



# **Devolution and Local Government Reorganisation**

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Background Briefing to Greater  
Essex Councillors

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**Government  
announcements on  
5<sup>th</sup> February 2025**

# Government announcements 5 February



## Devolution Priority Programme

- HMG wrote to Essex Councils on 5<sup>th</sup> February 2025 to invite the Greater Essex onto the Devolution Priority Programme

## Local Government Reorganisation Proposals

- In the letter, the government set out the criteria for local government reorganisation and a deadline of 21 March for interim plans

## Election Suspended

- The letter also confirmed the suspension of elections from May 2025 in Essex and Thurrock

# Greater Essex reaction to the HMG announcements



**“It is the biggest chance we will get to rethink our system and bring more power into the hands of local people. This will mean more opportunities for our residents and businesses that will help them and our whole county flourish”**

*(Leader of ECC, Cllr Kevin Bentley)*

**“This is a once in a lifetime opportunity for Thurrock to become part of something bigger, and to help shape a future that is right for local people.”**

*(Leader of Thurrock Council, Councillor John Kent)*



**“Devolution will be momentous, bringing more powers and funding into the area, and allowing us to deliver major projects, better services, and improve the lives of local people and business.”**

*(Leader of Southend-on-Sea City Council, Councillor Daniel Cowan)*



# Detail: Postponing Elections <https://mhclgmedia.blog.gov.uk/2025/02/06/explainer-devolution-and-local-elections/>

HMG acknowledged that for some areas the timing of May 2025 local elections would affect their planning – particularly for those keen to deliver both reorganisation and devolution to the most ambitious timeframe.

**18 councils made requests to postpone** their elections.

Of these, **9 have been agreed** and will see their May 2025 elections postponed to May 2026.

This follows a long standing precedent. **Between 2019 and 2022, the then government legislated to postpone 17 local council elections** for one year during preparatory local government reorganisation work.

Postponing this small number of elections will mean **reorganisation and devolution can move at pace** in these areas – with Mayoral devolution being delivered in parallel with local government reorganisation – reducing timescales so that working people and communities can feel the benefit and freedoms far quicker.

For areas where elections have been postponed, we will work with them to move to new ‘shadow’ unitary councils as soon as possible. For those submitting reorganisation proposals by May 2025 (Surrey), we would aim to hold shadow unitary elections in May 2026.

For **Devolution Priority Programme DPP areas we will ask for their proposals by September 2025, and work towards mayoral elections in 2026 alongside other scheduled local elections, and shadow unitary elections in 2027.** This will put DPP areas on a faster timeline for implementing both new unitaries and devolution than the majority of other areas.

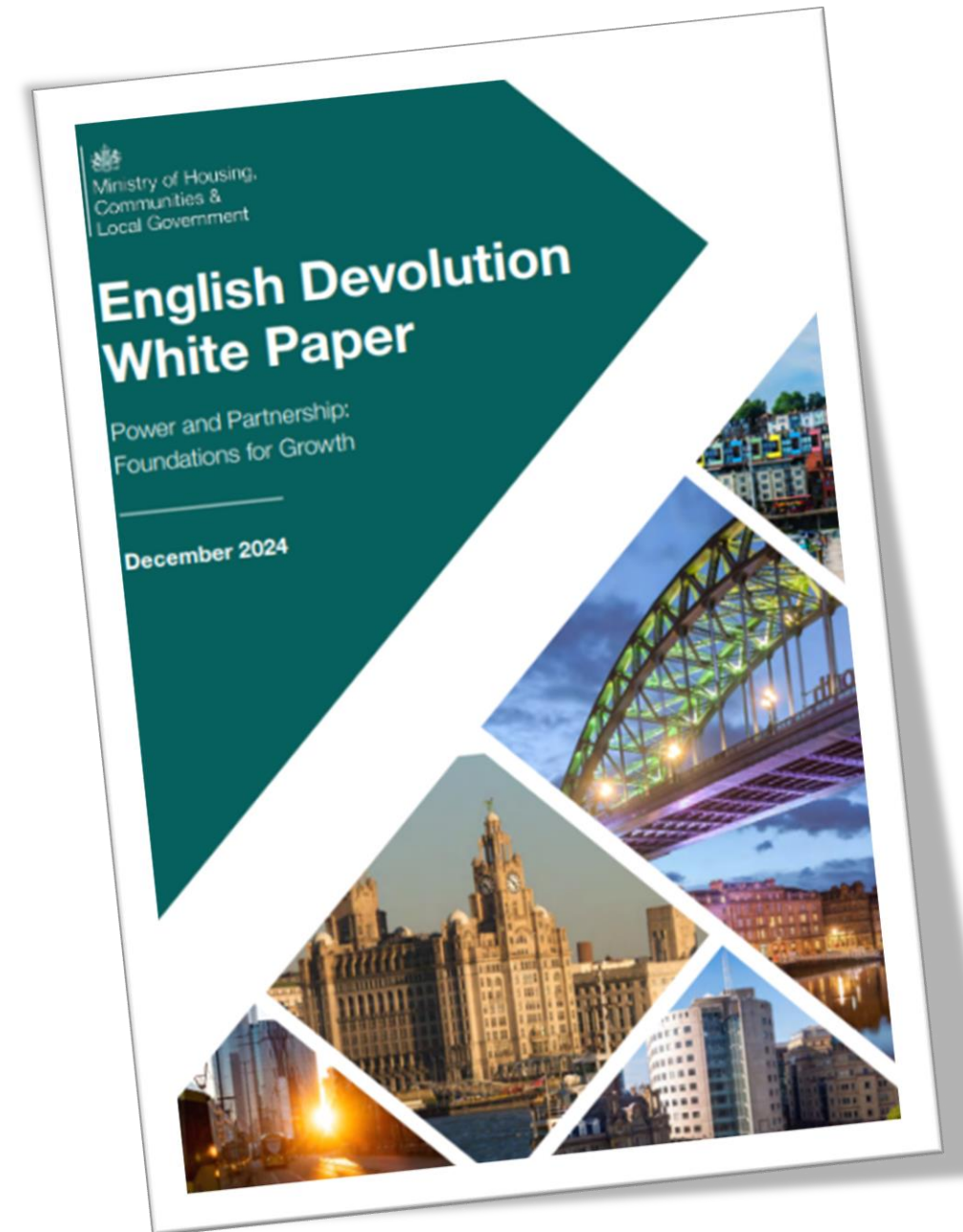
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# Background Context

# The White Paper – key points

The White Paper on English Devolution was published on 16 December 2024 and proposes wide ranging changes to the framework of local government across England. This includes:

- An updated framework for devolution: additional powers and funding on offer to local areas ;
- Introducing the concept of new Strategic Authorities through which devolved powers will be coordinated locally – end of bespoke deals, and;
- Local Government Reorganisation, which would see the abolition of all fifteen principal councils in Essex, including to be replaced with a smaller number of unitary councils.



