

End of Year Board Report and Priorities for 2021/22

Purpose of report

For information and discussion.

Summary

This report provides an overview of the issues and work the **Resources Board** has overseen during last year. It sets out key achievements in relation to the priorities for the board in 2020/21 and looks forward to next year's priorities.

Recommendations

Members are invited to:

1. **Note** the achievements against the board's priorities in 2020/2021, and
2. **Note** the board's proposed priority areas for 2021/22.

Action

Officers to action as appropriate, in line with members comments and steers.

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End of Year Board Report and Priorities for 2021/22

Background and Context

1. The LGA's Resources Board shapes and develops the Association's policies and programmes in relation to Local Government Finance; EU Funding and Successor Arrangements; Support for Low Income Households; and Workforce issues.
2. Members are asked to consider the achievements of the Board over the last year against the priorities that were set at its meeting in September 2020 and to consider possible areas of work for 2021/22.
3. Based on feedback from today's meeting, a more detailed report will be brought to the first Board meeting of the new cycle on 22 September outlining specific work programmes for 2021/22.

Achievements against priorities for 2020/21: Local Government Finance

Spending Review 2020

4. On 24 September, we submitted our [Comprehensive Spending Review \(CSR\) submission](#) to HM Treasury. The submission called on the Government to provide an additional £10.1 billion in core funding by 2023/24, as well as nearly 150 individual "asks" covering all aspects of financing and local government. Evidence from work by the Institute for Fiscal Studies (IFS) commissioned by the LGA on the [short term](#) and [longer term](#) impacts of COVID-19 on local government finances was used in the submission.
5. A joint letter from all four of the local government associations in the UK, highlighting the significant funding pressures in councils across the UK, was also sent to the Chancellor on 24 September.
6. In October the Chair of the Resources Board, along with the Chairman and the Deputy Chief Executive hosted an all party Parliamentary session for MPs and members of the House of Lords to brief parliamentarians on the LGA's CSR asks. In the same month, we published a [report](#) on research into the short term and fragmented nature of government grant funding and how this results in poor value for money.
7. The LGA submitted [evidence](#) to the Housing, Communities and Local Government Committee [inquiry](#) on the Spending Review and local government finance. [Oral evidence](#) was given by the Chairman of the LGA on 12 November to the Committee.
8. The Chancellor delivered the [2020 Spending Review](#) on 25 November last year and LGA officers produced an [on the day briefing](#), highlighting the key announcements affecting local government.

9. We have already started our work on the 2021 Spending Review (SR). Officers are completing a refreshed medium term financial challenge analysis and considering potential points of focus, for inclusion in the LGA's submission to Treasury, for consideration by members.
10. In preparation for the 2021 Spending Review, we have led on a programme of monthly roundtables with council Chief Finance Officers, jointly chaired by the LGA and MHCLG.

Other Local Government Set Pieces

11. On 17 December 2020 the Secretary of State delivered the Provisional Local Government Finance Settlement for 2021/22. LGA officers produced an [on the day briefing](#) highlighting key information from the settlement.
12. The Final Local Government Finance Settlement for 2021/22 was [published](#) on 4 February 2021 and approved in Parliament later that month. LGA officers provided a [briefing](#) for parliamentarians to assist them in this debate. During the debate, LGA lines and our funding gap analysis were referred to by several MPs.
13. Our [submission](#) to the 2021 Chancellor's Budget focused on key topics including COVID-19 and economic recovery, Brexit, jobs, devolution, local government finance, adult social care reform, children's social care and education. Officers produced an [on the day briefing](#) summarising the key announcements in the Budget.

COVID-19 Finance

14. The LGA made the case throughout that the Government needs to fully meet the financial costs of the COVID-19 pandemic on councils, using monthly survey data from councils to demonstrate the financial impact of the crisis. This includes [written evidence](#) to the Public Accounts Committee's (PAC) [inquiry](#) into COVID-19 and Local Government Finance, and a [response](#) to a Government [consultation](#) on COVID-19 funding for local government in 2021 to 2022.
15. In 2020/21 the sector received £7 billion of new money to support local authorities with expenditure pressures, as well as £2.5 billion to help support residents, schools, and the adult social care sector. There are also [compensation schemes for sales, fees, and charges losses](#), and [local tax losses](#). For 2021/22 the Government has made available £1.6 billion to help local authorities with ongoing COVID-19 expenditure pressures, and extended the sales, fees, and charges compensation scheme.
16. The LGA has engaged extensively with Central Government on schemes to support local businesses.

