

Conservative Group



LGA CONSERVATIVE GROUP MANIFESTO





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OUR KEY ASKS OF GOVERNMENT

- Give powers to local authorities to set licensing fees locally, to be determined by local councillors. This will build capacity in licensing departments and support the night-time economy.
- Provide our highway departments with five yearly funding allocations rather than yearly. This will provide highway departments with more certainty so they can plan ahead better.
- Remove the caps on Council Tax (mirroring the existing arrangements for parish councils) which will allow councillors to be held accountable for their decisions on taxation at the ballot box. This recommendation if adopted would highlight to government just how financially prudent Conservative councils can be.
- Prioritise a legislative agenda around flexibility and powers to require high street banks to come together to create banking hubs in our communities.
- Devolve the powers to set fines for fly-tipping, littering and graffiti directly to local authorities. This will allow councils to set at a rate which not only seeks to cover the costs incurred by the local authority to clear fly-tipping, littering and graffiti, but also to make a profit.
- Provide councils with maximum freedom over the use of Apprenticeship Levy funds to help address workforce challenges and create the green jobs of the future. Such powers should include the ability for councils to pool these funds more effectively to meet the needs of their local areas.
- Consider our view that future NHS GP and dentistry contracts should include a duty to cooperate to deal with future housing growth, with powers given to integrated care boards (ICBs) to issue remedial notices where providers fail to deal with housing growth in their areas.

- Introduce legislation to allow a royal commission to consider the future of leisure and sport provision by local authorities.
- Bring exempt accommodation into the planning system, to give local authorities the power to control their spread and prevent the loss of much-needed family housing.
- Give local authorities the ability to set planning fees locally at levels which reflect local demand and allow them to speed up the planning applications process.
- Allow social housing rents to be set locally, determined by councillors, to ensure that the Housing Revenue Account has the long-term financial sustainability which enables councils to invest in social housing.
- Make 100 per cent 'right to buy' receipt collection permanent to give councils a powerful arm to build more social housing.
- Adopt the LGA's Work Local model to empower local leaders to increase employment levels in communities.
- To support emerging technology that reduces the workforce pressures on adult social care, issue tax breaks to businesses who create the innovative solutions needed to ease the pressures in adult social care.

FOREWORDS

ON YOUR SIDE. WITH YOU, FOR YOU.

Since the Conservative Party's historic win at the 2019 General Election, Conservatives in local government, working with our Members of Parliament and Peers, have continued to deliver for communities up and down the country. The Conservative local government family has and always will work in partnership, as equals, with the Conservative Government.

During the Coronavirus pandemic, it was councils that supported the Government in distributing business loans and grants worth millions to the economy to keep businesses afloat. More recently, it was local authorities that once again stepped up to the mark in making sure that 112,000 Ukrainian nationals were able to settle into the UK as part of the 'Homes for Ukraine' scheme.

Local Government is trusted more than ever before. Research by the Association for Public Service Excellence (APSE) states that three times as many people trust local councils (51 per cent) over the Government (15 per cent) to make decisions about how services are delivered locally.¹

The LGA Conservative Group wants to empower Conservative councillors so that we can make our communities richer and stronger. Conservative councillors desire to use the powers they have to create communities with a sense of aspiration, freedom and security. The recommendations in this publication will give the Conservative local government family the powers they need to achieve that.

As we approach the next General Election, potentially less than a year away, this publication seeks to give Ministers, Members of Parliament, Peers, Special Advisers, and the entire Conservative family ideas and policies that the Party should seek to commit and implement in the next Conservative Government. We believe the ideas and recommendations presented in this publication should be embedded in the King's Speech immediately following the General Election.

Thank you for taking the time to read.

Mour



Councillor Kevin Bentley

Leader, Conservative Group, Local Government Association

WE ALWAYS BOUNCE BACK BETTER THAN BEFORE AND CAN BE TRUSTED BY OUR VOTERS.

There is a reason that our Party is one of the most successful political parties in the western world. It's because we adapt, evolve, and react to the changing world and the priorities of our residents. Sometimes, we're ahead of that agenda. Sometimes, we learn the hard way through election losses. But we always bounce back better than before and can be trusted by our voters to deliver on the issues that are important to them.

These last few years have been a rollercoaster of ups and downs, especially at a national level. From a multitude of elections and prime ministers, a worldwide pandemic, war in Europe to a damaging inflationary environment, things have not been easy to say the least.

