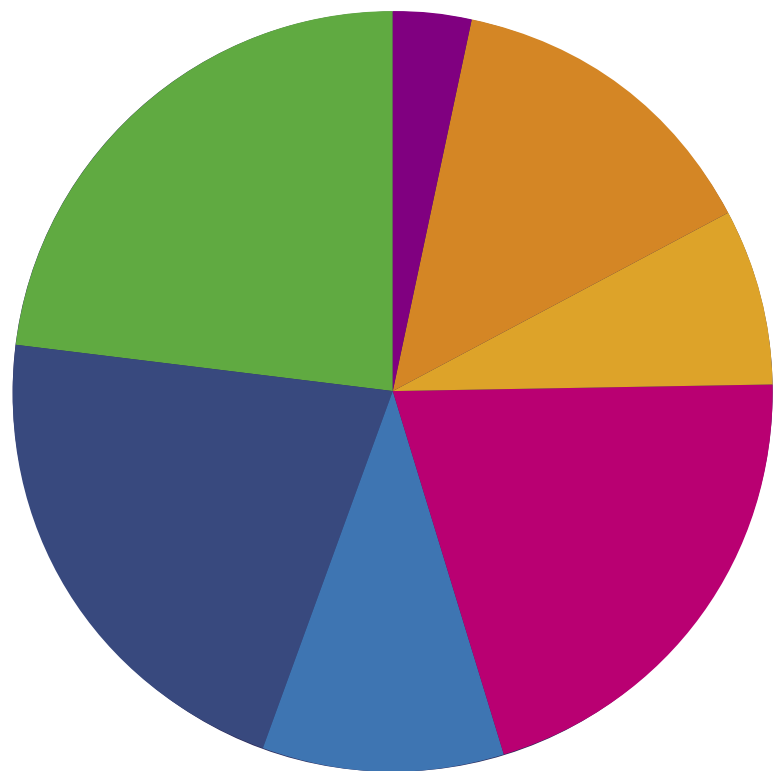
### Grant and contract income LG Group 2019/20

- Adult social care, health and wellbeing, £11,964 (30.1%)
- Children, education and schools £3,828 (9.6%)
- Supporting councils, £20,613 (51.8%)
- Other grants, £873 (2.2%)
- Housing and sustainable communities, £2,503 (6.3%)



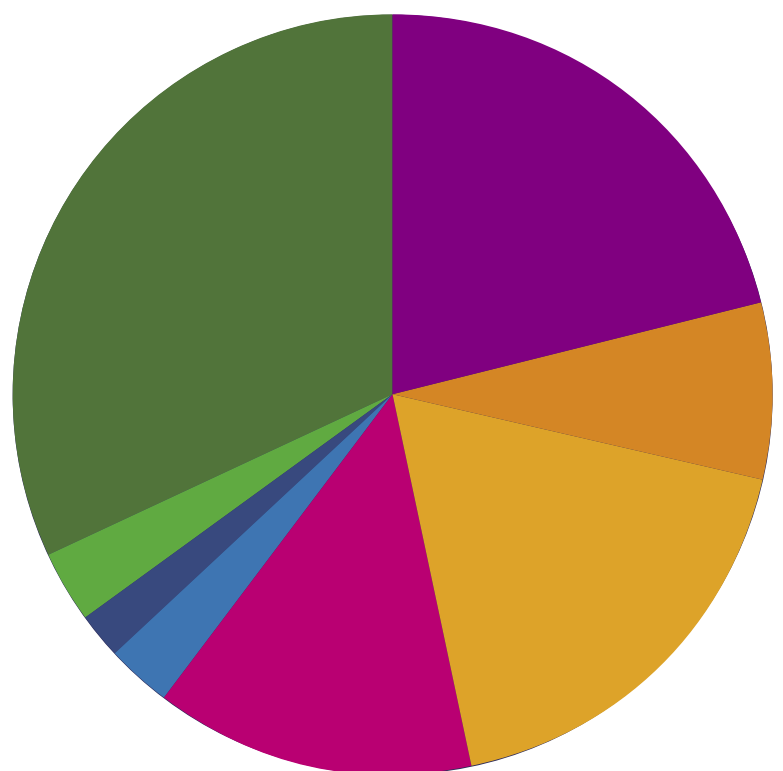
### Expenditure LG Group by business plan theme 2019/20