Business Rates, Council Tax and Other Local Taxes

17. Work includes responding to [tranche one](#) and [tranche two](#) of the [Call for Evidence](#) as part of the HM Treasury Review of Business Rates, considering LGA policy on council tax and commissioning work on alternative sources of income for local government.

18. This work is being led by the Business Rates and Local Government Reform Task and Finish Group, and the Executive Advisory Board.

Business Rates Retention and the Fair Funding Review

19. The Government has delayed further business rates retention and the Fair Funding Review and the LGA will seek to establish when and if these reforms will be introduced. This work was previously led by the Business Rates Retention and Fair Funding Review Task and Finish Group, and the Executive Advisory Board.

Capital Financing

20. The LGA responded to the [CIPFA consultations on the Prudential Code for Capital Finance in Local Authorities](#) and the [Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes](#).

Other Finance Policy

21. Following [the report](#) of the Independent Review of Local Authority Financial Reporting and External Audit in England (the “Redmond Review”), the Chair of the Resources Board [wrote](#) to the Secretary of State for Housing, Communities and Local Government. Many recommendations of the LGA’s recommendations were accepted by the Government in its [response](#) to the Redmond Review last year. The Chair of the Resources Board chaired a webinar at which Sir Tony Redmond outlined his report to around 100 attendees from member councils.
22. The Public Sector Audit Appointments (PSAA) consulted on [proposed new arrangements for determining fee variations](#) for local audits of opted-in bodies for audits of 2020/21 accounts onwards, to which we [responded positively](#). PSAA also consulted on [audit scale fees for 2021/22](#) in February. Our [response](#) was supportive of PSAA’s proposals but highlighted that a great deal of information will still be unknown, leaving councils (and auditors) with a lot of uncertainty. Following on from these two consultations, MHCLG consulted on [proposed changes to the timetable for setting audit fees](#), a move that would enable more up to date information to be taken into account when the annual fees are set. We submitted a [positive response](#) to the proposed changes.
23. We submitted a [response](#) to the National Audit Office (NAO) [consultation](#) on draft guidance to external auditors in undertaking Value For Money work under the new Local Audit Code of Practice.
24. The NAO published a [report on the timeliness of local auditor reporting on local government, a study that we engaged in](#). We provided [written evidence](#) to the subsequent [inquiry](#) on this by the Public Accounts Committee.
25. Alongside the Spending Review the Government published [a review of the Green Book](#). The [new Green Book](#) introduces changes to the way business cases for projects are appraised. We responded to the [call for evidence](#) for the inquiry into the changes to the Green Book being undertaken by the Treasury Committee.

26. The Government launched a [consultation](#) on the future of the New Homes Bonus (NHB) in February. The LGA [responded to this consultation](#).
27. The Housing, Communities and Local Government Select Committee carried out an inquiry into [Local Authority Financial Sustainability and the Section 114 Regime](#). The LGA provided a [submission](#) to the inquiry and the Chair of the Resources Board gave oral [evidence](#) to the committee alongside the Chief Executive of CIPFA.

Contribute to wider LGA objectives

28. Our local government finance conference took place online, with two separate webinars. Each of the webinars attracted over 300 registered delegates and speakers included the Secretary of State for Communities and Local Government and the Shadow Secretary of State for Communities and Local Government.

Local Government Finance Priorities for 2021/22

29. Local authorities receive adequate funding, especially in the context of COVID-19, and the consequences of central government policies, such as the Spending Review, business rates review, and the Fair Funding Review are clear and understood.
30. Councils have control over council tax and business rates and the right to determine new local taxes, and fees and charges which fully recover costs.
31. Councils are able to access a range of sources of finance to encourage investment and create jobs, supported by an appropriate financial framework
32. Working with CIPFA to support councils in their role as LGPS administering authorities to meet new statutory requirements on climate change risk and reporting with regard to the investment strategy of the pension fund. To assist those councils in the appropriate integration of those strategies with local climate policies.
33. Working to amend the Boycotts, Disinvestment and Sanctions Bill to maintain the ability of councils to make unfettered investments decisions.