But two things have struck me recently. Firstly, that Conservative local government has taken all of the above in its stride: with seamless professionalism and unstoppable determination – continuing to deliver excellent services to our residents where we are running councils and defending our residents' interests through effective scrutiny where we are in opposition. And, secondly, that it really does feel like the worst is over. We have an excellent, engaged and effective prime minister in Rishi Sunak, both the economy and inflation are on the road to recovery, and there are signs that the voter fatigue in our Party is waning. But there is still much, much more to do.

That's where this manifesto steps in. Put together by crack team of Conservative councillors, drawing inspiration and input from across our local government family, it sets out some of our key ideas and recommendations as we move forward to the general election. It's not definitive, nor should it be. We've been clear that it should be based on realistic proposals – mindful of the fact that continually asking for more money in the current environment is unlikely to be pragmatic. But it is Conservative: expanding some of the best practice shown by our colleagues and setting a clear path to the future.

I'm immensely proud of the new, closer working relationship that Kevin and I are fostering between the Conservative Councillors' Association and the LGA Conservative Group. Working together as the Conservative family that we are, we WILL deliver for you, just as you all deliver for local councils far and wide.

And this plan will help with that journey, as we once again forge the course to victory.



Councillor Philip Broadhead

Chairman, Conservative Councillors' Association

MAKING LIFE BETTER BY INVESTING IN THE PLACES WE CALL HOME

As the prominent US Political Strategist, James Carville, put it in 1992, "It's the economy, stupid!". The economy will be one of the key issues at next General Election given the global cost of living pressures. Polling by IPSOS Mori in May 2023 on the most important issues facing Britain today found that the top two issues were inflation/prices (at 38 per cent) and the economy (at 35 per cent).

It's a Conservative Prime Minister in Rishi Sunak who has re-stabilised the economy following Putin's illegal invasion of Ukraine with inflation falling in July 2023. The economy can continue to stabilise, but Government must understand that its local leaders that can be at the heart of bringing forward economic growth in their communities.

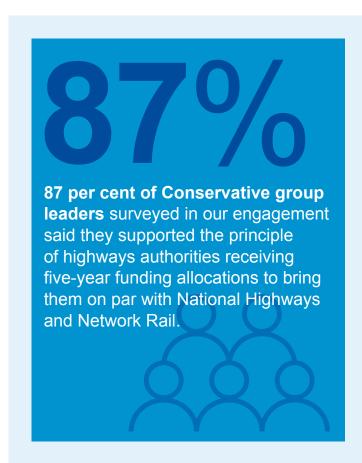
Economic growth and investment does not come from behind a desk in Whitehall. Look no further than Andy Street in the West Midlands. He has demonstrated that local leaders are best placed to drive forward economic growth in local areas, increasing employment and allowing people to spend the money they earn in their communities.

Conservative councils prove that when powers are given action is delivered. For example, Wychavon District Council in Worcestershire has invested £600,000 in creating new business units to support growing local firms and footfall across its town centres increased by 84 per cent between November 2020 and November 2022.

To support local authorities to bring growth and investment into our areas, we believe the Government should do the following:

- The night-time economy is a huge asset to cities and town centres across the country.
 At present, the fees for applications to councils under the Licensing Act (2003) are set by Government. To help increase the capacity of licensing departments and speed up applications we ask that Government allows councils set licensing fees locally, to be determined by local councillors.
- Connectivity is key to making sure that people can access their local economy. We believe
 that when it comes to highways and local transport capital and maintenance programmes,
 local authority highways departments should be on the same footing as National Highways,
 Network Rail and mayoral combined authorities. We ask that highways departments
 receive five-year funding allocations from Government, taking into consideration
 inflation, for highways and local transport capital and maintenance programmes,
 with the freedom to determine priorities locally.

- As part of the localism agenda, we believe that local authorities require more freedoms and flexibilities around local government finance to ensure that Conservative councils can continue to provide high quality public services for the communities they serve. Ministers in HM Treasury have the freedom to decide what levels of Income Tax and National Insurance will be levied each year (subject to approval from Parliament) and councillors should likewise be able to set Council Tax at the level that they wish. We ask that that the Government removes the caps on Council Tax (mirroring the existing arrangements for parish councils) which will allow councillors to be held accountable for their decisions on taxation at the ballot box. This recommendation if adopted would highlight to government just how financially prudent Conservative councils can be.
- High street banks are a vital part of our economic centres, bringing people into our cities and towns who then use other businesses in the vicinity. Yet, each year, more and more high street banks are closing. According to the consumer watchdog 'Which?' in 2022, "Nearly 5,000 bank branches have been closed since 2015 or are scheduled to be shut"². We ask that the Government prioritises a legislative agenda around flexibility and powers to require high street banks to come together to create banking hubs in our communities.





