

A FAIRER FUTURE FOR COUNTIES

COUNTY COUNCILS NETWORK

CCN Business Plan & Work Programme 2019/20

CCN

COUNTY COUNCILS NETWORK

Your Network

The County Councils Network (CCN) is the national voice for county councils and county unitary authorities, representing you and your councils on the national stage.

In total, the 36 councils that make up the CCN contain over 2,600 councillors representing 47% of the population, 26 million residents and 86% of land in England.

A cross-party, member-led organisation, CCN develops policy, commissions research and presents evidence based solutions to Government and other key influencers on behalf of counties.

To support transformation and the efficient delivery of essential public services we act as a network to share best practice, innovation, and ideas between councils.

Over the past few years, CCN has grown into a prominent, influential and nationally respected research and advocacy organisation; acting as the main voice for member councils to ensure counties have the powers and resources to meet the needs and aspirations of their residents.

Contents

Foreword.....	3
CCN Vision, Aim & Objectives	5
Campaigns & Policy Development	6
Public Affairs	12
Media & Communications	14
Work Programme Priorities	
Fair & Sustainable Funding	18
Adult Social Care & Health.....	20
Children's Social Care	22
Housing, Infrastructure & Transport.....	24
Economic Growth & Brexit.....	26
Transformation	28
Your Team.....	30
Association of County Chief Executives.....	31

How to engage with CCN

Follow us on Twitter

 @CCNOffice

Follow us on LinkedIn

 County Councils Network

Follow us on Facebook

 County Councils Network

On our website www.countycouncilsnetwork.org.uk

Dates for your diary:

21 May.....	Executive meeting
2 July.....	CCN LGA Reception
11 July.....	Executive meeting
19 Sept.....	AGM & Council
17 – 19 Nov	CCN Annual Conference

For more information on any of these events, email countycouncilsnetwork@local.gov.uk

Foreword

We have had a strong year flying the county flag, with the County Councils Network positioning itself as the voice for non-metropolitan England.

CCN played a pivotal part in securing substantial extra social care and highways resource in the October Budget, and the preceding local government finance settlement, as well as modest concessions in special educational needs funding. We have been at the forefront of the debate on the big issues facing local government outside of finance; on planning reform, on the growth agenda, and of course, on the future of adult social care funding.



Importantly, we have a team of ministers now in Marsham Street who are acutely aware of the pressures we are all facing in the medium to long-term; and good, trusted relationships to influence decisions over the coming period. The key now is arming them with the evidence they require to make a pitch to the Treasury for additional resource for local government.

In this vein, we will continue to put forward clear and compelling evidence that will influence those in the corridors of power in the coming crucial months. Despite our positive story over the last 12 months, we cannot rest on our laurels as we begin to write the next chapter.

So, what will CCN be seeking to influence this year?

- **The conclusion of the Fair Funding Review:** We must ensure that the fair funding review proceeds to implementation, offering compromise in some areas. The new methodology must be fair, needs-led, and evidence-based, and we must produce evidence on why the current system is **out of date and unfit for purpose**.
- **The Spending Review:** It is paramount that local government makes a strong and united case for additional resource for councils, both revenue and capital, in this year's Spending Review, with counties engaging in constructive challenge with ministers and showcasing the value of investing in local government.
- **The future of adult social care:** Continuing to advocate for a sustainable financial solution to adult social care; encouraging government to be bold in reform whilst delivering a clear message that any change and plans for closer integration with more community-led care will not be successful without a continued and enhanced role for local government.
- **Counties as strategic authorities:** Positioning counties as 'strategic authorities', in tandem with urban metro-mayors; with new strategic powers to drive growth, accelerate housebuilding, public service reform, and to address skills mismatches.

In influencing these key workstreams, we have launched our campaign, A Fairer Future for Counties, which aims to positively illustrate the value of investing in county areas, and why extra powers will be necessary if we are to fulfil the ambitions we have for our communities.

We look forward to your support throughout the year in ensuring that county areas have a fairer future to look forward to.

A handwritten signature in black ink, appearing to read 'Paul Carter'. The signature is stylized and cursive.

CLlr Paul Carter, CCN Chairman

CCN

COUNTY COUNCILS NETWORK

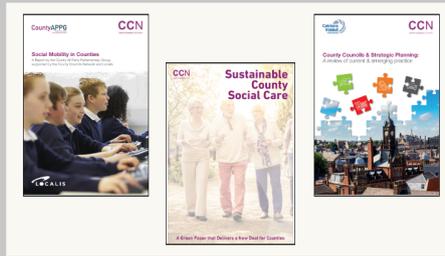
THE VOICE OF COUNTIES

INFLUENCE



CCN is a small but influential organisation based in Westminster; helping shape government policy and decisions, and helping shape the local government sector narrative on issues that matter the most to county authorities.

RESEARCH



CCN has published comprehensive and compelling research which has influenced government thinking and sector debate. Recent work includes a policies paper on adult social care, a study on county social mobility, and on strategic planning.

A VOICE FOR YOU



CCN is the voice of counties - the only national body dedicated to fighting the county corner. It outlines the county-specific challenges - and opportunities - facing its member councils on a national scale - with clear advocacy successes.

SUPPORT



Alongside our national advocacy, CCN provides a range of support services to member councils, from councillor meetings, communications support, officer groups, expert advice, briefings, and networking events.

CCN SPOKESPEOPLE

- CCN Chairman - Cllr Paul Carter
- Finance Spokesman- Cllr Nick Rushton
- Health and Social Care Spokesman- Cllr David Williams
- Housing, Planning, and Infrastructure Spokesman_- Cllr Philip Atkins
- Education and Children's Services Spokesman- Cllr Carl Les
- Industrial Strategy Spokesman- Cllr Simon Henig
- Reform Spokesman- Baroness Jane Scott
- Devolution Spokesman- Cllr Martin Hill



CCN GOVERNANCE

- CCN Council sets out and approves the network's budget and programme of work. It contains at least four members from each council
- CCN Executive, a smaller body of nominated councillors, oversees the delivery of the network's work programme.
- CCN's Management Committee and team in Westminster oversees day to day operations

CCN Vision, Aim & Objectives

Vision

To ensure CCN is an influential and respected network, advocating innovative policy solutions on the challenges facing local government and the wider public sector.

Aim

Ensure counties have the powers and resources to meet the needs and aspirations of their residents on issues of particular importance to our councils and their communities.

Corporate Objectives

- **Influence public policy at national level**
Act as the voice for county councils and unitary counties, advocating and representing members' views within the LGA, across Whitehall and to key influencers.
- **Produce original research and innovative policy solutions**
Produce or commission original research to support the development and advocacy of innovative policy solutions, addressing the unique demographic, financial and geographical challenges facing counties and their residents.
- **Enhance the profile of CCN**
Continue to raise the profile of CCN, lead members and officers through development of strong, impactful and consistent external and internal communications alongside a targeted public affairs strategy.
- **Support member councils and share best practice**
Act as a gateway to Whitehall for member councils. Share intelligence and best practice to support member councils and public sector partners to continue to be the most effective and efficient organisations in the public sector.
- **Corporate resilience**
Identify strategic risks and set out organisational and financial strategies to ensure the network is resilient and sustainable over short, medium and long term.

Campaigns & Policy Development

Our Approach

Our primary objective is to act as the voice for counties, advocating and representing members' views across Whitehall and to key influencers, including the LGA, through dedicated campaigns and policy development.

Over the past twelve months CCN has continued its journey to become one of the most recognised national representative bodies across the public sector. This is against a background of some of the most uncertain and turbulent political events in modern times.

Our campaign and policy achievements over the past year have demonstrated that **we have influenced public policy at a national level** more so than ever before.

Despite the dominance of Brexit, we have delivered better policy outcomes for our members across a wide range of areas. CCN continues to punch above its weight, leveraging influence to increase the financial resources available to our members.

This year, we have seen the most successful year for our advocacy, delivering additional funding for our member councils and making a prominent case for counties in the Fair Funding Review.