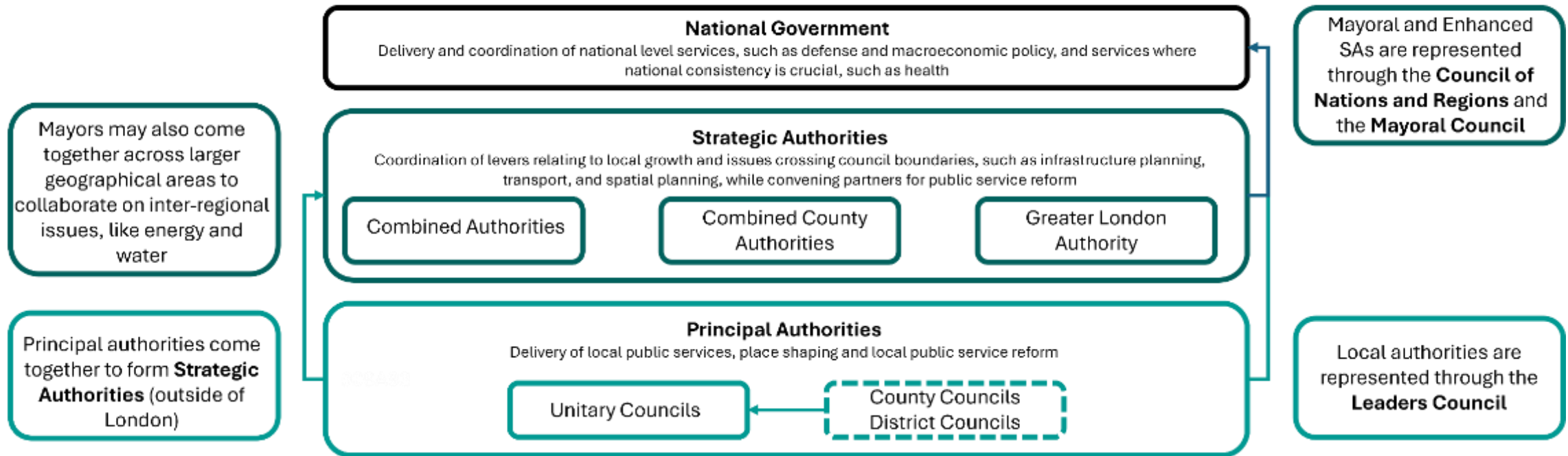


# Proposed New Tiers of Government

## Policymaking and coordination

## Tiers of government

## Representation



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# **What is Devolution?**

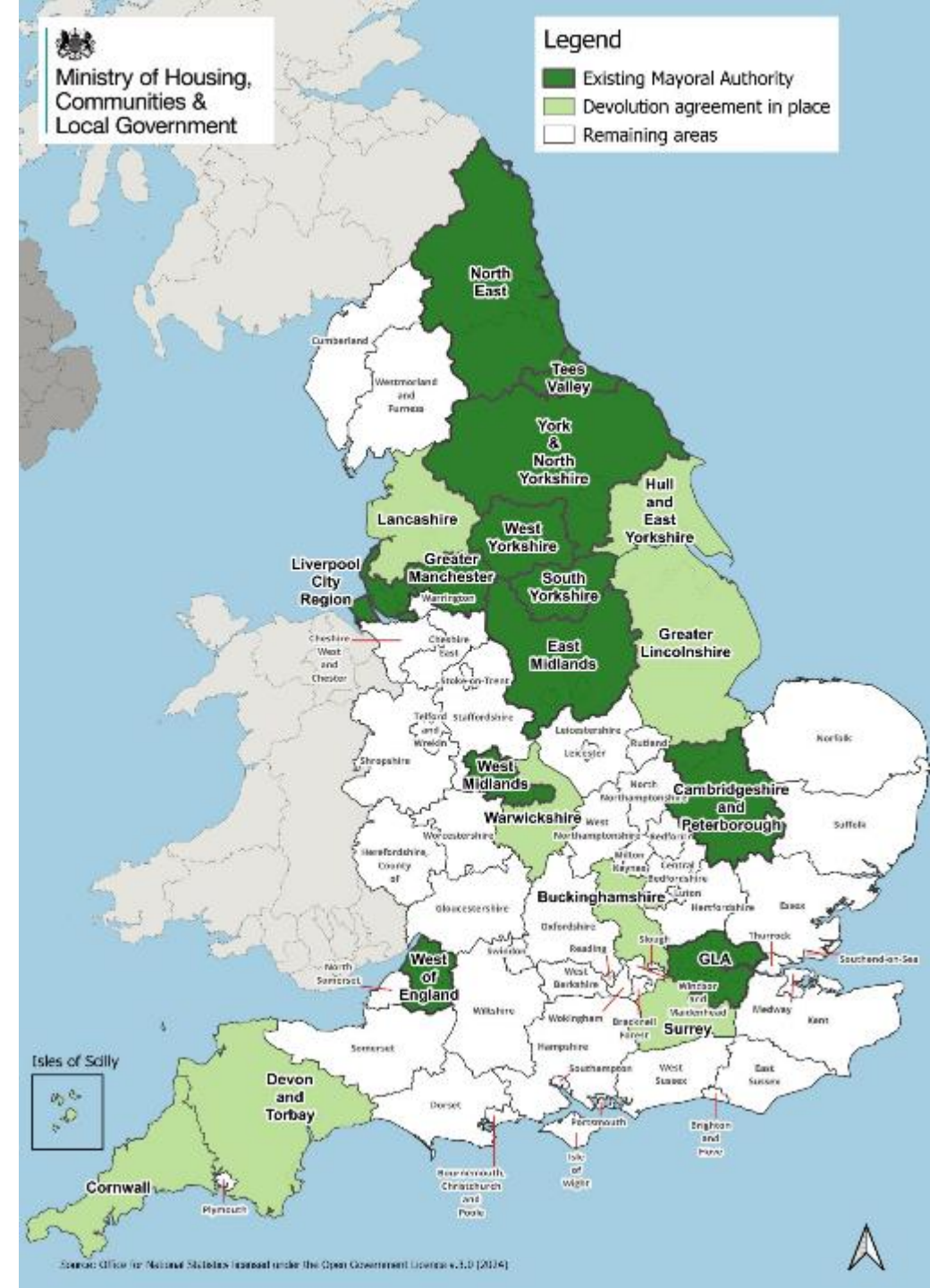
# What is devolution?