- Funding for local government, £2,328 (3.6%)
- Adult social care, health and wellbeing, £8,912 (13.9%)
- Children, education and schools, £4,673 (7.3%)
- Places to live and work, £13,243 (20.6%)
- Strong local democracy, £6,556 (10.2%)
- Supporting councils, £13,864 (21.6%)
- The way we work, £14,648 (22.8%)



### Expenditure LG Group by service group 2019/20

- Business support, £12,308 (19.2%)
- Communications, £4,331 (6.7%)
- Governance and project support, £10,510 (16.4%)
- Finance and policy, £7,977 (12.4%)
- Member service, £1,616 (2.5%)
- Political groups, £1,093 (1.7%)
- Property costs, £1,875 (2.9%)
- Leadership and productivity, £18,405 (28.7%)





# Our governance

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From April 2019, the LGA's responsibilities, assets and liabilities transferred from the previous unincorporated Association to a new company, whose Board of Directors – the Leadership Board – is elected annually by the General Assembly. The General Assembly comprises representatives of every council in full membership of the LGA, or in corporate membership through the Welsh LGA. Further information on the company and the way it operates can be found in our Articles of Association and our Governance Framework.

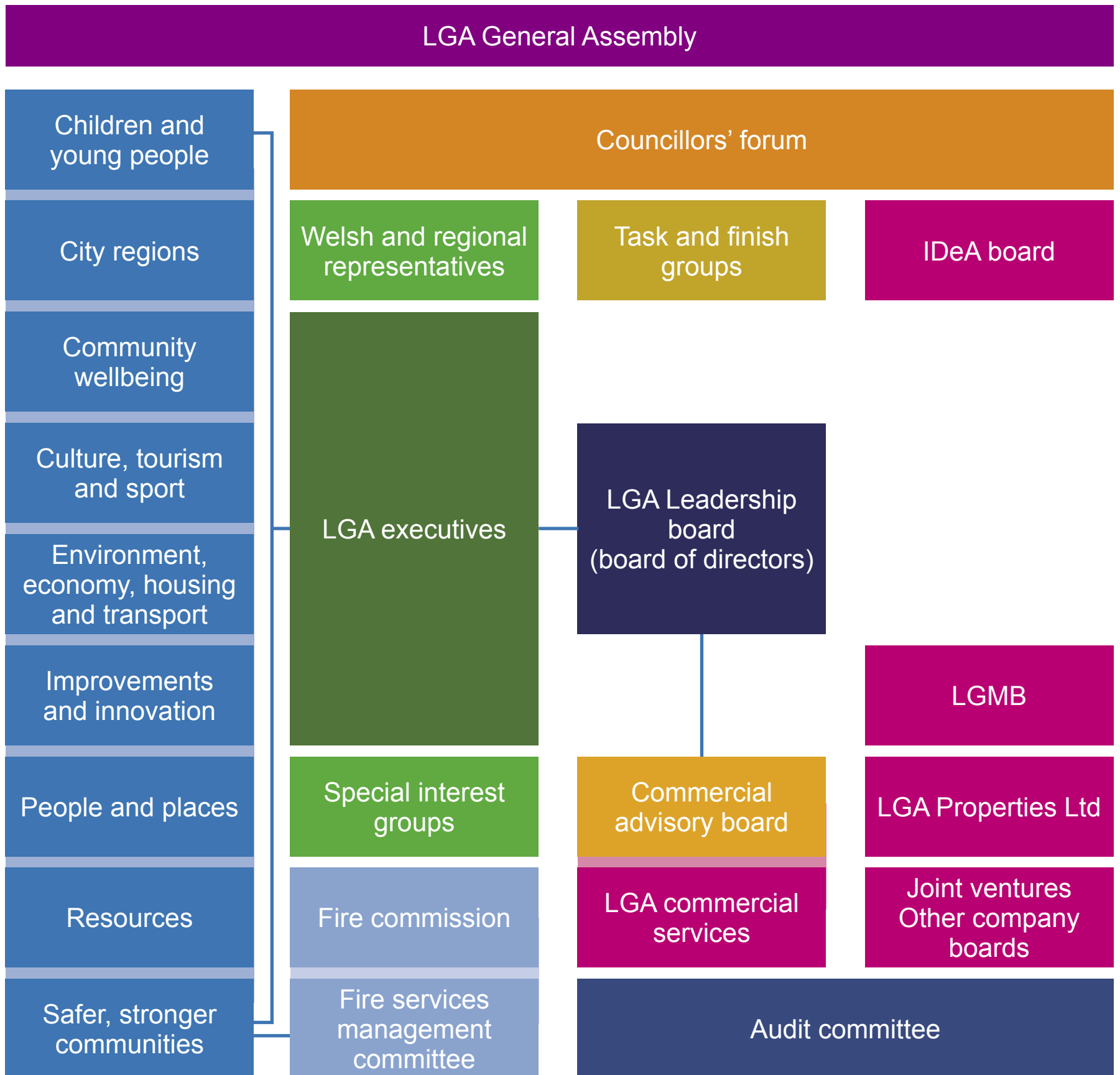
The Leadership Board is supported by nine policy boards who together are responsible for developing our policies and campaigns, and for overseeing our extensive programme of sector-led improvement services, across every area of local government activity. The Leadership Board and the chairs of the policy boards meet every six weeks as the Executive and are joined by representatives from Wales and the eight English regions and from three of our special interest groups – the County Councils' Network, District Councils' Network and Special Interest Group of Municipal Authorities.