In total, our member councils received £716m of the total additional core resources announced in the budget and settlement, an average of £20m per council.

Our campaigns and policy development have centred on **producing original research and innovative policy solutions**, enhancing our reputation in our core policy areas, while successfully expanding our portfolio of policy development into new territory.

Our internal resources have been deployed to strengthen our expertise across local government finance, adult and children's social care, devolution and structural reform. And we have established ourselves as major national stakeholders on policy development and research in the housing and social mobility fields.

Moreover, we have continued to work with leading external agencies and national bodies to commission original research, leading to the development and advocacy of innovative policy positions.

We have built new relationships with private and public sector influencers, established long-term collaborative relationships with organisations capable of adding weight to our voice, such as PwC, LG Futures, Grant Thornton and the Town & Country Planning Association.

Our research and policy development have been complemented by a communications and public affairs strategy that has **enhanced the profile of CCN** nationally and locally.

As this document shows, CCN has had its most impactful year across the national media, alongside our ever-present profile across the trade media. And across Westminster, Whitehall and the corridors of Parliament, our public affairs strategy has improved our access to ministers, MPs and civil servants.

Internally, our membership offer has been improved to **ensure we better support member councils and share best practice**. CCN has maintained and improved our officer working groups and continued to successfully deliver our support for the Association of County Chief Executives (ACCE).

This has provided a better platform for member councils to share best practice, shape the policy development of CCN and gain direct access to decision makers in Westminster. Our annual conference remains one of the go-to events of the local government calendar; once again drawing high profile speakers.

All of our achievements have been underpinned by **corporate resilience** and a long-term, sustainable financial strategy for the network.

Better Outcomes

What we delivered in 2018/19

- **Winter Pressures Funding:** CCN advocacy with partners across the sector highlighted winter pressures in the health and social care system. This led to the in-year investment of £240m, funding that will be repeated in 2019/20. CCN councils will receive 44% of this funding.
- **Social Care Funding:** This year, CCN's targeted advocacy helped the sector secure £410m of additional funding for social care. Our advocacy was directly responsible for ensuring that this funding was distributed via the adult social care relative needs formula - and contained the flexibility to be used across children's social care.
- **Roads Investment:** Our dedicated advocacy on the funding pressures highlighting planned reductions in road maintenance helped secure in-year investment of £420m for local highways. Our member councils received 71% of this funding, with the government distributing the funding according to road length; a direct recognition of the pressures in county authorities.
- **Negative Revenue Support Grant:** This year saw confirmation that Negative RSG would be cancelled. This followed a two-year campaign on behalf of those member councils affected by the policy.
- **Fairer Funding:** CCN has maintained and grown the momentum on our fair funding review campaign. Our advocacy resulted in the recent consultation setting out welcome proposals that have the potential to deliver a much fairer funding formula for counties.
- **Social Care Green Paper:** Earlier this year CCN published its own positioning paper to influence the development of the long-trailed reforms to social care. The report has been downloaded over 1,150 times and position CCN as a key stakeholder on the future of health and social care.
- **High-Needs Funding:** CCN research highlighted escalating overspends in high-needs education funding. In December this helped secure an additional £250m of funding over two years.
- **Business Rates:** 12 out of the 15 new 75% business rate retention pilots are in county areas. CCN has specifically argued that the London pilots should be reduced to the same level as those open to counties, with the resources reinvested to ensure more counties benefit.
- **Social Mobility:** CCN on behalf of the County APPG conducted a comprehensive inquiry into social mobility in county areas. With support from Localis and evidence submitted by member councils, the report made a major impact across the sector and Parliament.
- **Housing:** CCN has become a national stakeholder on housing policy, building on its advocacy on strategic planning. We launched two research reports and hosted the first national conference dedicated to the strategic role of county and county unitary authorities in housing, planning and infrastructure.
- **LEP Review:** Following several years of advocacy on the importance of coterminosity of LEP boundaries, the government announced in its LEP review it would seek to eliminate overlaps.
- **Reform:** CCN continued to shape the national narrative on local government reorganisation. We have supported Dorset Council, securing their continuing membership from April 2019 and our advocacy helped turn the Government's minded-to decision in Buckinghamshire into a final decision.
- **Devolution:** After officially adopting CCN's call for a more open, transparent and structured approach to devolution through the publication of a 'common framework', the network has continued to make the case for ambitious devolution deals for counties. CCN has been engaging government to ensure non-mayoral and combined authorities' models are considered, while ensuring the integrity of county geographies.

Our Support for Members:

Publications & Research

We continue to utilise our internal resources and commissioning budget to provide evidence-based research on the most important issues facing local government. This year, we have delivered a more diverse range of research, covering a wider range of subjects; from social mobility, to housing, public health, to home to school transport.

Download all our research by visiting

www.countycouncilsnetwork.org.uk/advocacy/publications-and-research



Consultations & Submissions

Over the past twelve months, CCN has focused on responding to consultations that are most important to our member councils and advance the overall objectives of the work programme. Key responses include two comprehensive responses to the fair funding review, Autumn Budget and local government finance submissions, and consultations on reforms to CIL and disabled facilities grants.

Download all our responses by visiting

www.countycouncilsnetwork.org.uk/advocacy/submissions



Communications, Briefings & Campaigns

CCN provides a host of regular monthly communications, while increasing the amount of dedicated briefings and campaign materials for member councils and county MPs, such as infographics. Our chairman's update provides leaders and cabinet members with the latest developments, while our director's update informs senior management of the key issues impacting local government. We have also increased the frequency of our newsletter, reflecting the increased output from the organisation and the need to keep members and external partners informed.

Email ian.burbidge@local.gov.uk to find out more and you can download all our campaign materials and briefings here
www.countycouncilsnetwork.org.uk/advocacy



Member Meetings & Conference

Part of CCN's core business is our five council and executive meetings and our annual conference. CCN continues to ensure our member meetings and associated papers provide lead members with the most up-to-date information and intelligence on the changing landscape of local government and provides all our member councils with the opportunity to shape our national advocacy.



Council Advice & Regional Meetings

While one of CCN's strengths is being located in Westminster to represent member councils in Whitehall and the LGA, we are increasing our daily contact with member councils to provide bespoke expertise advice and intelligence gathering. We are also undertaking regional visits to ensure each individual council's voice is heard in the work of CCN.

If you would like CCN to visit your council or a regional meeting, please email simon.edwards@local.gov.uk.

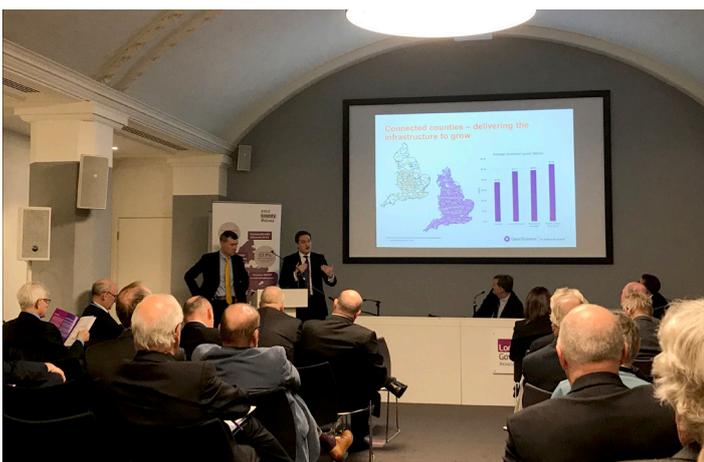


ACCE & Officer Groups

Over the past 12 months, CCN has completed its first year providing dedicated support to the Association of County Chief Executives. More information on ACCE can be found on page 31 of this business plan. Alongside our support for ACCE, CCN has four dedicated officer groups. These groups meet separately on a quarterly basis and provide access to senior officers in our member councils to policy makers and national influencers, while providing a forum for member councils to share common issues, challenges and best practice, and directly influence the policy development of CCN.