Cllr Kristofer Wilson and Cllr Clare Golby, Leader and Deputy Leader of Conservative controlled Nuneaton & Bedworth Brough Council, launching their ambitious £68m town centre regeneration package for Nuneaton town centre.

CREATING A GREENER ECONOMY AND ENVIRONMENT WE CAN BE PROUD OF

It is the natural and principled instinct of Conservatives to protect the environment we live in and conserve the habitats that we share. It was Margaret Thatcher, in her address to the United Nations General Assembly in 1988, that paved the way for the debate that is taking place today:

"It is mankind and his activities that are changing the environment of our planet in damaging and dangerous ways. The result is that change in future is likely to be more fundamental and more widespread than anything we have known hitherto. Change to the sea around us, change to the atmosphere above, leading in turn to change in the world's climate, which could alter the way we live in the most fundamental way of all."

(Extract from Margaret Thatcher's speech to the UN General Assembly in 1988).

In an increasingly uncertain world, it is the job of Conservative local government, working with our partners in Government, to enhance energy security, reduce energy bills for our residents and help create the green jobs of the future as part of our drive to achieve net zero.

Let's be under no illusion, while the 'left' may take ownership and credit for the successes in the environment and energy, the reality is that it is Conservatives at all levels of government that have delivered real changes on the ground.

Conservatives in local government have a strong track record in protecting the environment. For example, with support from central Government, councils have received £775,000 in grant funding to tackle fly-tipping, leading to the successful prosecution of thousands of fly-tippers.

We believe our residents should have the freedom to choose how they travel. In several Labour and Liberal Democrat councils across the country, many have disregarded the views of many residents and decided to impose unreasonable low emission zone charges. As Conservatives, we believe that we must bring our residents along with us on the journey to net zero and not simply impose additional stealth taxes on them.

Those who drive will remember the time they passed their driving tests, that sense of freedom and the ability to take whatever direction in life one desired. We must stop the ongoing war against the motorist, whether in the form of the expansion of ULEZ or the implementation of low traffic neighbourhood schemes. It is the car that brings about employment and drives growth, and we should never forget that. It is only Labour and Liberal Democrat councils that are implementing white elephant schemes to cause misery to motorists. We should aspire to be in the position of giving our residents maximum choices on transport use, providing cheap and reliable access public transport as well. Aspiration, freedom, and security represents everything that we stand for. The car, to many, represents everything that we stand for as Conservatives.

Bringing about net zero requires the Conservative Party to bring residents onside as we seek to transition. Part of this means highlighting the positive case for transition including employment opportunities. As Conservatives, we should use the net zero transition to work alongside the private sector to create the new green jobs of the future, building on the innovative work already done by the private sector.

It is the responsibility of Conservatives to build a greener economy that we can all be proud of for future generations. While Government should be looking to the private sector to bring forward innovative solutions, evidently Conservative councillors have demonstrated that with support and powers from our partners in Government, we



Clir Kay Mason Billig, Leader of Norfolk County Council, out on a litter pick in her ward.

can effectively tackle the problems facing our environment together.

- It was confirmed by the Department for Environment, Food and Rural Affairs (Defra) some time ago that in one year alone it cost local authorities £50 million to remove small and large-scale fly-tipping³. While we welcome Defra's decision to increase the amount that councils can fine, in most cases these fines don't cover the clean-up costs incurred by refuse departments. We ask the Government to devolve the powers to set fines for fly-tipping, littering and graffiti directly to local authorities. This will allow councils to set at a rate which not only seeks to cover the costs incurred by the local authority to clear fly-tipping, littering and graffiti, but also to make a profit.
- To create a greener economy, we need a workforce with the skills to bring it about.
 We ask Government to provide councils with maximum freedom over the use of
 Apprenticeship Levy funds to help address workforce challenges and create the green
 jobs of the future. Such powers should include the ability for councils to pool these
 funds more effectively to meet the needs of their local areas.