Achievements against priorities for 2020/21: Workforce

Collective bargaining issues

34. Pay negotiations in for the **local government workforces** concluded on 12 October 2020 when Unite and GMB, the two unions representing local authority Craftworkers, accepted the National Employers' 2.75 per cent pay offer (backdated to 1 April). This was the last of the local government pay settlements for 2020 following agreements for the main local government services group, chief officers and chief executives.

35. A 2 per cent pay deal, backdated to 1 July 2020, was agreed for employees covered by the National Joint Council for **Local Authority Fire and Rescue Services** (ranging from fire fighters to middle managers). A separate agreement was also reached on a 2 per cent pay award for senior managers in fire and rescue services for 2020. This agreement covers all who fall within the scope of the National Joint Council for Brigade Managers of Local Authority Fire and Rescue Services.
36. We also act as the Secretariat for the Employers' Side of the **Police Staff Council**, which agreed a pay award for 2020 that increased the bottom pay point by £700 and provided a 2.5 per cent or £500 increase (whichever is greater) on all other pay points for all police staff.
37. In **schools**, the Government accepted the School Teachers' Review Body (STRB) recommendations in full. NEOST, for which the LGA provides the secretariat, responded to the ensuing consultation. Our response influenced Government not to reduce current employer flexibilities a had been proposed around local level pay discretions for some school leaders. The headlines from the pay award agreed include an increase to teachers' starting salaries of 5.5 per cent and an uplift of 2.75 per cent for all other pay and allowance ranges for teachers and school leaders.
38. The National Employers and the Staff Associations on the **Soulbury Committee** reached a pay agreement for a 2.75 per cent increase for Soulbury Officers for 2020, backdated to 1 September. Soulbury Officers are Education Improvement Professionals, Educational Psychologists and Young People's Community Service Managers.
39. Pay negotiation activity in local government bargaining groups has commenced for 2021-2, with the National Employers receiving the trade unions' claim in February, conducting employer consultations in March/April and making offer of 1.5 per cent in May that has recently been rejected by the Unions. Negotiations will continue over the coming months.

COVID-19 related activity

Industrial engagement

40. We have worked with Trade Union colleagues to issue:
- 40.1 More than ten joint circulars for Local Government staff providing general COVID updates and also covering issues like self-isolation, return to work, Christmas and New Year working arrangements and foreign holidays.
 - 40.2 Several guidance notes on schools covering school closures and use of schools as polling stations
 - 40.3 Further update and expansion of the tripartite agreement between the National Employers (Fire), Fire Brigades Union and National Fire Chiefs Council to put in place any further additional work activities needed to support the COVID response.

COVID Workforce Survey

41. Working with research colleagues the [LGA COVID-19 workforce survey summary report](#) was conducting fortnightly for much of 2020 and is now a monthly data collection programme monitoring key factors such as the number of staff absent with COVID-19 and levels of service disruption. The survey continues to develop as we enter further phases of the COVID response. Councils are able to access their own and comparative data in [LG Inform](#).

Ensuring service provision through emergency recruitment support

42. During 2020/21 we ran two talent platforms for local authorities to help them address key skills shortages in Environmental Health and Social Work.
43. The Environmental Health Together talent platform went live at the end of October 2020 and has attracted 224 qualified Environmental Health Officers, with 122 councils subscribed.
44. In partnership with DfE, Social Work England and DHSC, we launched a 'Social Work Together' campaign to encourage people back into the profession to deal with COVID-related pressures. The Social Work Together talent pool registered over 1,000 qualified social workers, with 108 councils subscribed.
45. Councils can use both of these resources free-of-charge to help support their Environmental Health and Social Work teams and avoid agency costs by employing directly.
46. We worked with Social Work England to adapt our current Return to Social Work Programme in order to provide help with the pressures that councils are experiencing with the pandemic.
47. This was the first of four returners programmes run throughout the year. In addition to social work, we also ran programmes for Legal, Planning and ICT. Returners have now completed their training programmes and graduation ceremonies took place at the end of April. 66 councils and over 300 candidates are now in contact with one another.

Staff wellbeing

48. We have worked with partners to produce advice, guidance and support on the wellbeing of different categories of staff including blogs, case studies from councils and examples of organisations providing direct support to employees on health and wellbeing.
49. We produced a short film about supporting staff who were furloughed, exploring what kind of support may be appropriate for long-term wellbeing issues such as burn-out or trauma in certain professions, and looking at ways we can help staff to have healthy home workstation arrangements and practices.