- Policy & Strategy Group – Corporate policy network
- Health & Social Care Forum – Senior adult social care policy network
- Directors of Children's Social Care Forum – director-level children's social care network

For more information on your representatives at these meetings, please contact james.maker2@local.gov.uk



Campaigns & Policy Development

Our Future Objectives

This year is set to be a defining period for local government with the conclusion of the Fair Funding and Spending Reviews, and the publication of the long-awaited social care green paper and devolution framework.

In response, CCN recently launched its new campaign ***A Fairer Future for Counties***.

At the core of this campaign is the recognition that after a decade of severe funding reductions, county finances are at tipping point. The funding of local government is no longer sustainable.

Funding alone, however, will not make local government fit for the future. CCN will also be making its member councils' ambitions heard loud and clear.

Building on the theme of 'counties as strategic authorities', we will showcase our efficiency record to-date and the value of investing in county authorities; demonstrating in the process how they can improve their communities with a reformed role in public services and devolved powers to deliver housing and growth.

Our policy development and research will focus on the unique challenges we face in funding and delivering quality public services, the opportunities presented by local growth, devolution and public service reform, and the historical and cultural significance of counties.

A Fairer Future for Counties will be at the heart of all CCN policy development and advocacy, seeking to demonstrate to the government, MPs, national stakeholders and wider public the unique financial challenges counties face and the essential need for a new, fairer deal for county and rural areas.

We will put forward an evidence and solution-based case for sustainable and fairer funding but also demonstrate that county authorities

should be at the forefront of delivering government priorities such as housing through reformed two-tier planning and infrastructure provision.

Our campaigns and policy development will emphasise how important county services are, both economically and socially, to their local communities and to delivering national government objectives.

Our policy development will be focused on six priorities and 15 associated work streams.

Our priorities and work streams will be underpinned by cross-cutting policy development, public affairs, and communications activity. The following sections provide an overview, including priorities and key areas of the work programme. A full detailed work programme, agreed by CCN's management committee, spokespeople and ACCE lead advisors, is available to members on request.

Our primary objective will be to enhance CCN's policy outputs to improve support to all our member councils and the traction of our policy proposals amongst ministers and officials.

In delivering this, we will continue to increase the portfolio of policy development and research undertaken by the organisation.

CCN will work with leading think-tanks and consultancies to gain new insights and robust evidence, ensuring new projects are of sufficient size and scope to provide robust evidence and original insight to generate sector interest to influence the emerging agenda.

And this year we continue our focus on facilitating the sharing of best practice between member councils. We will better promote innovation and transformation across our member councils, including peer support through our dedicated officer groups and support for ACCE.

ADULT SOCIAL CARE & HEALTH

- Social Green Paper
- Integration
- Prevention and Early Intervention



FAIR & SUSTAINABLE FUNDING

- Fair Funding Review
- Spending Review
- Rates and Reform



CHILDREN'S SOCIAL CARE

- Financial & Demand-Led Pressures
- Social Mobility
- Delivery Models & Inspection



HOUSING, INFRASTRUCTURE & TRANSPORT

- Housing & Planning
- Infrastructure
- Sustainable Transport



ECONOMIC GROWTH & BREXIT

- Industrial Strategy & Growth
- Employment & Skills
- Brexit



TRANSFORMATION

- Efficiency & Reform
- Devolution Framework
- Communities & Localism



Public Affairs Our Approach

Our public affairs strategy over the past few years has been to proactively establish alliances and networks with key influencers across Parliament, Whitehall and national stakeholders, promoting the work of CCN and our member councils in a positive, solution-based manner

Despite the limited domestic agenda, CCN is gaining more exposure than ever across Whitehall and Parliament, securing high-profile meetings with ministers, MPs, officials, key national stakeholders, and being represented at set-piece government events.

CCN works to influence ministers through our weekly meetings between the chairman and MHCLG ministers and meetings with ministers from MHCLG and other government departments. Officers also meet regularly with special advisors and civil servants to ensure that CCN concerns and research are understood across Whitehall.

In Parliament, we aim to utilise our secretariat support for the County All Party Parliamentary Group (APPG) and strong links between county leaders and MPs to build the profile of CCN's work and campaigns.

Over the past year the APPG published a well-received report into social mobility in counties. The report was based on evidence submitted by 18 county authorities, and contained 11 recommendations which if adopted will support greater levels of social mobility in county areas.

CCN also supported APPG meetings on adult social care and the Local Government Finance Settlement, and has worked to use the group to build a cohort of MPs that can be briefed on issues affecting counties ahead of parliamentary debates. Over the past twelve months CCN briefings were used in parliamentary debates on issues such as local government finance and delivery of public services in rural areas.

We have responded to a number of calls for evidence issued by select committees over the year and have provided briefings to spokespeople ahead of oral evidence sessions for inquiries led by the Housing, Communities and Local Government, and Education Select Committees.

Alongside work with Ministers, MPs and Peers to progress the policy aims of the Network, CCN is enhancing our messaging by forming links with stakeholders, private sector partners, think-tanks and policy networks.

As a key Special Interest Group of the LGA, we increased our support to representatives across LGA boards and have strengthened our policy, communications and public affairs links with the organisation to ensure the county voice is heard.

Finally, our 2018 conference was the most successful to date, drawing high-profile speakers from across Whitehall and public policy landscape on a wide range of issues. The 15 external speakers included both the Secretary of State and Minister for Local Government.

And, the success of conference has been supported by our partner and sponsorship arrangements. We have more sponsors than ever. We work with our partners on joint publications, research and events to add value to the work of CCN. Income from sponsorship also continues to increase year on year in what is a challenging climate.



Public Affairs

Our Objectives

Looking ahead, our strategy will build on our increased national and Parliamentary profile to achieve better policy outcomes for members, while improving our membership offer to councils.

Our dual-pronged approach to civil service and parliamentary influencing will be further strengthened.

CCN will look to consolidate and build upon our engagement with Parliamentarians. We will continue to engage with County MPs and Lords to create a strong advocacy base for CCN policy, arranging individual meetings and briefing events through the County APPG. CCN will also look to provide an increased number of briefings to Parliamentarians ahead of key debates.

A particular focus for our Parliamentary activity will be the fair funding review and the social care green paper.

For the fair funding review, CCN will continue to brief MPs on the current and future implications for member councils. Through briefings on the implications for the County APPG, and technical briefings for researchers, CCN will ensure that the County APPG is fully prepared to respond to forthcoming proposals and that other county MPs support the review. A key part of this will be to continue to campaign for an increase in the quantum through the Spending Review with is due to take place in 2019.

For the forthcoming social care green paper, CCN will work to highlight its own positioning paper. We will highlight best practice in member councils, and articulate our positions and proposals in a positive solution-based manner with the Department of Health and NHS. It is imperative that the wider sector understands the contributions counties make to health and social care.

CCN will look to engage member councils with parliamentary activity wherever possible. CCN will provide support to member councils looking to enhance their influence through data, policy advice and the media.

We will continue to strengthen our links across the LGA to ensure the county specific angles of local government policy are better recognised, providing tailored briefings to board members and regular internal meetings with LGA officers. More widely, we will look to build links across the sector with similar organisations, with the aim of achieving consensus wherever possible.

Alongside CCN annual conference, we will increase our number of policy specific member events. Separately, building on member feedback, we will continue to secure high-profile speakers and undertake detailed policy discussions in our council and executive member meetings.



Media and Communications Our Approach

CCN's media and communications aims to showcase the network as the national voice for county authorities. Its media work strives to articulate the network's advocacy, policy, and research throughout the year, as well as its member councils' specific challenges and opportunities.

The network had a strong showing in the media in 2018, with CCN original research and high-impact advocacy securing more prominent coverage than in previous years – with CCN's message that county authorities face the largest financial and demand-led pressures cutting through.