FOCUS ON CONSERVATIVE-CONTROLLED BUCKINGHAMSHIRE COUNCIL Last year Conservatives in Buckinghamshire, backed with funding from Defra, launched their Waste Enforcement Surveillance System. The project uses strategically placed ANPR cameras to fill 'gaps' in the Thames Valley Police system in areas where Buckinghamshire is most hit by fly-tipping brought in from outside the county. To highlight how this works, one camera near Beaconsfield allowed the council to 'detect' the commercial abandonment of an HGV trailer one early morning. That case is now before the council's legal services team and will involve the council seeking to reclaim Buckinghamshire Highways costs of several thousands. Buckinghamshire is now embracing artificial intelligence to catch fly-tippers and this phase is currently in development.

HEALTHIER LIVES WITH ACTIVE LIFESTYLES, HOWEVER OLD YOU ARE

Healthier lives with active lifestyles evidently equal happier lives for our residents. Hyper-local healthcare issues – such as problems accessing GP services or registering with dentists – are often raised by residents with councillors and MPs on the doorstep.

During the 19th century, it was compassionate Conservatives like Joseph Chamberlain, who was Mayor of Birmingham during the 1870s, who understood the importance of healthier lives for communities. It was Mayor Chamberlain who managed to oversee the clearance of slums in the city and the creation of parks for people to enjoy, in addition to ensuring that Birmingham residents had access to clean water. Mayor Chamberlain understood that healthier lives also meant happier lives.

Whether those on the left of British politics like it or not, the principle of a National Health Service was established by Conservatives in government. In 1944, it was a Conservative Health Minister, Henry Willink, that introduced the white paper that called for the creation of the National Health Service.

The NHS has been successfully managed under Conservative governments for many more years than under Labour governments, and Conservatives must continue to think innovatively about how we can empower local leaders, including councillors, to support our local healthcare systems.

But, as Conservatives, we should also remember that we are the party of fiscal responsibility and everything that the Government does with healthcare, whether that be GP provision or dentistry, must be at in the interest of the economy in line with the Prime Minister's commitment to bring down inflation.

We believe the Prime Minister is right to prioritise the cutting of NHS waiting lists as part of his five-point plan for 2023. Research conducted by the LGA Conservative Group found that 94 per cent of Conservative group leaders said that access to GP and dentistry provision was an issue at the recent local elections.

Healthier lives don't just mean ensuring that we have a healthcare system that is fit for the 21st century but also mean that residents must have access to decent leisure and sporting facilities. We view leisure and sport provision as a key part of the preventative healthcare service that is provided by local government, for example, through swimming lessons for children. A report this year published by the All Party Parliamentary Group for Water Safety and the Royal Life Saving Society UK highlighted that, in 2022: "35 children died from accidental drowning, the equivalent of more than a classroom of children. Comparing this to the five-year average, there was a huge 46 per cent increase in the number of accidental fatalities amongst children in 2022"⁴. This highlights the importance that local authorities play in prevention.

To empower our local leaders to bring about healthier lives with active lifestyles, we believe the Government should consider the following:

- We have a growing population in the UK and as is already the case, the demand for an increase in housing supply will become a necessity. But an increase in housing also means that we need to have the right infrastructure and services in place for residents in these new homes. This very much includes access to adequate GP and dentistry provision where residents have the ability to seek appointments with little inconvenience. We ask Government to consider our view that future NHS GP and dentistry contracts should include a duty to cooperate to deal with future housing growth, with powers given to integrated care boards (ICBs) to issue remedial notices where providers fail to deal with housing growth in their areas. Of course, health providers and integrated care boards do receive Section 106 contributions and the Government should ensure that these contributions from developers are indeed spent on improving access to services in communities with an increase in housing supply.
- In England alone, it is estimated that local authorities spend around £2.2 billion per a year on culture, leisure, and sport provision. Yet, according to the UK construction firm Willmott Dixon: "74 per cent of council areas are classified as 'unsecure' meaning there is a risk of leisure centre closures or reduced services before March of next year." Despite leisure and sport provision being a non-statutory service that our councils provide, it is recognised by our councillors that leisure and sport provision is essentially the health service that is provided to our residents through local authorities, working hand in hand with health providers to reduce obesity levels and improve wellbeing in our communities. Considering the concerns about the existing infrastructure councils have in place for leisure and sport provision, with many leisure centres built in the 1970s. We ask the Government to introduce legislation to allow a royal commission to consider the future of leisure and sport provision by local authorities. This will enable a serious debate to take place around what the role of local government is in providing leisure and sport provision.