Other Activity

Exit Payment Reform

50. The workforce and pensions teams coordinated the LGA and councils' responses to the consultation on, introduction of, and ultimately revocation of, the government's cap on exit payments. Throughout this process we produced guidance for employers and held webinars to support councils. We engaged with MHCLG and HM Treasury and worked with the LGA legal team when the LGA was drawn into a judicial review process as an Interested Party.

Commercial Activity

51. While demand for direct consultancy was much reduced during 2020 as a result of the pandemic response focus, by January 2021 we had provided direct consultancy services to 14 local government employers on a range of strategic and operational HR issues, including senior employee relations issues, organisational design proposals and job evaluation.

Wellbeing, Equalities, Diversity and Inclusion (EDI)

52. We were part of the DHSC-led task and finish group for the development and implementation of a Workforce Race Equality Standard (WRES) for social care in local authorities.
53. We also promoted wellbeing resources to councils between January and March 2021 via campaign days (e.g. Time to Talk with Dudley MBC councillors' video). We hosted a webinar with over 500 delegates in partnership with the charity Our Frontline and also contributed to the Government's paper on resources for local government employees, and social care in particular, on mental health support for the prevention of suicide.
54. Workforce and Improvement Teams also held a joint webinar on workforce and organisational EDI good practice with around 300 delegates, chaired by Cllr Paulette Hamilton with speakers from the London Borough of Haringey and the NHS.

Schools

55. We have held several webinars this year in place of our annual schools' workforce conference. Topics included pay, employment law and wellbeing support relevant to schools. A total of 890 members attended and feedback was overwhelmingly positive.
56. Between January and March we conducted the national consultation on teachers' pay on behalf of NEOST. We also hosted two webinars on understanding and applying teachers' pay, attended by up to 500 delegates.

Combined Authorities' HR Network

57. We continue to convene quarterly meetings of this network and encourage cooperation and dialogue between HR leads in these areas. We have provided information to them on job evaluation, apprenticeships, terms and conditions and run monthly briefings during the COVID crisis.

Employment Law Advice

58. We continue to issue monthly advice updates to over 5,000 individuals on employment law cases and legislative developments and brief on the impact for local authorities and subscribers. In addition, we have provided advice in response to individual queries the volume of which increased tenfold in the first months of the COVID crisis.

Social Work Health Check

59. The National Social Work Health Check Report was launched at an LGA webinar on 17 February attended by 161 social work professionals and chaired by the Chief Social Worker for Adults. The report is based on over 9,000 responses from social workers across 133 councils and is now available on our website.

Apprenticeships

60. Our apprenticeships programme continued to provide councils with a support offer that was a mixture of encouragement, guidance and practical support designed to help councils increase their apprenticeship numbers and maximise their levy investment.
61. Across our apprenticeships programme in 2020/21, we have:
- 61.1 Delivered twelve webinars on key topics for the sector, highlighting best practice, council case studies and policy updates, and reaching officers from 163 councils at least once;
 - 61.2 Launched the second iteration of our Apprenticeships Action Learning Programme, supporting officers from 40 councils in five groups to work through challenges on issues like workforce development, leadership and culture and engagement, underpinned by the LGA's Apprenticeships Maturity Model;
 - 61.3 Completed Apprenticeship MOT health checks with four councils;
 - 61.4 Supported more than 40 councils via the LGA-funded End Point Assessment service provided by South West Councils, with over 100 apprentices certified;
 - 61.5 Provided Levy Transfer policy development support to councils including Barnsley, Shropshire, Ealing and Islington;
 - 61.6 Supported East of England LGA and South West Councils to develop and run the first (virtual) national Apprentice of the Year event for Level 2 and 3 apprentices across the sector.

T-Level Campaign

62. We have worked with DfE to deliver a campaign to promote the new T-Level qualification which includes a 45 day industry placement to assist in getting young people into work. Councils as employers are being encouraged to provide at least one industry placement from September 2021 and the LGA will be helping councils work with their local T-Level provider (FE College of school sixth form).

Workforce Planning

63. The LGA Workforce Team provided two days funded bespoke workforce planning support to 36 local authorities, focusing on strategy and skills development, senior management development sessions and a benchmarking service that includes recommendations for improvement.
64. The LGA also facilitates a national workforce planning network bringing together participating councils to share practice and learning, focusing on workforce planning during the pandemic. Between November and March, we launched the Workforce Planning Workshops with 23 councils participating and receiving support through to the end of the 20/21 financial year.