In total, the network was referenced in the media 671 times in the calendar year, an increase of 54% compared to 2017. This includes 94 references in the national media – a 213% increase compared to 2017. Around one fifth of this number (17) were appearances on broadcast television and radio – with CCN spokesmen articulating our key messages on air.

CCN has forged close relationships with key journalists at the BBC and particular successes include placement of the County Councils Network funding research on BBC 6pm/10pm News four times from the summer onwards.

Firstly, the BBC covered our warnings that some counties will have to set out a 'core offer'; then our chairman was interviewed on a piece covering Somerset County Council; followed by

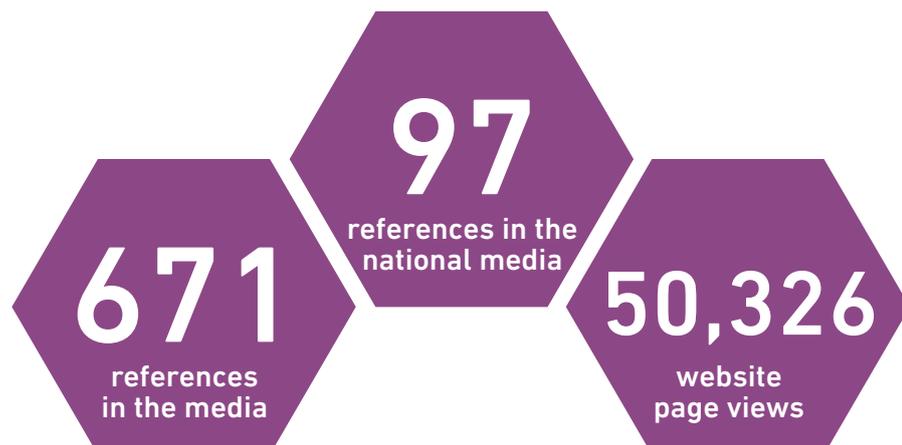


a whole news package on our warnings that counties will have to set aside £1.3bn in funding reductions next year – ultimately helping to secure additional resource announced in the Autumn Budget. Finally, the County APPG social mobility report and the network's key fairer funding messages made a substantial news BBC package.

Elsewhere, every major publication and piece of research that CCN released in 2018 was covered by a national publication. We also worked with publications we had not previously, securing coverage in the New York Times, the Economist, and on BBC Countryfile.

The team also worked with several member councils' press teams in not only setting up broadcast coverage, but with CCN press work that had local angles. In total, we secured 142 references in the local press, with local stories on CCN research on broadband speeds, the Local Government Finance Settlement, local industrial strategies, and 'core offer' advocacy.

At the same time, CCN has maintained a strong presence in the trade media, helping influence





the agenda in the local government sector, particularly on the fair funding review and the social care green paper.

Both CCN and the Association of County Chief Executives have regular columns and comment pieces in the MJ, the LGC, Public Finance, and Public Sector Executive. Last year, we also secured substantial coverage in the housing trade press with our research and work on planning and infrastructure.

CCN continues to enhance its online and social media presence, since the network re-branded and re-launched its website in summer 2017. Last year, the number of new users to the CCN website rose by 72% (15,076 compared to 8,901), with the number of pageviews up by 27% (50,326 from 39,607). More people, many for the first time, are visiting the CCN website – for longer.

CCN's Twitter page continues to be the focal point of the network's social media – with a 20% growth in followers in 2018 to 2,370 at

the start of January 2019. The network also re-launched its LinkedIn page, which saw a 86% rise in followers (101 to 190) throughout the year. Finally, we launched a new Facebook page which at the time of writing has 112 followers.

Looking ahead, CCN will seek to consolidate its position as the national voice for county authorities, providing new research to the media and influencing the key local government agendas over the next twelve months.

Despite the relatively small nature of the CCN communications team, the network has established itself as a clearing-house for county-related news, with regular enquires coming in from the national press.

Although CCN has featured several times in all national newspapers, we will seek to secure coverage across a broader range of news outlets and programmes, whilst maintaining the network's positive links with the BBC and several national newspapers.

We will capitalise on this burgeoning national profile and ensure that CCN's messages are articulated in the national and trade press, whilst defending our advocacy and policy positions of our member councils.

However, this should not be a scattergun media approach. Instead, we will seek to influence at the right time, with the right message to generate the biggest impact; rather than generate stories every week. Our positions and policies should be solution-focused and evidence-based, outlining what requires change and why.

Whilst there was much media focus on the financial challenges of county authorities last year, it is imperative that CCN defends the reputation of its member councils – the efficiency and track record of councils. However, we will continue to also focus in the narrative on the significant demand-led and financial pressures facing counties as we head into the Spending Review lobbying period.

Equally, we will continue our messaging on fairer funding, which has been successful with the review heading in a positive direction and many CCN recommendations being adopted by the government. We must ensure that this positive trajectory is maintained as the review reaches its conclusion, especially as other members of the local government sector are likely to oppose CCN policy.

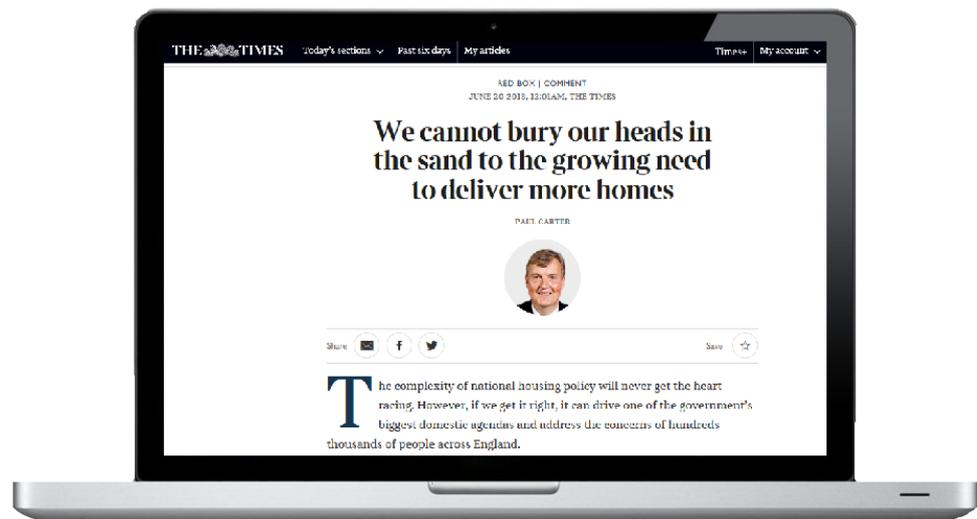
Articulating our policy positions in a solution-based and collaborative manner will be at the core of our media approach this year, particularly on the Spending Review, where a united front with other parts of the sector will give local government the best chance of securing additional resource.

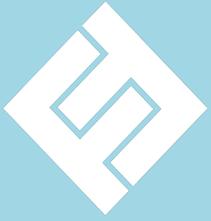
CCN's marketing and branding theme for this year will be **A Fairer Future for Counties**, which will be at the heart of our messages not only on funding, but in sector-specific policy such as the Common Devolution Framework and on strategic planning.

We will continue to enhance our social media offering, using more graphic and video material on social media, and linking users to the CCN website wherever possible.

CCN's website should be the centre-point of all our digital communications, with all responses, comment, and research uploaded to our news pages to generate more users to the website.

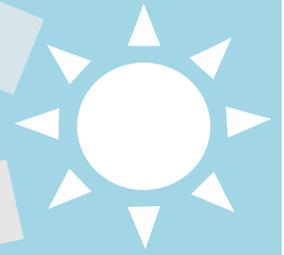
As well as launching the dedicated website page and video for **A Fairer Future for Counties**, we will explore the feasibility of a members-only area on the website where users can download CCN documentation. We will also evaluate our newsletter design and provider and seek improvements to the newsletter's look, content, and frequency.





