

COSLA Principles (Recovery Priorities / SG National Care Service Vision)

Programme for Government (2021-2022): A Fairer, Greener Scotland

LOCAL GOVERNMENT FINANCE
 HEALTH & SOCIAL CARE
 CHILDREN & YOUNG PEOPLE
 COMMUNITIES
 ENVIRONMENT & ECONOMY
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KEY (Link to COSLA Principles ¹) – (A)	
CLEAR POTENTIAL TO PROGRESS COSLA PRINCIPLES	G
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¹ [COSLA Principles](#).

² [Recovery Priorities \(Leaders Paper\)](#).

LOCAL GOVERNMENT FINANCE

Programme for Government Commitment/Description	COSLA Principles (A)	COSLA Recovery Priorities (B)	Indicative Timescale	Comments	Resource Y/N (amount identified)
A CARING NATION					
Undertake the single biggest public service reform since the founding of the NHS – the creation of a National Care Service, following the consultation launched during first 100 days. By June 2022, will bring forward legislation for its establishment	R	R	Current Parliament	The creation of a NCS as proposed will have significant impacts on Local Government finance. The proposed services make up roughly 40% of current budget and if removed would have significant implications. We still need clarity on how the additional funding required would be generated resulting in risk of additional funding being stripped from Local Government or impacting our priorities of agreeing a fiscal framework with additional income generating options for Local Government. Significant financial risks relating to workforce through TUPE, pensions and equal pay depending on how the NCS is intended to operate. No clarity on how this will improve outcomes.	Y – not identified
A LAND OF OPPORTUNITY					
Education – Scottish Attainment Challenge, funding for teachers, and cost of school day	A	A	Current Parliament	These issues all impact on Local Government finance and need to be factored into the Local Government settlement, with transparency	For some areas
A NET ZERO NATION					
Explore use of Participatory Budgeting in 2021/22 as part of wider support for community-led climate action; identify opportunities at COP26 to develop concept of PB for climate action and identify opportunities to develop programmes specifically involving schools and young people; work with local authorities to embed climate principles into wider PB initiatives, building on the agreement that at least 1% of council budgets will be subject to Participatory Budgeting by 2021/22 (As set out in the Scottish Government response to the report of the Just Transition Commission)	G	A	2021/22	NCS will in effect reduce the amount of funding available for PB. No suggestion of how the NCS would support PB.	N

AN ECONOMY FOR ALL SCOTLAND'S PEOPLE & PLACES

Help local authorities tackle a known avoidance tactic on empty non-domestic properties, to deliver greater fiscal empowerment for councils in advance of the devolution of empty property relief in April 2023, supported further by the introduction of a fiscal framework for local government.	G	G	Current Parliament	Commitment to developing a fiscal framework for local government and devolution of empty property relief is also set out in the Scottish Government and Scottish Green Party Cooperative Agreement	N
Bring forward a Local Democracy Bill, devolving more decisions and resources to more local spheres of democratic governance, following the conclusion of the Local Governance Review	G	G	Current Parliament	Fiscal Empowerment is a key part of Local Governance and COSLA will be required to ensure that the Local Democracy Bill allows appropriate fiscal empowerment	N
LIVING BETTER					
Reform Council Tax to make it fairer, working with the Scottish Green Party and COSLA to oversee the development of effective deliberative engagement on sources of local government funding, including Council Tax, that will culminate in a Citizens' Assembly.	G	G	Current Parliament	COSLA would wish to see councils responsible for the setting of any local taxes (including levels, discounts, exemptions etc) , aligned to local priorities. Commitment to reforming Council Tax and development of a Citizens Assembly on local government funding is also set out in the Scottish Government and Scottish Green Party Cooperative Agreement	N

- A new NHS Recovery Plan is being launched, backed by a commitment of more than £1bn of targeted investment, and there is a commitment to protecting the Police resource budget in real terms for the entirety of the Parliament. There is no commitment regarding Local Government recovery funding specifically, even though there is a joint commitment to recovery priorities
- Scottish Government is continuing to engage with UK Government on direct UK Government spending in Scotland in areas of devolved competence (in relation to the spending powers conferred on the UK Government through the UK Internal Market Act).
- Local Government Finance comments can be found throughout the document.