The decentralisation of powers, decision making and funding away from Central Government to local democratically elected & accountable bodies elsewhere in England.

It is over ten years since the first Devo Deal in Greater Manchester.

Devolution from central government means that local authorities will have more power and funding locally to focus on tackling strategic priorities of sub-regional importance such as around economic growth, infrastructure and skills.

To date, Devolution Deals typically lead to the creation of a new authority which is the vehicle through which devolved powers are managed locally.



# Completing the map - New Strategic Authorities



Government wants the whole of England to be covered by a ‘Strategic Authority’.



There will be three different categories of Strategic Authority (linked to access to powers):

- 1. Foundation Strategic Authorities** – non-mayoral Combined County Authorities and designated upper tier councils;
- 2. Mayoral Strategic Authorities** – a Combined County Authority with a Mayor we expect the Greater Essex CA will be initially;
- 3. Established Mayoral Strategic Authorities** – effective mayoral authorities which have been in place for at least 18 months+ [WP, 28]



Strategic Authorities should cover geographies of at least 1.5m people [WP, 31]



Where Strategic Authority and P(F)CC boundaries are coterminous, Mayors by default will take on the PCC role and the Strategic Authority will be the fire authority – but perhaps not immediately [WP, 83]



If we are on the priority programme the Strategic Authority for Essex will be a Mayoral Combined County Authority with a mayoral election taking place in May 2026

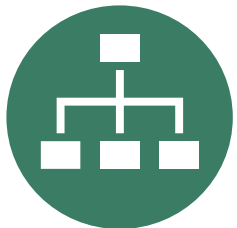
# What is a Combined/Strategic Authority?



- **A separate legal entity in its own right with its own powers and duties and money and staff** – It is NOT a merger of upper tier authorities
- It is linked to constituent councils, in this case upper tier authorities only, who appoint members of the combined authority.

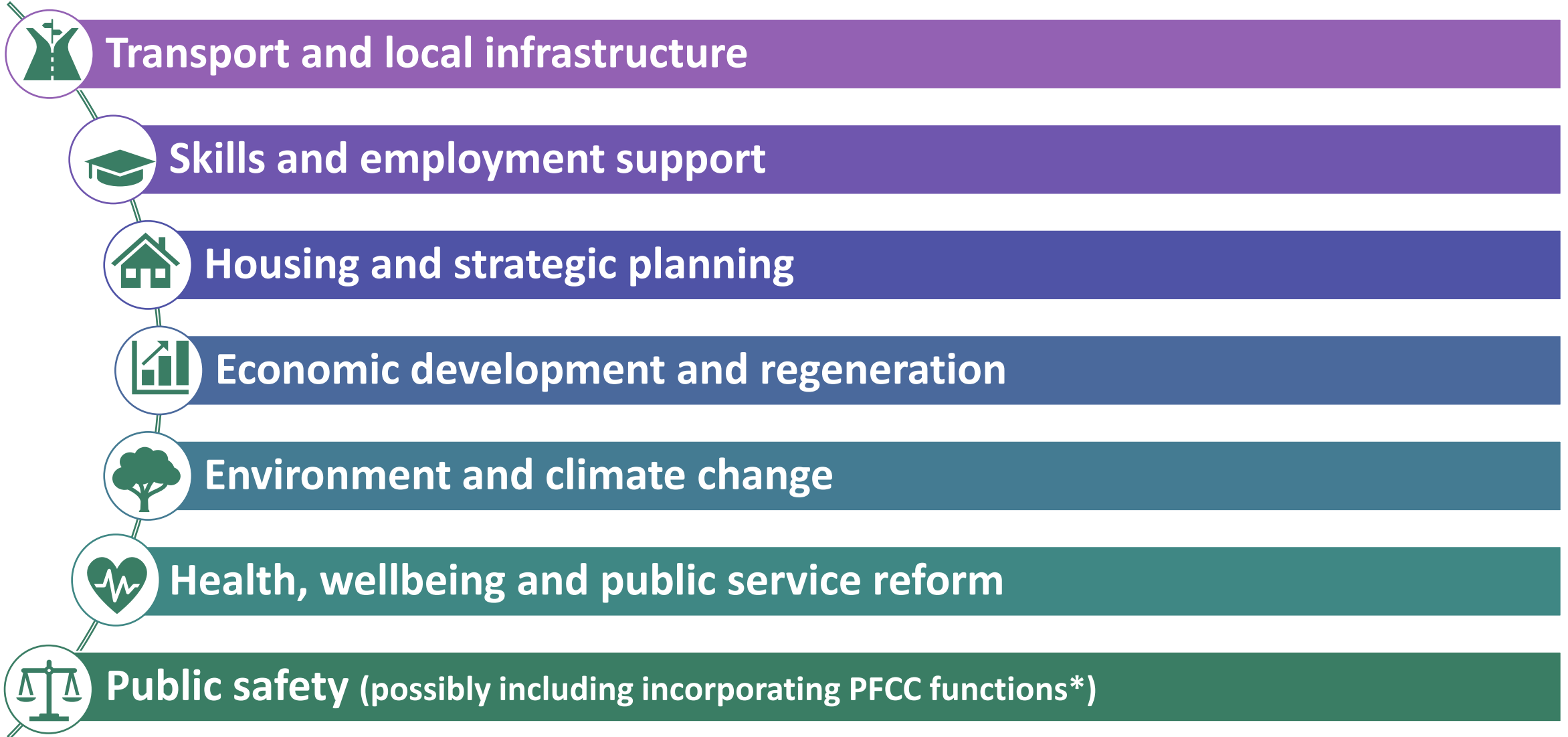


- **The Essex Combined County Authority will have a Mayor**
  - The Mayor is a member of the CA and is directly elected by members of the public
  - The CA functions are split into
    - Mayoral functions - controlled by the Mayor and can be funded from a precept
    - CA functions – controlled by the CA members (perhaps with a mayoral veto) but can't be funded from council tax precept – only from money given to the CA by government or by LAs. The CA may have the power to levy (i.e. demand money from) UTLAs.



- *All Combined Authorities are also Strategic Authorities, so we use these terms interchangeably*

# Powers/Funding available to Strategic Authorities



*\*where police boundaries align and where there is an elected Mayor*

# Why Devolution is good for Growth/Business

**1. Local Economic Control:** Consolidate control over economic policies, unifying fragmented decision-making.

**2. Unified Growth Vision:** Develop a Local Growth Plan to address strategic challenges and opportunities in Greater Essex.

**3. Strategic Planning:** Deliver a Strategic Plan for Greater Essex by 2027/28, allowing Mayors to allocate housing targets and potentially introduce a Strategic Infrastructure Levy.