A FAIRER FUTURE FOR COUNTIES

COUNTY COUNCILS NETWORK



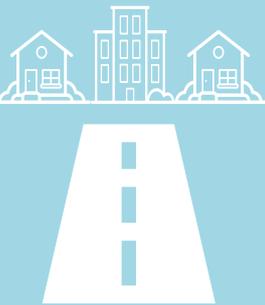
ADDITIONAL FUNDING

With local government facing unprecedented financial and demand-led pressures, the Spending Review must set out additional funding for councils as part of a long-term sustainable settlement.



FAIRER FUNDING

Counties are the lowest funded upper-tier authority; hampering their ability to invest in public services. The new funding formula must be evidence-based, transparent and truly reflect all councils' present and future needs.



COUNTY DEVOLUTION

Government should reboot the 'devolution revolution' - and identify counties as strategic authorities; overseeing large-scale transport functions, devolved skills budgets, and planning over a strategic scale.



HEALTHY COMMUNITIES

If the government's social care reforms are to be successful, councils must be part of the equation, offering the local expertise and financial track record to make a success of the preventative and community health agenda.

Priority

Fair & Sustainable Funding

County finances are at tipping point. With a £3.2bn funding gap between 2018-20, the coming year will be a defining period for our councils.

There is unanimous acceptance that the present way of funding councils is opaque, outdated, and unfit for purpose. But whilst eradicating the unfair nature of the present system is vital, it is paramount that local government secures extra resource in the upcoming Spending Review.

Our engagement with member councils demonstrates that the Fair Funding and Spending Reviews are member councils' top priority. CCN will continue to influence the outcomes of both of these reviews. Alongside this, there are opportunities for CCN to advocate for reforms to existing grants – such as New Homes Bonus – and a higher share of locally retained business rates.

Workstreams & Key Actions

- Support the local government sector in continuing to make the case for sustainable resources and an increased quantum of funding. Within this, articulate the unique pressures facing counties and structural challenges county councils face in delivering further efficiency savings.
- Develop CCN submission to the Spending Review building on **A Fairer Future for Counties** campaign strategy. Finalise research projects already underway and explore further research to support the evidence-base of submission, alongside the roll out of wider public affairs and media components of campaign.
- Engage in LGA research examining variation in spend across different local government services. Building on the PwC report, explore what further research CCN could undertake to complement the work of the LGA.
- Gather further research and examples of efficiency and transformation, including what is transferable across local authorities to be included in our Spending Review advocacy.

- Continue to shape and challenge the national narrative regarding inequity in national funding distribution and council tax burdens in different parts of the country. Use coordinated public affairs and communications to maintain momentum and prioritisation of the fair funding review. This includes direct support for local fair funding campaigns being led by member councils.
- Engage extensively in the development of service specific formulae for adults and children's social care, providing further evidence to ensure they deliver a fairer distribution of resources for county authorities.
- Ensure continuing county representation on the LGA Steering Board and Fair Funding Technical Working Groups overseeing the fair funding review. Provide direct support to CCN representatives and continue to collaborate closely with the SCT, providing regular feedback from meetings to chairman, finance spokespeople and wider membership.

Rates & Reform

- Renew CCN advocacy on reforms to the New Homes Bonus as part of preparations for the 2019 Spending Review. Establish a CCN position on whether the policy should be ended or reformed.
- Following a submission to the business rates retention consultation, continue to make an evidence-based case for a full baseline reset in 2020/21.
- Agree CCN position in relation to a preferred option for the tier split under 75% business rate retention, with a view to presenting to government. Engage the District Councils Network (DCN) on potential for a joint proposal.
- Work with SCT and 100%/75% business rate retention pilot areas to gather learning and experience from pilots.

COUNTY FUNDING

CCN
COUNTY COUNCILS NETWORK

Exploring the issues

Per-head funding: by council type

CITIES



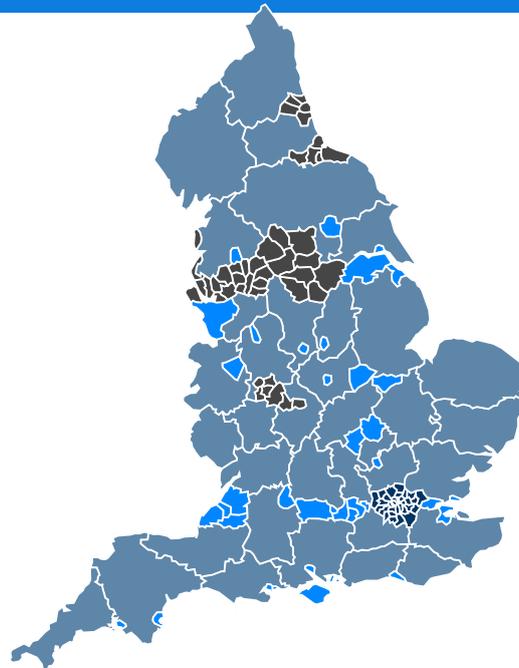
UNITARIES



COUNTIES



INNER LONDON



Drop in funding - 2016 to 2020



COUNTIES	43%
NON-CCN UNITARY	36%
CITIES/MET DISTRICTS	28%
LONDON	22%

Taken from councils' settlement funding assessment for 2019-20 (Revenue Support Grant and retained business rates)

Funding challenges: in numbers

65%

of an average county's budget is spent on adult and children's social care

Source: National Audit Office

£3.2bn

the funding black hole facing counties by 2020, largely due to increased demand for care

Source: County Councils Network budget survey

Priority

Adult Social Care & Health

Adult social care is approaching a significant crossroads, with both the adult social care green paper and Spending Review expected in 2019.

Over the forthcoming year CCN will build upon the evidence in the publication 'Sustainable County Social Care' to set out a clear case to government on the reforms required to make social care sustainable, more prevention focused and to deliver services that are integrated around the individual.

Prevention must form a key facet of any government proposal if demand on local government and NHS services is to be stabilised. In line with this CCN will continue to make a strong case for public health to remain under the control of local government and the need for investment, rather than disinvestment, in this service area as has been the case in recent years.

Workstreams & Key Actions

Adult Social Care Reform

- Utilise the 'Sustainable County Social Care' document as an evidence base to underpin CCN advocacy on the adult social care green paper in the lead up-to and after publication, drafting articles for the national and trade press and engaging with key sector partners.
- Seek opportunities for the chairman, spokespeople, and ACCE leads to meet with ministers and senior civil servants to discuss the adult social care green paper and other pertinent issues facing social care in county areas.
- Deliver a briefing session and supporting material through the County APPG to MPs on the implications for CCN member councils of the green paper.
- Through the County Health & Social Care Forum, CCN will seek to work with senior officials from government, Care Quality Commission and NHS England to influence emerging policy, consultations and guidance.

Health and Social Care Integration

- Use the lessons learnt from CQC Local Systems Review and other sources to make a robust case for a strengthened role for local authorities, both at a political and officer level, to play lead roles in the development and delivery of Integrated Care Systems by April 2021, including the value of democratic oversight and accountability.
- Advocate for county authorities in two-tier areas to play a lead role in planning for future housing need over a strategic countywide geography, including planning for specific groups housing needs such as older people and working age adults with care and support needs.
- Continue to make the case to government for county councils to have a more active role in the commissioning and delivery of Disabled Facilities Grants, including working to ensure that the recommendations in the independent review are fully implemented by Government.

Prevention and Early Intervention

- Respond to the government's prevention green paper and seek opportunities for CCN members and officers to engage with ministers and civil servants. This will be underpinned by the development of a good practice publication on preventative and early help approaches.
- Deliver a joint publication with the Associated Retirement Community Operators (ARCO) on how the delivery of retirement communities could be improved and more aligned with adult social care priorities.
- Utilise research from Shared Intelligence and LG Futures to continue to highlight the value of public health services remaining part of local government and ongoing concerns regarding the underfunding of public health in county areas.