Fire Service Core Code of Ethics

65. We worked in partnership with the National Fire Chiefs Council and Association of Police and Crime Commissioners to develop a fire service Core Code of Ethics. The Code and supporting guidance was launched on 18 May 2021.

Local Government Earnings and Demography Survey

66. For the first time since 2015, the LGA has conducted a [major survey of the earnings and demographic characteristics of the local government workforce](#) – vital information for effective recruitment and retention as well as for promoting diversity. As well as full survey reports, [key workforce statistics are available in infographic form](#), updated whenever new data is available.

Workforce Priorities for 2021/22

67. Some of workforce priorities stem from the MHCLG Grant Determination Letter, others relate to direct grant programmes undertaken with government departments. Workforce also have income generation objectives and provide additional support to the LGA's policy agenda.
68. The 'Supporting Workforce' offer set out in the MHCLG Grant Letter will involve management of national pay negotiations on behalf of all councils, relating to the 2021

pay award and taking forward 2022 negotiations, with joint circulars on relevant issues agreed with Unions.

69. The Supporting Workforce offer will also support councils to build skills, enhance capacity, address challenges, including issues relating to retention, recruitment and new ways of working, meeting workforce planning requirements. All councils will be able to benefit from individual support and advice on mediation, investigation, employment law issues and HR matters.

70. The 2021/22 programme will deliver:

- 70.1 Targeted workforce transformation and support to at least 75 councils. New ways of working support, including guidance and resources to support the effective application of remote and blended ways of working.
- 70.2 Tools and information to understand and provide a holistic approach to inclusive leadership, staff wellbeing and to improve resilience within the workforce, during COVID-19 and beyond.
- 70.3 Specialist HR advice, mediation and investigations carried out as part of the JNC procedure.
- 70.4 Communications with the sector, including workforce bulletins.
- 70.5 Webinars, training, and subject-specific support project, including workforce training opportunities for officers.

71. The Apprenticeship Support Programme will provide support and advice to councils on developing and enhancing apprenticeship programmes. It will deliver:

- 71.1 Management and support of a network of 500 practitioners
- 71.2 10 Apprenticeships MOTs and 20 Expert Surgeries

72. We will also support councils in the implementation of the McCloud age discrimination remedy into public service pension schemes.

73. Engage with HMT and MHCLG to ensure that the return of exit cap legislation provides the appropriate flexibility for employers in workforce reorganisations.

Achievements against priorities for 2020/21: Support for Low Income Households

74. The Reshaping Financial Support programme contract was reviewed in April 2020 to enable it to focus on the significant and immediate impacts of the coronavirus pandemic on household incomes. The LGA was able to draw on the approaches of the core participating councils to inform set up and delivery of a range of covid-related funding for hardship and crisis support, including the MHCLG hardship fund, which focused on reducing council tax liability; Defra's £63m fund for support with 'food and other essentials' and the DWP-administered local covid support grant (also previously called the 'winter support grant'). We were able to reassure ministers on councils' local

approaches, [produce guidance](#) and share learning rapidly and effectively across the sector through regular meetings and webinars. We now have a network of over 250 council officers who regularly engage with our publications and events.