**4. Increased Funding:** Areas with elected Mayors will access additional benefits, including a 30-year investment fund, giving Greater Essex more control over its funding and flexibility to target resources effectively.





# Government Consultation on Devolution



**The Government will shortly consult on devolution in the following areas:**

- Cumbria
- Cheshire & Warrington
- Norfolk & Suffolk
- Greater Essex
- Sussex & Brighton
- Hampshire & Solent



**How the consultation will work**

- Government will consult residents and businesses on devolution in February and March 2025
- The consultations will run for eight weeks and will inform Ministers on whether statutory tests have been met when making the relevant legislation



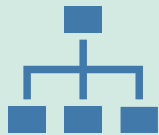
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# **What is Local Government Reorganisation?**

# Local Government Reorganisation (LGR)



The White Paper sets out the in-principle benefits of LGR: “unitary councils can lead to better outcomes for residents, save significant money which can be reinvested in public services, and improve accountability” [WP, 17]



Government will facilitate a programme of LGR, focusing on two-tier areas and smaller unitary councils initially. The White Paper states: “We will deliver this process [LGR] as quickly as possible, including through legislation where it becomes necessary to ensure progress” [WP, 100]



New unitary councils will be expected have a population of 500,000 or more “but there may be exceptions to ensure new structures make sense for an area” “decisions will be on a case-by-case basis” [WP, 100]

# Local Government Reorganisation (LGR)



The Government also recognises the benefits that aligned geographical boundaries can have on greater coordination of public services so will also consider realignment of other public sector boundaries to coincide with the local government and Strategic Authority boundaries [WP, 79]



The first tranche of local government re-organisation is expected to be completed by April 2027 with a second tranche by April 2028.



LA boundaries cannot cross police force boundaries. Recently the government has wished to use existing districts as 'building blocks' for new councils, but that is not an absolute legal requirement.



Community engagement and operating models for new unitaries – 'We will want to see stronger community arrangements when reorganisation happens in the way councils engage at a neighbourhood or area level' [WP, 100]

# Establishing new Local Authorities in 'shadow form'

*If* the government agrees to proposals for Local Government Reorganisation in Greater Essex, we expect new "Shadow Local Authorities" will be established for the new areas before the existing councils are abolished.

These 'shadow' LAs will have elections when they are established.

The shadow LAs become the new unitary local authorities on the day the reorganisation comes into effect.

*The Government's timeline has indicated that elections to Shadow Local Authorities would take place in May one year before the new Unitary Authorities go live on the following 1 April, with elected members serving for a total of 5 years composed of:*

- *c1 year on the shadow LA, and*
- *c4 years on the new Unitary Council*





# Establishing new Local Authorities in 'shadow form'

## *Functions of Shadow Authorities*

During the 'shadow period', shadow authorities will **not** have the full powers of a local authority.

Their role will predominantly be to prepare for to take on the finance, assets and staff so that they are ready to deliver all local government functions when they go live; and liaise with other local authorities to ensure continuity of public service delivery.

This would include:

- Preparing a budget, appropriate policies and setting of the council tax for its area
- Adopting a Constitution and code of conduct
- Appointing the Chair and Vice Chair of the Shadow Authority, a Leader, Cabinet, and the Chair and Vice-Chair
- Appointing interim and final key officer positions including the Head of the Paid Service; Monitoring Officer and Chief Finance Officer



# Will other public sector organisations be reorganised too?

*“Local leaders’ desire to drive change and growth has too often been stymied. Central government must become more responsive to their local knowledge. We\* will:*

*Pursue an ambition to realign public authority boundaries, so that over time, public services are delivered over the same areas as Strategic Authority boundaries. Our long term aim is for public service boundaries – including those of police, probation, fire and health services – and those of Strategic Authorities, to align. Any changes to public service boundaries will be made in consultation with stakeholders and considering the impact on service delivery. In the meantime, we will look for practical solutions to allow Mayors to deliver where service boundaries are non-coterminous, considering the benefits on a case-by-case basis.” [WP, 43]*

*\*The Government*

# Engagement on LGR

**Engagement and consultation on reorganisation –** Government expect local leaders to work collaboratively and proactively.

**The views of the public -** Will be crucial to understanding the best way to structure local government in your area. This will include the relevant Mayor, Integrated Care Board, Police (Fire) and Crime Commissioner, Fire and Rescue Authority, local Higher Education and Further Education providers, National Park Authorities, and the voluntary and third sector.

**Once a proposal has been submitted -** it will be for the government to decide on taking a proposal forward and to consult as required by statute.

**Interim plans -** An interim plan should be provided to government on or before 21 March 2025. This should set out the progress on developing proposals in line with the criteria and guidance.



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# **Criteria, risks, issues and other considerations**



# A shared evidence base: the Grant Thornton work

- On the 26th September Leaders collectively agreed to commission a joint evidence base to inform thinking about Local Government Reform.
- CEOs subsequently commissioned Grant Thornton to refresh the LGR evidence base previously produced in 2020.
- This work includes analysis of population size, financial position including debt exposure, and future modelling for a range of configuration options, scored against criteria including population size and financial sustainability.



# Assessment Criteria for LGR proposals

The Secretary of State has published guidance on the criteria to be used for assessing proposals for local government reorganisation. These can be summarised as follows:

1. Single Tier of local government, for sensible areas, with an appropriate tax base

2. The right size to achieve efficiencies, improve capacity and withstand financial shocks

3. Prioritise high quality and sustainable public services and avoid unnecessary fragmentation

4. Show how councils have sought to work together to reflect local needs and views

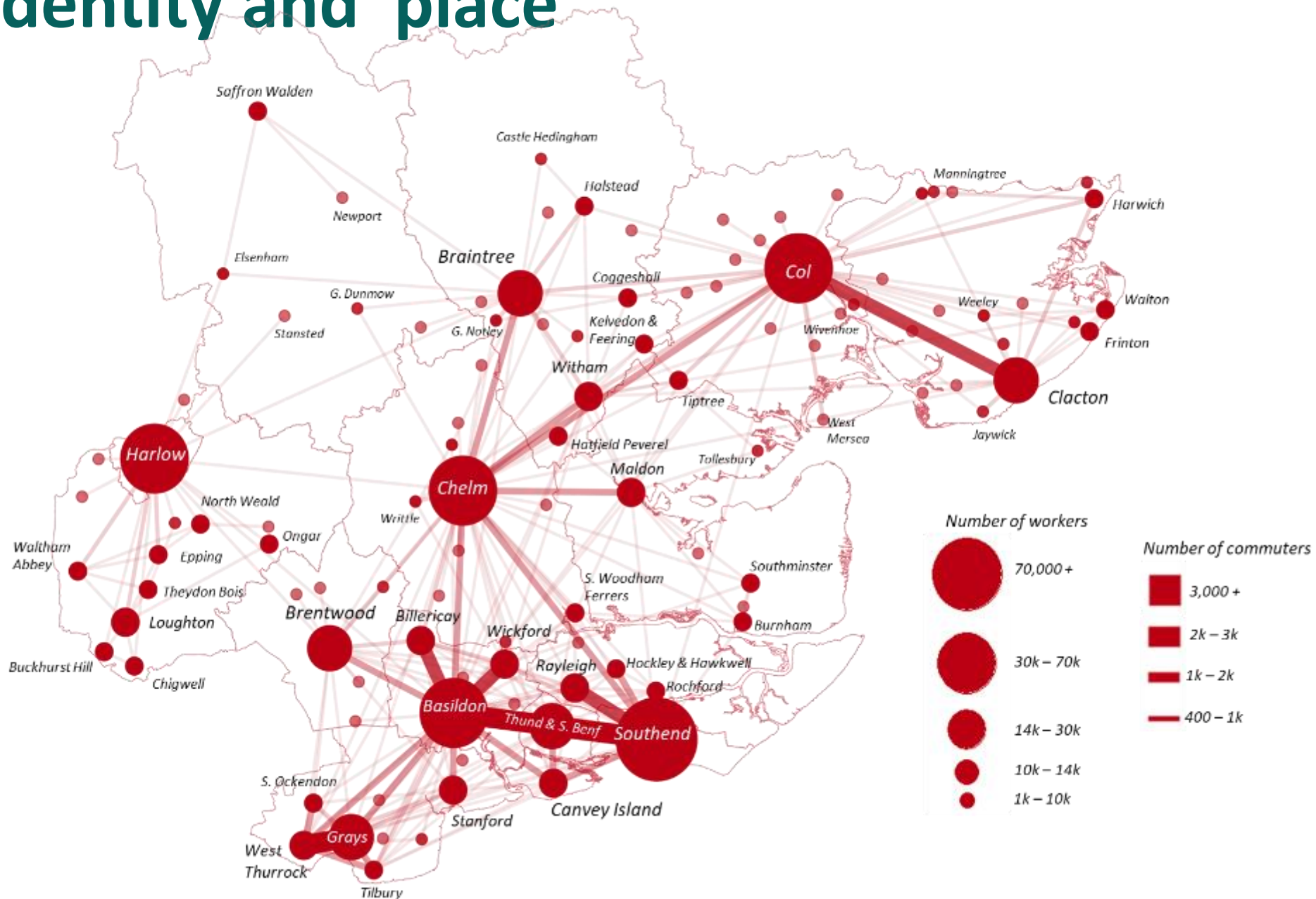
5. New unitary structures must support devolution arrangements

6. Strengthen community engagement and neighbourhood empowerment

# Considering identity and 'place'

This map shows travel-to-work flows between the largest built-up areas in Greater Essex.

This gives one view of connectivity between places Greater Essex area.



*Travel-to-work flows to places outside Greater Essex have been excluded from this map.*



# Aggregating and Disaggregating Services

If reorganisation results in more than one unitary in a county it will mean county services are delivered at a smaller scale and district services are provided at a larger scale.

**Districts** - reorganisation would lead to financial opportunities to agglomerate and merge certain functions by scaling-up and rationalising services

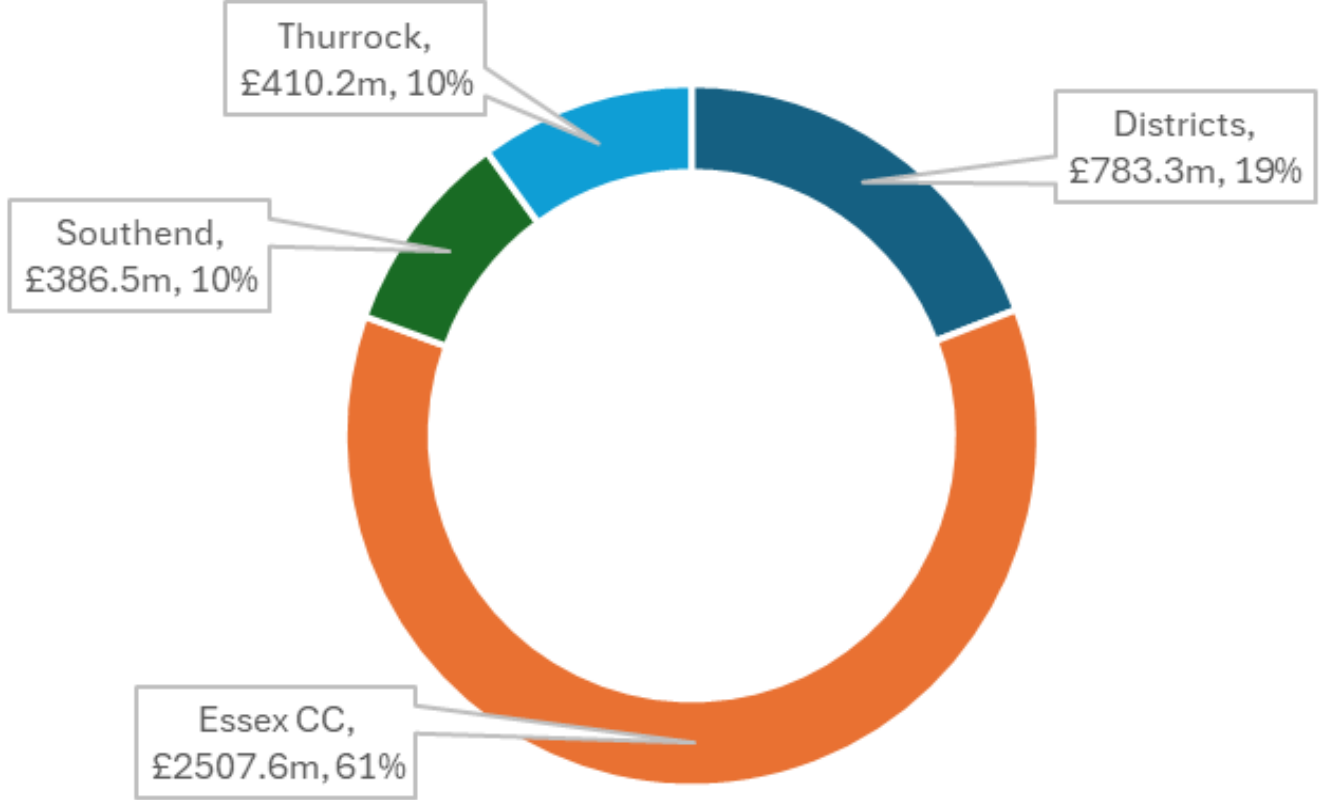
**County** - reorganisation would lead to the opposite challenge of disaggregation of services as the large-scale delivery, commissioning and funding of currently countywide services.