SOCIAL CARE PRESSURES IN COUNTY AREAS



A FAIRER FUTURE FOR COUNTIES
COUNTY COUNCILS NETWORK

Why the government's green paper must set out a sustainable solution for counties



2018: REQUESTS FOR CARE IN COUNTY AREAS

66

Requests for care per day on average in counties



869,825

Total requests



OVER 65s: DEMAND INCREASE 2017 to 2018



The number of people entering nursing care increased by **14%**



The number of people entering long-term residential care increased by **12%**



The number of people who went into short-term support increased by **4%**

16 to 64: DEMAND INCREASE 2017 to 2018



The number of people entering nursing care has increased by **25%**



The number of people entering long-term residential care has increased by **30%**



The number of people who went into short-term support increased by **13%**

Priority

Children's Social Care

Over recent months councils have been seeking to raise the profile of the pressures facing children's social care. Parliamentarians are increasingly aware of this as an issue, and it has started to be acknowledged by the government. However, it appears that the Department of Education (DfE) are seeking to test the evidence on the variations in demand and spend as a way to alleviate pressures.

It is therefore crucial that CCN engage in this work and raise the specific pressures of counties, whilst working with the broader sector to secure an uplift in funding through the Spending Review.

As part of this CCN will seek to undertake specific work on the impact of changing priorities on early intervention. Many MPs are continuing to focus on how to improve social mobility, and CCN will seek to build on the work of the County APPG report to ensure that the potential role of county authorities is well understood.

Workstreams & Key Actions

Financial & Demand-Led Pressures

- As part of CCN's Spending Review preparations, dedicate significant attention to the financial and demand-led pressures on children's services to advocate for an increase in the quantum for children's services. Work to quantify what the benefits of early intervention and so demonstrate the impact of reductions in early intervention services.
- Build on the growing recognition in central government about the challenges facing financial and demand led pressures in children's services as part of the Fair Funding Review. Engage with LG Futures who are considering how to construct a relative needs formula for children's services for the Fair Funding Review in spring 2019.
- Continue to develop an evidence base on the cost-pressures in the provision of children's services in rural areas, including the cost of school transport.

Education and Social Mobility

- Continue to build on the County APPG report into social mobility, working to ensure that the impact on social mobility of living in a rural or coastal area are understood by a wide range of decision makers and stakeholders and that counties role in improving social mobility is understood.
- Continue dialogue with DfE on the level of funding for the high needs block.
- Research the challenges of school place planning in two tier areas, demonstrating the impact that a lack of strategic planning powers has on the ability of county councils to properly plan for the school places that they need and meet their legal obligations to ensure there is adequate provision of places in their area.

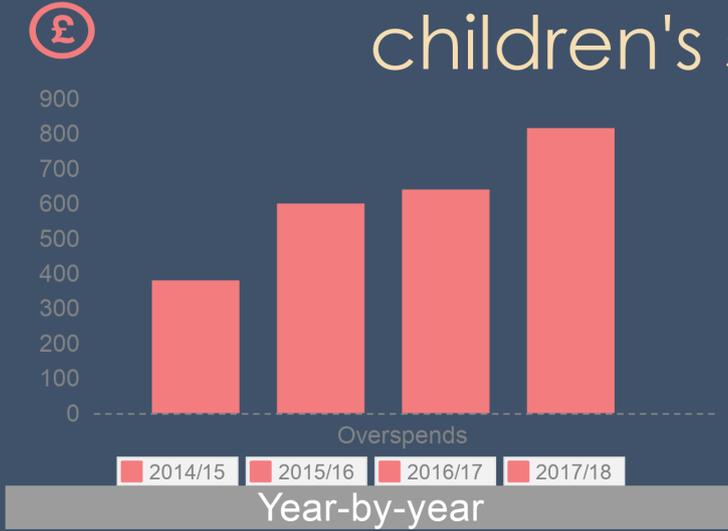
Delivery Models and Inspection

- Continue to monitor how the changes to OFSTEDs inspection regime and the creation of the new Partners in Improvement networks is impacting on children's services, and provide CCN members with opportunities to share experiences with OFSTED and DfE.
- Ensure that members can continue to engage with civil servants and ministers on future changes to delivery models or the inspection regime or implementation of new policies or initiatives to ensure that county concerns are heard by civil servants and that they are able to continue to promote best practice.
- Work through the DCS Forum to review the evidence underpinning sector-led improvement, and consider how to work with DfE to present alternative models for how improvement could be driven across the sector using the knowledge and expertise of members.

CHILDREN'S SERVICES

Financial pressures
and rising demand

Councils' overspends on children's services



New figures show that councils overspent by £816m in children's services last year - 10% more than they budgeted for and double their overspend just four years ago.

County overspend ▲

£264m - CCN members' overspend

32% - of the total overspend

33 - out of 36 counties overspent last year

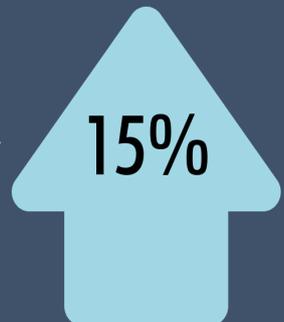


Demand-led pressures



22,259 child protection plans put in place last year, compared to 18,702 in 2011

Councils placed 26,000 children in care last year, compared to 22,600 children in 2011



Priority

Housing, Infrastructure & Transport

Housing remains one of the country's biggest domestic priorities, and CCN member councils are now recognised as key stakeholders in this policy area. We have built positive relationships with government and other important stakeholders.

Our own research has shown that house prices in county areas are £100,000 higher than urban areas outside London, and the fragmentation of planning and infrastructure powers across two-tier areas is not delivering housing at the pace necessary. Counties also face huge infrastructure funding gaps, which has led to CCN calling for stronger reforms to the planning and developer contributions system to capture more of the increase in land value as a result of development.

There remains a desire amongst member councils to have more of a role in strategic planning to properly join up the provision of infrastructure with new homes. The network will continue to push for change and support member councils to achieve their place-based ambitions.

Workstreams & Key Actions

Housing & Planning

- Work with members to understand their aspirations around housing growth – whether it be setting up a housing company, entering into a housing deal, or working more closely with district partners to align housing with infrastructure. Bring together key partners in a roundtable discussion on how to take this forward, and work with members to understand how we can support them.
- Continue to influence government and partners to make the case for the return of a strategic element to the planning system. This will tie in with wider asks around devolution to county areas to match the same powers offered to city-regions.

- Enhance our offer to unitary members in the areas of planning, responding to consultations as necessary and working with them to firm up positions and policy on the new housing delivery test, local plans and permitted development rights.

Infrastructure

- Work with members to understand and evidence infrastructure funding gaps across the country and highlight the inadequacies of the existing developer contributions system.
- Complete Royal Town Planning Institute research being undertaken on infrastructure provision. Report to be published later in the year which will highlight the complex process of infrastructure planning and funding and will set out recommendations to improve the process.
- Continue to make the case that counties should be given the same opportunities as metro-mayor areas, including the ability to set Strategic Infrastructure Tariffs in order to fund specific infrastructure projects that would help unlock land for development and support economic growth.

Sustainable Transport

- Design a member questionnaire to fully understand issues surrounding transport in county areas and understand how they would like CCN to address this.
- Support and position the role of counties in driving regional and sub-regional transport, infrastructure and growth initiatives. We will share good practice, showcase the leadership of our members, and engage with key stakeholders to progress the role of counties in this agenda.
- Highlight the funding issues around rural bus services linking this to the wider work around social mobility and rurality with a targeted media, seeking to work with the Campaign for Better Transport.