"As someone who was part of a swimming club as a child and became a qualified swimming teacher, I know how important council sport and leisure centres are to residents of all ages. Council facilities provide people the opportunity to take part in sport at low cost. However, many of our sports and leisure centres are in need of investment to secure their future. We believe the Government should introduce legislation to allow a royal commission to consider the future of leisure and sport provision by local authorities. This will enable a serious debate to take place around what the role of local government is in providing leisure and sport provision."

Cllr Joanne Laban, Deputy Chair of the LGA Culture, Tourism and Sport Board and Councillor in the London Borough of Enfield

BUILDING THE HOMES OF THE FUTURE

As Conservatives, we should once again aspire to become the force in British politics that advocates for the principle of a property-owning democracy. History shows that the Conservative Party is at its best electorally when we prioritise house-building. In 1951, Winston Churchill triumphantly returned the Conservatives to government on a manifesto of property ownership.

"Housing is the first of the social services. It is also one of the keys to increased productivity. Work, family life, health and education are all undermined by crowded houses. Therefore, a Conservative and Unionist government will give housing a priority second only to national defence." (Extract from the Conservative Party manifesto for the 1951 General Election).

In 1980, it was Margaret Thatcher that introduced the 'Right to Buy', which increased property ownership by 12 per cent over just three years.

Research by the Adam Smith Institute in 2021, co-published by CT Local, indicated that a commitment from the Conservative Party to build 2 million more decent homes, with the right infrastructure in place, could lead to 1.6 million people switching to the party⁷ – a swing that would see the Government re-elected with a strong majority.

Not only is property ownership a core Conservative belief, it gives people a stake in society. Our party can once again become the party of property ownership. To do this, serious reforms are needed in the planning system to increase housing supply and ensure that new homes are decent and affordable. In addition, we should also be looking at the planning systems used overseas, for example, housing developers in France are mandated to include signs on new developments confirming when a development will be completed by.

To turbocharge housing delivery, the Government can introduce immediate measures to support councils in delivering the homes of the future. These include:

• Exempt accommodation, as currently operated, serves neither its users nor local communities well. It also fails to deliver value for money for the taxpayer with all the associated problems driving up costs across different public sector organisations. Existing planning laws and problems with the benefits system combine to create a situation where some local neighbourhoods are becoming unrecognisable, with rising crime and antisocial behaviour and a loss of family housing, while trapping ex-offenders and drug users in a vicious cycle. We ask Government to bring exempt accommodation into the planning system, to give local authorities the power to control their spread and prevent the loss of much needed family housing.

Across the country, planning departments are facing huge challenges with workforce
retention, primarily due to competition from the private sector. This has led to some planning
departments experiencing significant backlogs of applications. We ask the Government
to give local authorities the ability to set planning fees locally at levels which reflect
local demand and allow them to speed up the planning applications process.

Evidence shows that investment in the next generation of social housing could return £320 billion to the economy over the next 50 years. For every social home built, the Government can save £780 in housing benefit⁸. However, to build more social housing, local authorities need more funding flexibility in the Housing Revenue Account to invest in the social housing of the future. For this reason, we recommend the following:

- While councils set social housing rents as part of the annual budget process, Government at
 present sets caps to determine social housing rents. We ask Government to allow social
 housing rents to be set locally, determined by councillors, to ensure that the Housing
 Revenue Account has the long-term financial sustainability that will enable councils to invest
 in social housing.
- Conservative councillors welcomed the announcement from the Department of Levelling Up, Housing and Communities (DLUHC) in April 2023 that councils can keep 100 per cent of their 'right to buy' receipt for the next two financial years. However, we believe this must be made permanent. Research from the LGA indicates that only 30 councils collect 'right to buy' receipts that are more than 40 per cent of the replacement costs. We ask Government to make 100 per cent 'Right to Buy' receipt collection permanent to give councils a powerful arm to build more social housing.

"Bringing exempt accommodation into the planning system so that the expansion can be regulated, and where required restricted,

will make a huge difference to communities like mine in Birmingham. Too often, rogue landlords have let down the people in the accommodation, and the neighbours near exempt accommodation, so planning permission should be required to better protect residents. This is why I welcome the LGA Conservative Group's call for exempt accommodation to be brought into the planning system."

Gary Sambrook MP, Member of Parliament for Birmingham Northfield



Clir Dan Swords, Leader of Harlow Council, kickstarts a new high-quality residential development to boost the local economy and deliver the homes of the future in Harlow.