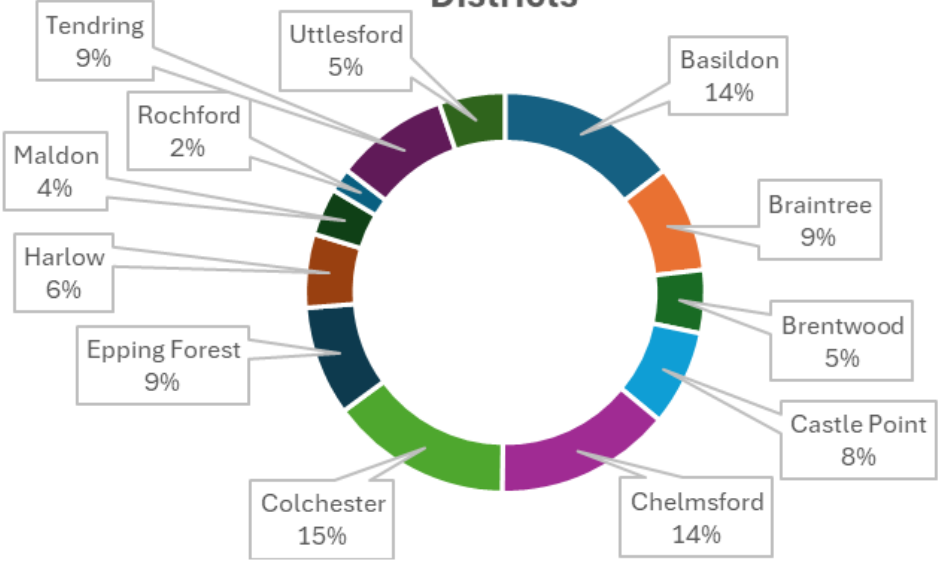
# Where is the money spent in Greater Essex, and what on?

## £4.1bn gross expenditure planned in 2024/25

2024/25 Gross Expenditure Budget



2024/25 Gross Expenditure Budget as a % of total Districts

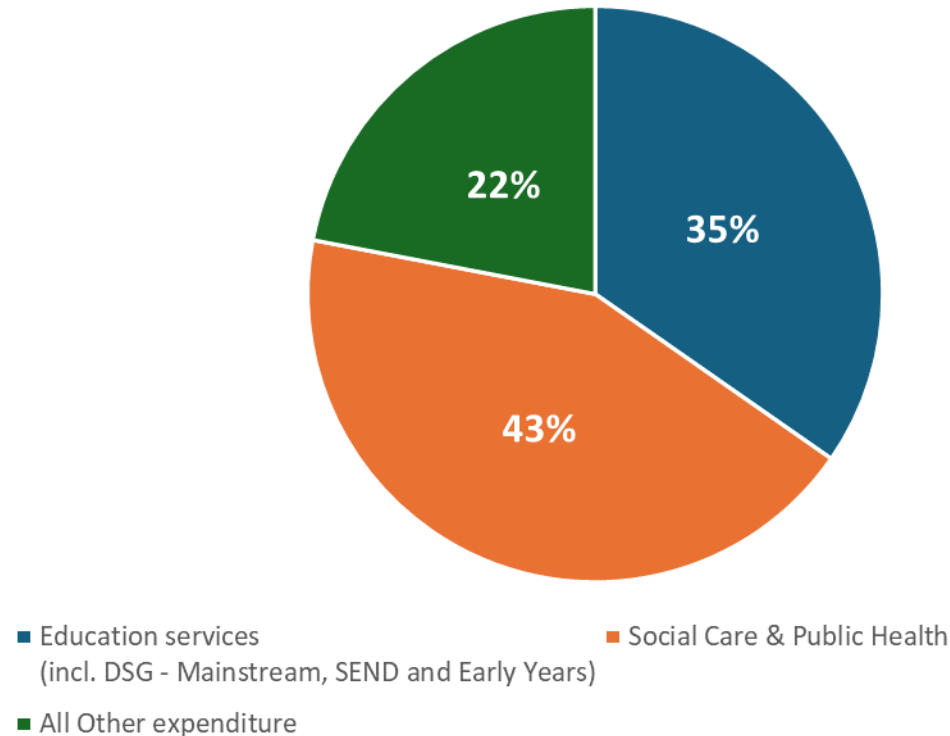


Figures sourced as far as possible from 2024/25 Budget papers & exclude HRA

# Where is the money planned to be spent in 2024/25, based on government data?

The data used for this split (RA returns) is net of sales, fees and charges, and net of income from other authorities in the local government sector, from the NHS and from elsewhere excluding central government departments. No published government data is available for total gross expenditure.

**% split of planned 2024/25 Greater Essex expenditure (using RA returns)**



# Key Financial Considerations of reorganisation

Financial resilience & sustainability

Excess debt management

Asset distribution – including council owned companies

Value for money

Transition costs

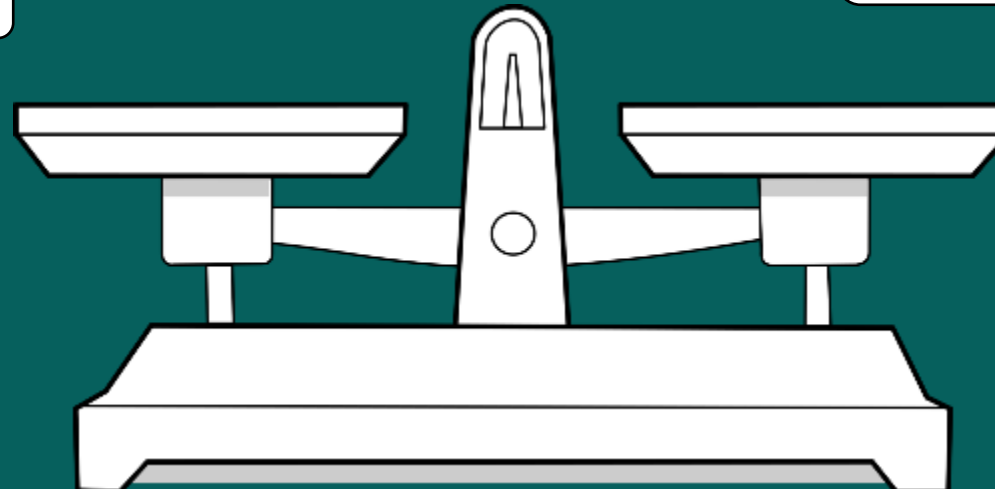
Financial systems & technical accounting skills

Economies of scale – aggregation and disaggregation of services

Commercial Strategy - Contract arrangements & market management

Outstanding Audit Opinions

Council Tax harmonisation



# Extract from Ministerial letter 5 February

## Key text on costs and debt

“Considering the efficiencies that are possible through reorganisation, we expect that **areas will be able to meet transition costs over time from existing budgets**, including from the flexible use of capital receipts that can support authorities in taking forward transformation and invest-to-save projects.”