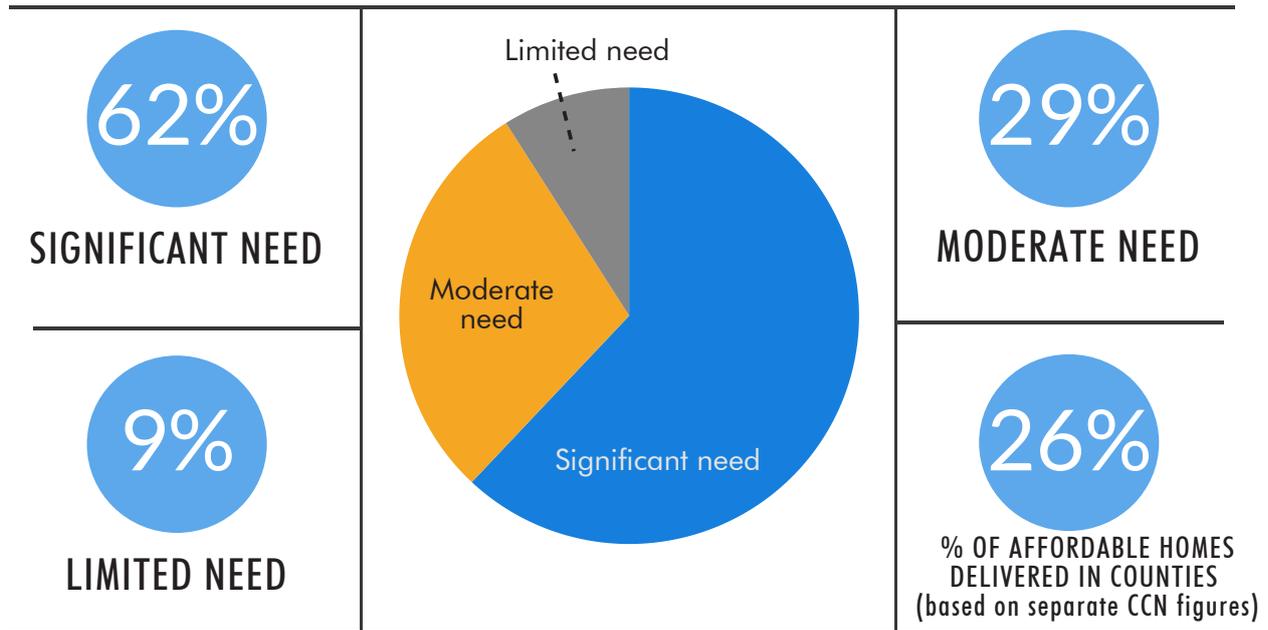
THE ROLE OF COUNTIES

Summary of responses from a survey of county authorities carried out by the Town and Country Planning Association

IN MEETING HOUSING NEED

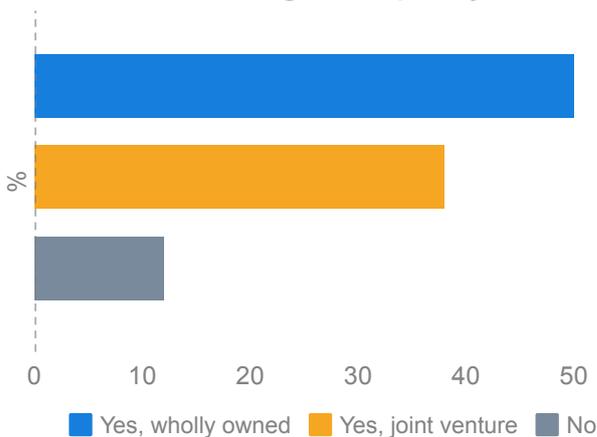


HOW WOULD YOU CHARACTERISE THE NEED FOR AFFORDABLE HOMES IN YOUR AREA?



26%
% OF AFFORDABLE HOMES DELIVERED IN COUNTIES (based on separate CCN figures)

Are you considering setting up a housing company?



INTEREST IN TAKING ON STRATEGIC PLANNING FOR HOUSING

County councils were asked if they were interested in taking on strategic planning for housing

YES	87%
NO	0%
DON'T KNOW	13%

BARRIERS TO INNOVATION

Councils were asked to list their top challenges when setting up (or exploring the possibility of setting up) a council housing company. Top three 'barriers' are:

- LACK OF SKILLS AND CAPACITY - 69%
- INFRASTRUCTURE DELIVERY - 50%
- PLANNING CONSENT - 38%

Priority

Economic Growth & Brexit

Counties continue to be the backbone of the UK economy, delivering 41% of GVA and almost half of England's jobs. But they suffer structural weaknesses, such as poor productivity, lower median wages and significant skills gaps, with our recent report on social mobility highlighting further challenges such as access to education, training and transport.

Building on the recommendations of the County APPG social mobility report and our work to-date on regional growth, devolution and Local Enterprise Partnership (LEP) reform, CCN will continue to highlight the importance of county economies and press the government to ensure that counties are not left behind.

The network will also continue to emphasise the importance of county authorities in delivering local industrial strategies if we are to rebalance growth across the country.

Brexit and the LEP review provides the opportunity to 'reset the relationship' between counties and their LEPs.

Workstreams & Key Actions

Industrial Strategy & Growth

- Building on the findings and recommendations of the APPG's recent Social Mobility report, the network will lead a campaign on county economies. The key messages of such a campaign would include the contribution of county economies to the national economy, the need to ensure that local industrial strategies include plans for rural areas/economies.
- Work with members to influence the LGA's new guidance for councils on local industrial strategies. Continue to represent members views on LEPs and local industrial strategies and ensure the county voice is heard.
- Share good practice and promote the role of counties in regional growth, particularly

in relation to sub-national transport boards and initiatives such as Oxford, Cambridge, Milton Keynes Corridor, Midlands Engine and Economic Heartland initiatives. CCN will specifically highlight work of county and unitary member councils on specific economic development and business support projects.

Employment & Skills

- CCN will continue to put forward the case for the devolution and consolidation of skills funding and functions, which is unevenly distributed across the country. CCN will work to ensure that any replacement scheme for the current EU skills funding mechanism is comparable in size and recognises the role that counties should play in shaping and delivering local skills strategies.
- CCN will seek to build on the County APPG report into social mobility, ensuring that counties' voices in the social mobility debate are being heard.
- Through media and communications work continue to highlight the strengths and weaknesses of labour markets and skills gaps, referencing the recommendations of the Localis report for CCN: 'In Place of Work'.

Brexit

- Work with member councils to identify the differential impact of Brexit, focusing on a number of key areas including EU funding, employment/skills and trade. Provide opportunities for members to engage with civil servants on this issue.
- Act as a link between members and MHCLG, escalating members concerns to the department and providing intelligence and engagement opportunities to members as appropriate.
- Undertake research on CCN member use of existing EU funding streams and use this to influence how the new Shared Prosperity Fund is directed. The network will survey members and gather case studies to demonstrate the positive impact previous funding has had.

REBOOTING DEVOLUTION

Counties as strategic authorities



1m

jobs created
via county
'devo' deals

£26bn

generated
via county
'devo' deals

66%

of England
does not have
a 'devo' deal



47%

of England's
population live
in counties

THRIVING COMMUNITIES

With more infrastructure powers and devolved skills budgets, counties can make a real difference driving growth locally whilst doing business with government nationally

UNLOCKING HOMES

Counties can help deliver the right homes, in the right places, with the necessary infrastructure if they have the ability to plan over a strategic county geography

HEALTHIER LIVES

Counties must be at the heart of social care reform, driving forward integration, prevention, and care in the community at scale

**A FAIRER FUTURE
FOR COUNTIES**
COUNTY COUNCILS NETWORK



Priority Transformation

Our preparations for the Spending Review will not only demonstrate the specific financial pressures facing our member councils but provide evidence on transformation and efficiency savings delivered by member councils since 2010 and their record in driving wider public sector reform.

With government remaining committed to the publication of a common devolution framework we will engage with county areas to ensure that a national framework balances a better understanding of process and what is 'available/expectations' alongside rural proofing.

CCN has collated extensive evidence supporting structural reform and we will focus on using existing material, making the case for counties as 'strategic authorities', whether supporting member councils wishing to put forward proposals for unitary status or 'functional reform' through reformed two-tier arrangements.