The Fire Commission and Fire Services Management Board look after the interests of fire and rescue authorities, whilst the two property boards – LGA (Properties) Ltd and LGMB – are responsible for 18 Smith Square, our Westminster HQ and Layden House, now the Stills, our investment property in Farringdon.

The Commercial Advisory Board is responsible for overseeing the LGA's income-generating activities to make us financially sustainable now and in the future.



# Governance arrangements





# Our major contracts

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## Catering – Bartlett Mitchell

**Bartlett Mitchell (BM) provide all catering services at 18 Smith Square.**

BM have been named Sustainable Caterer of the Year for three years in succession. Their policy is to source ingredients locally, regionally and seasonally from farmers who produce food to high environmental standards, reducing the impact of climate change and helping to protect the landscape and our farming heritage. BM use high-welfare meat, poultry, eggs, cheese, and dairy produce and sustainable seafood.

Overseas produce is sourced from ethical suppliers, including coffee from the Soppexcca co-op in Nicaragua which supports women farmers in the region. BM use the 'Free Wheeling' initiative to reduce the number of deliveries to their kitchens.

## Total facilities management – Bouygues

Bouygues environmental policy recognises that the company's activities and services have the potential to impact on the environment. The policy sets out Bouygues' commitment to minimising the environmental impact of its operations in every way it can and is supported by 'live' environmental improvement plans at all levels.

The company is triple certificated to ISO9001, ISO14001 and OHSAS18001 and the environmental management standard ISO 14001 is fully integrated into its everyday activities.

Bouygues' Facilities Management business was the first in the UK to achieve Energy Management Standard ISO50001. They are currently focusing on reducing carbon impact, minimising waste, diverting waste from landfill and reducing energy.

## Pensions – Merseyside Pension Fund and Camden Pension Fund

The LGA's main pension provider, Merseyside Pension Fund, has a policy of responsible investment. The policy has three components: exercise of voting rights; engagement with companies on environmental, social and governance issues & collaboration with like-minded investors. The Fund is active in the work of the Local Authority Pension Fund Forum whose work covers a range of corporate governance and corporate social responsibility issues, and the Institutional Investors Group on Climate Change.

Some employees belong to the Camden Pension Fund, who like all pensions funds, are bound by the law relating to Socially Responsible Investment (SRI) policy. The Fund believes that 'robust' engagement with companies is a better approach than placing restrictions on particular types of investment. It also believes that companies conforming to high ethical and social standards will produce shareholder returns that are at least comparable to those produced by other companies.

## Online learning – Learning Nexus

Learning Nexus provides a range of online learning modules for the LGA. The company has formally acknowledged the climate change emergency and pledged to reduce its carbon footprint to zero by the end of 2030. Its first step is to audit its carbon footprint and to identify the areas in which it can make individual changes that have a wider impact. Once that is complete, it will get to work on making those changes.



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We consider requests on an individual basis.