75. Financial inclusion remains a priority as councils support households through the social, financial and economic impacts of the pandemic. We will continue to work with councils, Government and partners to promote and share good practice, and to make the case for a properly recognised and adequately resourced local safety net.
76. As we move out of the worst of the pandemic it is vital that we support councils to identify and share good practice on debt prevention, and supportive and effective approaches to debt recovery and liabilities – balancing income maximisation with support for vulnerable households. We are working closely with the Cabinet Office on the cross-Government response to their inquiry on Fairness in Government Debt Recovery. We have produced draft guidance on local approaches to debt recovery which we will refine with councils and key stakeholders including Government, Money and Pensions Service, charities and debt recovery agencies, as a key component of our work during summer 2021.
77. We are about to publish research commissioned from Europe Economics, which considers the impact of withdrawing support such as the furlough scheme and the £20pw uplift to Universal Credit, which has been extended until October 2021. The report highlights the ongoing challenges that are likely to be faced by many low-income households, as well as the deepening of the challenges that face those households who were already in difficulty when the pandemic began. The LGA conducted a survey of locally-provided support to accompany the research. Alongside the case studies from our RFS programme these are informing a range of discussions with Government on the need for sustainable, preventative funding for financial inclusion and poverty prevention. This includes ongoing work on the future of local welfare funding and the design and delivery of Discretionary Housing Payment. We will also draw on this work to inform our position on the need for protective measures, such as the £20pw UC uplift, to be retained in the mainstream benefits system. We developed an [outline report on LGInform](#), drawing together a range of national datasets, for councils to assess financial hardship and economic vulnerability in their place. This report has been used extensively by councils to analyse impacts in their local area.
78. Throughout the pandemic the LGA continued to highlight the vital role of councils in the wider welfare system, to ensure they were properly funded for local delivery; continued to monitor the impact of the benefits system on council services (e.g. housing and homelessness); and made the case for effective integration and data-sharing to provide efficient, effective support to low-income households.
79. The LGA worked closely with councils and DHSC throughout the design and implementation of the Test and Trace Support Payments scheme. We lobbied persistently and effectively for councils to receive additional funding to meet demand for

their discretionary schemes. We also highlighted the ongoing communications and administrative challenges and facilitated more effective joint working between MHCLG, DHSC and councils to better integrate approaches to financial and non-financial support.

Support for Low Income Households Priorities for 2021/22

80. We have recently brought together a wide range of councils to review and explore local approaches to improving access to affordable credit and financial services. We will shortly be publishing guidance for the sector that we have commissioned from the Financial Inclusion Centre and developed with a range of partners including Fair4All Finance, who have a key role in administering the Government's funding for a No Interest Loans scheme. We will continue to develop this work, which will help to build financial resilience during economic recovery, throughout 2021/22
81. Fair and effective approaches to local government debt recovery will be a key strand of our work in the coming year, building on our work with the Cabinet Office Fairness Group and key developments including the introduction of Breathing Space and Statutory Debt Repayment Plans. We will also continue to work closely with Cabinet Office and councils on the Digital Economy Pilots, which have seen councils successfully share data with HMRC to pursue attachments to earnings.
82. As the immediate emphasis on the pandemic eases, we will return to some of our key priorities for benefits delivery and administration. An ongoing issue which has come back up the agenda is the way that Housing Benefit contributes to the costs of Supported Housing.
83. We will also be working with MHCLG on the transition to the next phase of the Supporting Families programme (formerly Troubled Families).
84. We are in the process of reviewing and strengthening our web content, which will be now be hosted under the 'Communities' heading on the LGA's website
85. A new Senior Adviser for Equalities, Diversity and Inclusion is being appointed to the Policy and Finance team to ensure more effective join-up and prioritisation of these issues. This post will further strengthen the links between our work on socioeconomic disadvantage and other equality issues, for example focusing more on the poorer opportunities and outcomes experienced by some Black, Asian and Minority Ethnic communities; disabled people, lone parents and young people, particularly in more disadvantaged parts of the country.

Achievements against priorities for 2020/21: EU Funding & Successor Funding

86. The Board's priority for 2020/2021 has been to ensure current **EU funding** is fully spent until the end of the 2014-20 programme, utilising new flexibilities to support local economic recovery. The LGA has used to good effect its membership on the EU Funding National Growth Programme Board (GPB) to successfully shape Government plans to ensure parts of the EU Covid recovery funds are locally, rather than nationally, directed including through the Reopening High Streets Safely programme. The LGA will continue to monitor developments at a national level and provide updates as appropriate.
87. As our access to EU funding ceases, the LGA has turned its focus to shaping the domestic replacement known as the **UK Shared Prosperity Fund (UKSPF)** due to be in live running by 2023. Our established line is that it should be place based and directed through local government with maximum flexibility to target local needs. LGA politicians have successfully landed these messages which has resulted in the Government committing to this approach. Over coming months, the LGA will seek to further shape Government thinking around UKSPF including through the Community Renewal Fund pilots, and link with wider policy issue around infrastructure, employability and levelling up investment, which are led by the City Regions and People and Places Boards. This Board may wish to provide a steer on how to feed in and be kept updated on these issues.

Financial Implications

88. All work programmes are met from existing LGA budgets and resources.

Next Steps

89. The Resources Board will discuss and agree the 2021/22 work programme during its first meeting of the new cycle – 22 September 2021.