Workstreams & Key Actions

Efficiency & Reform

- As part of our advocacy on county funding and preparations for the Spending Review, gathering further research and examples of efficiency and transformation, including what is transferable across local authorities to be included in our Spending Review advocacy.
- Position counties as the lead body for driving whole-place public service reform. Undertake research, analysis and engagement with member councils to support arguments in favour of public sector reform and collaboration at county scale, and reforms that simplify and integrate wider public service providers.
- Continue with member councils to explore how county authorities are providing 'place-based leadership'. This will engage member councils to provide case studies for a report focusing on how counties are already acting as 'strategic authorities' in their areas and providing place-based leadership for local government and wider public services.

- Engage members on their experiences of the troubled families programme and its future beyond the Spending Review. Conduct survey to quantify findings and collect case studies.
- Support ACCE in the development of its 'Digital Council' seminar and help development output, including a report and council engagement.

Devolution Framework

- CCN will engage with government as it continues to develop the 'common devolution framework'. CCN will ensure that that framework delivers the Secretary of State's commitment to remove the mayoral requirement and explore alternative governance models for county authorities.
- Continue to proactively represent member councils in relation to local government reorganisation. Building on and promoting CCN reports, prioritise an evidenced-based approach to reform and the importance and integrity of county boundaries.
- Explore alternative approaches to governance reform through 'functional reform'. This includes undertaking evidence gathering on the potential financial and non-financial benefits, and analysis to explore which services could be transferred between tiers as part of a reformed two-tier option.

Communities and Localism

- Undertake internal research with member councils on county identity, governance and localism, with particular focus the historical importance and effectiveness of community governance. Engage with CCN authorities and external partners to gather evidence on community level locality governance, service delivery arrangements, and collaborative working.

DEVOLUTION

your
county
works

TO ENGLAND'S COUNTIES

BREXIT BOOST

County devolution could boost England's economic growth to 2.7% per year - significantly more than post-Brexit predicted growth of 1.9% per year



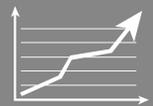
JOBS & SAVINGS

Devolving all public spending to county areas could generate over 1m jobs over the next decade according to CCN projections; whilst full devolution could save up to £36bn over five years

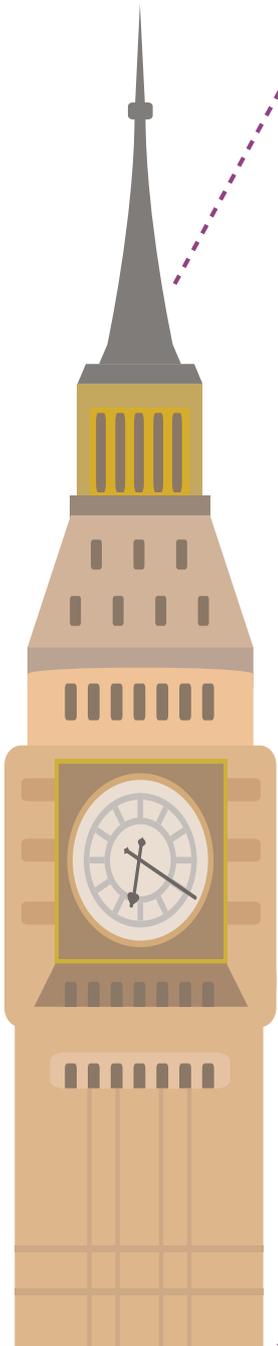


REORGANISATION

ResPublica argues that new forms of local government are needed to push the door open for devolution. If all 27 county areas became single county unitaries, then it would save £2.9bn nationally according to EY



£2.9bn



Your Team

The CCN has seven full time members of staff located at 18 Smith Square in Westminster:

Simon Edwards

Director

simon.edwards@local.gov.uk

Simon is the Director of CCN, responsible for leadership of the organisation, business management and all aspects of CCN's membership. Working with the chairman and leading members Simon has led the transformation of CCN into an influential and respected network which advocates innovative policy solution on the challenges facing local government and the wider public sector.

James Maker

Head of Policy & Communications

james-maker2@local.gov.uk

As head of policy & communications, James is responsible for the development of CCN's full portfolio of policy and research and oversees our communications, parliamentary, Whitehall and public affairs engagement work. James leads CCN's priorities and work streams across local government finance and transformation.

Ian Burbidge

Senior Media & Communications Officer

ian.burbidge@local.gov.uk

Ian has responsibility for communications, marketing and branding. In his role Ian leads both internal and external communications, including press releases, newsletters, and articles. He acts as the first port of call for journalists.

James Holden

Senior Public Affairs & Policy Officer

james.holden@local.gov.uk

James leads CCN's public affairs strategy including our Parliamentary and external affairs engagement. James also leads specific policy areas, such as our work on Brexit, skills and employment, and led the delivery of the County APPG's recent report on social mobility.

Peter French

Senior Policy Officer

peter.french@local.gov.uk

Peter leads on the CCN's place-based policy areas and research. His remit includes leading work on economic growth, transport, housing, spatial planning, and infrastructure, and has been responsible for delivering CCN's first reports on housing and planning in the last year.

Jonathan Rallings

Senior Policy Officer

Jonathan.Rallings@local.gov.uk

Jonathan recently joined CCN as senior policy officer leading our work on people-based areas of our policy and research. He leads work across adults and children's social care and also CCN's advocacy on education, including our engagement on schools funding, and reforms to health and social care.

Vacant

Business Support Officer

Countycouncilsnetwork@local.gov.uk

The business support officer supports the director on the effective and efficient management of CCN business processes, including finance, programme management, annual conference, meetings and events, member and stakeholder information.

Association of County Chief Executives

The Association of County Chief Executives (ACCE) brings together the chief executives of over 30 large English upper tier and unitary authorities.

Members of ACCE work to identify common challenges, commission research and share solutions, and discuss key issues with senior Whitehall civil servants.

ACCE works closely with a range of partner organisations, including the County Councils Network, Society of County Treasurers and the Society of Local Authority Chief Executives and Senior Managers.

ACCE are supported by, and aligned with, the County Councils Network. As part of its core membership officer to our councils, the CCN Team in Westminster provide ACCE with meeting organisation and facilitation support, alongside strategic advice and intelligence, and trade media communications support.

The office-holders of ACCE are currently:

Chair: Anthony May, Chief Executive, Nottinghamshire County Council

Secretary: Richard Flinton, North Yorkshire County Council

Honorary Treasurer: Peter Bungard, Chief Executive, Gloucestershire County Council

Vice Chair: To be appointed

Anthony May, Chair of the Association of County Chief Executives, said:

"We have forged a close and positive relationship with CCN over the last year, with the network providing a platform to develop ACCE's advocacy on the national stage. We look forward to building on this in the coming year and influencing key local government agendas."

ACCE has recently redefined its priorities for the forthcoming period to focus external advocacy and internal business meetings and seminars.

New lead advisors, who act as spokespeople for the association on the priorities, were also appointed. Alongside their work for the association they also act as the advisors for the CCN across the priorities outlined in this Business Plan.

The lead advisors for the coming year are as follows;

Priority	ACCE Lead Advisors
Sustainable & Fair Funding	Local Government Finance – Richard Flinton (North Yorkshire)
Adult Social Care & Health	Health & Social Care – Rachel Shimmin (Buckinghamshire) Communities and Wellbeing – Nathan Elvery (West Sussex)
Children's Social Care	Children's Services & Education – John Coughlan (Hampshire)
Housing, Infrastructure & Transport	Housing, Planning & Infrastructure – VACANT
Economic Growth & Industrial Strategy	Industrial Strategy and Growth – Anthony May (Nottinghamshire)
Transformation, Leadership & Public Service Reform	Devolution & Governance – Kate Kennally (Cornwall) Leadership & Transformation – Becky Shaw (East Sussex)

CCN

COUNTY COUNCILS NETWORK

Founded in 1997, the County Councils Network (CCN) is a network of 36 County Councils and Unitary authorities that serve county areas. We are a cross party organisation, expressing the views of member councils to the wider Local Government Association and to central Government departments.

To discuss any of CCN's proposals in more detail, please contact:

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