“The default position is that assets and liabilities remain locally managed by councils, but **we acknowledge that there are exceptional circumstances where there has been failure** linked to capital practices. Where that is the case, proposals should reflect **the extent to which the implications of this can be managed locally**, including as part of efficiencies possible through reorganisation, and Commissioners should be engaged in these discussions. We will continue to discuss the approach that is proposed with the area.”



# Extract from criteria two

## Key text on costs and debt

e) For areas covering councils that are in Best Value intervention and/or in receipt of Exceptional Financial Support, proposals must additionally demonstrate how reorganisation may contribute to putting local government in the area as a whole on a firmer footing and what area-specific arrangements may be necessary to make new structures viable.

f) In general, as with previous restructures, there is no proposal for council debt to be addressed centrally or written off as part of reorganisation. For areas where there are exceptional circumstances where there has been failure linked to capital practices, proposals should reflect the extent to which the implications of this can be managed locally, including as part of efficiencies possible through reorganisation.

# Emerging issues and considerations



## CROSS-BORDER WORKING

New Unitaries, will be required to develop effective cross border working with one another, from strategic to operational.



## REFOCUSING EMERGING CHANGE

Local government is in the middle of significant policy and system change already happening. This will require coordination to ensure models are designed and fit for the future not just today's policy landscape.



## THE STRATEGIC AUTHORITY

The new Strategic Authority has seven core areas of competence where it is expected to lead. Some of these competencies are clearly defined, in other areas it is more difficult to articulate without further clarity from the Government.

# Interim Plan (by 21 March 2025)

The government's expectation is that one interim plan be submitted jointly by all councils in an area, but that this interim plan may describe more than one potential proposal. The interim plan should:

- a) identify any barriers or challenges where further clarity or support would be helpful.
- b) identify the likely options for the size and boundaries of new councils that will offer the best structures for delivery of high-quality and sustainable public services across the area, along with indicative efficiency saving opportunities.
- c) include indicative costs and arrangements in relation to any options including planning for future service transformation opportunities.
- d) include early views as to the councillor numbers, and also effective governance and decision-making arrangements which will balance the unique needs of your cities, towns, rural and coastal areas, in line with the Local Government Boundary Commission for England guidance.
- e) include early views on how new structures will support devolution ambitions.
- f) include a summary of local engagement that has been undertaken and any views expressed, along with your further plans for wide local engagement to help shape your developing proposals.
- g) set out indicative costs of preparing proposals and standing up an implementation team as well as any arrangements proposed to coordinate potential capacity funding across the area.
- h) set out any voluntary arrangements that have been agreed to keep all councils involved in discussions as this work moves forward.

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# **Timeline and Next Steps**

# Indicative High-Level Timeline

Devolution		Local Government Reorganisation			
Devolution / Combined County Authority		New Local Authorities (Wave 2)		ECC, Southend and Thurrock	Districts
2025	Proposals approved by ECC/SSCC/TC, are consulted on and then approved by Government	2025	Proposals submitted by LAs autumn ( <b>interim proposals 21 March 2025, final 26 Sept</b> ), subjected to consultation and agreed by Government	Elections postponed* initially until 2026 (but see 2026 below)	Business as usual
2026	Goes live with Mayoral election	2026	Order made to set out timescale and process	Elections cancelled, preparing for transition	Elections cancelled, preparing for transition
2027	Operational	2027	Election to shadow authorities, preparing for transition, recruit key staff	Preparing for transition	Preparing for transition Elections cancelled
2027 <i>OR</i> 2028	Updated governance to reflect reorganisation, potentially with PCC and fire (PFCC election due 2028)	2028	Shadow authorities become live authorities	Abolished	Abolished

\*ECC and Thurrock only: Southend is not due to have ordinary elections in 2025.

# Learning from Others

Greater Essex would not be the first place to go through reorganization, though every reorganization is different.

Essex is likely to be most complex.

We can learn from others – things to copy, and things to avoid.

We will put in place a programme for developing and sharing learning.

[https://www.grantthornton.co.uk/globalassets/1.-member-firms/united-kingdom/pdf/publication/2024/report---learning-from-the-new-unitary-councils\\_v08.pdf](https://www.grantthornton.co.uk/globalassets/1.-member-firms/united-kingdom/pdf/publication/2024/report---learning-from-the-new-unitary-councils_v08.pdf)

## Learning from the new unitary councils



**Additional information and detail including the letter from government, which is published on the government website.**

**[Ministerial statement: 5 February 2025](#)**

**[Ministerial letters: 5 February 2025](#)**

**[MHCLG Explainer on Devolution and Local Elections](#)**

**[Institute for Government analysis](#)**

**[Grant Thornton Lessons Learned](#)**

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# **Annexes**



# Combined County Authority Membership

## Constituent councils

- Direct inalienable right to appoint one or more members
- This would initially be ECC, Southend and Thurrock (not negotiable)
- The new unitary councils would appoint members instead if reorganization goes ahead.

## Mayor

- Directly elected
- Appoints another existing CA member as Deputy Mayor (not the same as Deputy Mayor for Policing and Crime).

## Non constituent members

- Appointed by an appointing body (AB)
- The CA decides who is an AB – cannot be guaranteed in devo deal
- An AB can appoint **one** non constituent member (NCM) to the CA
- NCM may vote only if the CA votes to give them the vote

## Associate Members

- Individuals appointed to the CA by the CA – cannot be guaranteed in devo deal
- Can vote if the CA votes to give them the vote

## Deputy Mayor P&C

- Only applies if the Mayor is the Police and Crime Commissioner.
- Not a member of the CA in their own right. Not the same person as the Deputy Mayor.
- Does not vote. May personally discharge PCC functions.