STABLE FAMILY LIVES

As Conservatives, we believe in the principle of equality of opportunity. That feeling that, regardless of one's background, anyone can aspire to be whatever they wish to be. We believe that it is the job of Government to ensure that no stone is left unturned in the mission to ensure that every child, family and individual that aspires to improve their life can do so, no matter what their background. In other words, the role of Government should be to lift the barriers on aspiration and provide opportunities to further enshrine our country as the meritocratic society it is. To put it simply, we want to give people a hand up the ladder and not a hand out.

It was the Conservative Party that selected the daughter of a greengrocer from Grantham, Margaret Thatcher, to become Britain's first female prime minister. Before her, it was Edward Heath, the son of a lady's maid and carpenter, who secured a scholarship to attend Oxford before going into Conservative politics. In 1990, we saw John Major become prime minister, having been brought up in a working-class family from Brixton. As Conservatives, we don't look at one's personal background before making judgement, we consider whether the individual has the ambition and drive to get on in life.

Our track record in government on increasing ambition and meritocracy speaks for itself. One of the keys to unlocking freedom is employment. In the north east of England, under a Conservative government, 17,310 apprenticeships were started between 2019 and 2020 alone and the Government's new HM Treasury campus in Darlington has created nearly 300 jobs as part of the Places for Growth programme. Recent employment statistics show that we now have four million more people in work since 2010, giving families the security of good job.⁹

By reducing barriers and providing opportunity we establish stable family lives. In local government, our councillors, carrying out their duties in relation to education, adult social care and children's services, to give just a few examples, are transforming lives and providing new opportunities every day of the year.

To support councillors in delivering stable family lives, we believe that Government must empower councils with the powers needed to drive employment and create economic growth. The recent clarification over who will take on the responsibilities of former local enterprise partnerships (LEPs) is welcomed, but it also marks an opportunity for Government to empower councils. In addition, we should absolutely embrace emerging tech to support the ongoing workforce capacity issues experienced in adult social care. For this reason, the Government should adopt the following:

- Gaining decent employment is key to establishing stable family lives. We ask Government to adopt the LGA's Work Local model to empower local leaders to increase employment levels in their communities. In England, 49 national employment and skills-related schemes or services are managed by multiple Whitehall departments and agencies, delivered over different boundaries by various providers. No single organisation is responsible for coordinating this locally, making it difficult to target and join up provision for learners, unemployed people, career changers and businesses. The LGA's Work Local model supports the creation of a 'one stop' employment service rooted in place, with clear and responsive local leadership driven by local opportunities and needs. Our cost benefit analysis of this proposal suggests that, in a larger combined authority, this proposal would provide an £80 million boost to the economy and a £52 million per year saving to taxpayers.
- Adult social care remains one of the biggest challenges for local government today.
 Clearly, there needs to be a debate around funding, but we should also embrace innovation particularly in relation to assisted living. To support emerging tech that reduces the workforce pressures on adult social care, we ask the Government to issue tax breaks to businesses who create the innovative solutions needed to ease the pressures in adult social care.

"Local leaders are best placed to make local decisions around employment and skills funding in the communities they serve. My council area includes the

town of Scunthorpe which, for the first time since 1983, elected a Conservative member of parliament at the General Election of 2019. I support the calls of the LGA Conservative Group to ask government to adopt the proposals set out in the LGA Work Local package. In my own area, Conservative councillors in North Lincolnshire have already demonstrated that we can deliver on increasing employability. In May, working alongside the Department for Work and Pensions (DWP), we hosted a 'Get that job' event which brought together local employers and offered workshops on CV- and application-writing, IT skills and personal wellbeing. With powers from Government, we can deliver!"

Cllr Rob Waltham MBE, Leader of North Lincolnshire Council



Conservative councillors in Newport, supported by their local Assembly Member **Laura Jones MS**, recently hosted a cost of living fair for local residents. The Cost of Living Advice Fair saw a steady stream of residents throughout the morning keen to find out more about the support available across the city, and many took away leaflets, literature and contact details detailing more about the support available.

ENDNOTES

- 1. https://apse.org.uk/index.cfm/apse/news/articles/2021/councils-the-most-trusted-to-provide-and-deliver-services-in-peoplee28099s-local-area/
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- 10. www.local.gov.uk/publications/work-local-benefits-improving-employment-and-skills-outcomes

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