	<b>Detail</b>	<b>Foundation</b>	<b>Mayoral</b>	<b>Established</b>	<b>In Previous Framework?</b>
<b>Funding and Investment</b>	Access to a multi-departmental, long-term integrated funding settlement**			X	YES (TRAILBLAZER AREAS)
	Long-term investment fund, with an agreed annual allocation		X	X	YES – L3 ONLY
	Removal of gateway review from investment fund, after Gateway One complete			X	NO
	Ability to introduce mayoral precepting on council tax^		X	X	YES – L3 ONLY
	Consolidation of local growth and place funding in a single pot**	X	X	X	NO
<b>Strategic leadership</b>	A statutory duty to produce Local Growth Plans		X	X	NO
	Membership of the Council of Nations and Regions		X	X	NO
	Membership of the Mayoral Data Council		X	X	NO

	Detail	Foundation	Mayoral	Established	In Previous Framework?
<b>Transport and Local Infrastructure</b>	Local Transport Authority and public transport functions, including bus franchising and responsibility for an area-wide Local Transport Plan	X	X	X	YES – L2 & L3
	Simplification and consolidation of local transport funding**	X	X	X	NO
	Removal of certain Secretary of State consents, e.g. on lane rental schemes		X	X	NO
	Duty to establish a Key Route Network on the most important local roads^		X	X	YES – L3 ONLY
	Mayoral Power of Direction over use of constituent authority powers on the Key Route Network^		X	X	NO
	Priority for strategic rail engagement (including mayoral partnerships) with Great British Railways	X	X	X	YES – L3 ONLY
	Statutory role in governing, managing, planning, and developing the rail network		X	X	NO
	An option for greater control over local rail stations		X	X	NO
	A ‘right to request’ further rail devolution			X	NO
	Priority for support to deliver multi-modal ticketing			X	NO
	A clear, strategic role in the decarbonisation of the local bus fleet	X	X	X	NO
	Active Travel England support for constituent authority capability^	X	X	X	NO
	Formal partnership with National Highways		X	X	NO

	<b>Detail</b>	<b>Foundation</b>	<b>Mayoral</b>	<b>Established</b>	<b>In Previous Framework?</b>
<b>Skills and employment support</b>	Joint ownership of the Local Skills Improvement Plan model, with Employer Representative Bodies	X	X	X	YES – L2 & L3
	Devolution of the core Adult Skills Fund	X			YES – L2 & L3
	Devolution of non-apprenticeship adult skills functions through a consolidated skills funding pot**		X	X	YES – L2 & L3
	Central convening of youth careers provision including greater flexibility for Careers hubs		X	X	NO
	A clear role in relation to 16-19 education and training		X	X	NO
	Responsibility for developing local Get Britain Working Plans		X	X	NO
	Devolution of supported employment funding**	X	X	X	NO
	Co-design of future employment support that is additional to core Jobcentre Plus provision		X	X	YES – L3
	Delegated delivery or commissioning of employment support that is additional to core Jobcentre Plus provision			X	YES – L3
	Alignment of Jobcentre Plus boundaries with Strategic Authorities			X	NO

	<b>Detail</b>	<b>Foundation</b>	<b>Mayoral</b>	<b>Established</b>	<b>In Previous Framework?</b>
<b>Housing and strategic planning</b>	A duty to produce a Spatial Development Strategy	X	X	X	NO
	Strategic development management powers (once the Spatial Development Strategy is in place)		X	X	NO
	Ability to raise a Mayoral Community Infrastructure Levy to fund strategic infrastructure (once the Spatial Development Strategy is in place)		X	X	NO
	Ability to make Mayoral Development Orders		X	X	NO
	Ability to establish Mayoral Development Corporations		X	X	YES – L3
	Homes England compulsory purchase powers (held concurrently)	x	X	X	YES – L2 & L3
	Devolution of wider grant funding to support regeneration and housing delivery**		X	X	PART – previously Brownfield funding only at L3
	Ability to set the strategic direction of any future programme to support affordable housing provision in their area			X	NO
	Strategic Place Partnership with Homes England		X	X	YES – L3
	Support to establish a public sector land commission			X	NO

	<b>Detail</b>	<b>Foundation</b>	<b>Mayoral</b>	<b>Established</b>	<b>In Previous Framework?</b>
<b>Economic development and regeneration</b>	Partnership working with Department for Science, Industry and Technology and UK Research and Innovation to explore opportunities for closer long-term collaboration in strengthening local research and innovation capacity	X	X	X	NO
	Develop joint innovation action plans with Innovate UK to shape long-term strategies and investments		X	X	NO
	Embed UK Research and Innovation lead points of contact for enhanced collaborative working on innovation with Mayoral Strategic Authorities that are committed to work collaboratively on innovation		X	X	NO
	Responsibility as the accountable body for the delivery of Growth Hubs	X	X	X	AS part of integration of LEP functions – L2 & L3
	Devolution of Growth Hubs funding**			X	
	A Strategic Partnership with the Department for Business and Trade focused on domestic growth, exports, investment, and delivery of local growth priorities.		X	X	NO
	Partnership working with Department for Culture, Media and Sport Arm’s Length Bodies to maximise culture, heritage, and sport spending in place	X	X	X	NO
<b>Environment and climate change</b>	Devolution of retrofit funding this parliament subject to a successful transition period (see 3.7)**			X	NO
	Heat network zoning coordination role	X	X	X	NO
	Coordinating local energy planning to support development of regional network energy infrastructure	X	X	X	NO
	Green jobs and skills coordination role	X	X	X	NO
	A strategic role on net zero in collaboration with government, including on Great British Energy’s Local Power Plan and Warm Homes Plan	X	X	X	YES – L1, L2, & L3
	Responsibility for coordinating delivery and monitoring of Local Nature Recovery Strategies^	X	X	X	YES - L1, L2, & L3



	<b>Detail</b>	<b>Foundation</b>	<b>Mayoral</b>	<b>Established</b>	<b>In Previous Framework?</b>
<b>Health, wellbeing and public service reform</b>	A bespoke statutory health improvement and health inequalities duty^	X	X	X	PART – previous framework had an option role for MCAs in improving local health
	Mayors engaged during the Integrated Care Boards chair appointment process		X	X	NO
	Mayors as members of local Integrated Care Partnerships, and consideration for position of chair or co-chair		X	X	NO -however local arrangements nationally may already see this happening in some areas
	A role in convening partners and driving cross-cutting public service reform, including looking at areas such as multiple disadvantage				No
<b>Public safety</b>	Mayors accountable for the exercise of Police and Crime Commissioner functions where police force and mayoral boundaries align^		X	X	YES –L3
	Mayors accountable for the exercise of Fire and Rescue Authority functions where fire and rescue service and mayoral boundaries align		X	X	NO
	A clear and defined role in local resilience, working with the Local Resilience Forum to embed resilience into broader policy and delivery^				YES –L3