HEALTH & SOCIAL CARE

Programme for Government Commitment/Description	COSLA Principles (A)	COSLA Recovery Priorities (B)	Indicative Timescale	Comments	Resource Y/N (amount identified)
A CARING NATION					
Undertake the single biggest public service reform since the founding of the NHS – the creation of a National Care Service, following the consultation we launched in our first 100 days. By June 2022, we will bring forward legislation for its establishment	R	R	June 2022	This commitment has clear risks to the COSLA principles and priorities for LG. Whole scale restructure of HSC does not fit with the recovery priorities identified so far. The commitment provides little by way of further information over and above the NCS consultation.	N
Increase frontline health spending by 20% over Current Parliament – providing at least £2.5 billion in additional funding by 2026-27. We will deliver the first increase through the 2022-23 budget.	A	A	Current Parliament	Further clarity on investment and how this will be utilised in way to support closer integration across Health and Social Care system and relationship with NCS proposals. Does not recognise the link to or provide additional funding Local Government services which can improve mental health. Not clear how this will fit in to the proposed NCS.	£2.5 billion
Increase primary care funding by 25% over this Parliament, with half of all frontline health spend going on community health services – ensuring people get care at a time and in a place and way which best suits them.	A	A	Current Parliament	Further clarity on definition of community health services and how these will be developed in way to support closer integration with social care and relationship with NCS proposals	N
Drive forward our NHS Recovery Plan – investing £29 million this year to provide an additional 78,000 diagnostic procedures, and increase inpatient and day case activity by 10% in 2022-23 and outpatient activity by 10% by 2025-26.	A	A	2021/22	Work being developed by Scottish Government on Care Programme overall, including actions set out in the NHS Recovery plan, need to engage Local Government in Governance and planning more effectively	£29million
Support health and social care staff to look after their own mental health and wellbeing. As an immediate step SG are investing £8 million in a package of support this year, including the ongoing development of the National Wellbeing Hub, National Wellbeing Helpline, and psychological interventions and therapies for staff.	G	G	Current Parliament ary year	Support for mental health and wellbeing for staff is aligned with COSLA's priorities in this area. Collaboration will be central as will ensuring equity of support across health and social care.	TBC

Tackle the drugs death emergency by investing £250 million over Current Parliament, focused on community-based interventions, quick access to treatment and expansion of residential rehabilitation. This year SG will ensure people have access to same-day treatment and a wider range of treatment options.	G	G	Current Parliament	COSLA continues to engage constructively with the Scottish Government and partners with respect to actions to address the prevailing challenges relating to drug deaths.	Y
Increase direct mental health investment by at least 25% over Current Parliament, ensuring that at least 10% of frontline NHS spend goes towards mental health and 1% goes on child and adolescent services.	A	G	Current Parliament		TBC
Double funding for suicide prevention to £2.8 million per annum. This will ensure the right investment, policies and services are in place to underpin the new suicide prevention strategy – due to publish in 2022. Includes expanding awareness-raising and training on suicide prevention which will help workforces and communities respond to people who are at risk of suicide. In 2021, we will build on work underway by Public Health Scotland and NHS Education for Scotland to embed mental health training for staff in key public sector organisations.	G	G	Per annum by the end of the current parliament	Not yet clear what the funding is for and how it will be distributed. COSLA are represented on the National Suicide Prevention Leadership Group and the new suicide prevention strategy will be a joint COSLA & Scottish Government endeavour	£2.8million
Invest £10 billion over the next decade to replace and refurbish Scotland's health facilities, including £400 million in a new network of National Treatment Centres to increase elective care capacity. Work will start this year on two additional Centres in Cumbernauld and Ayrshire.	A	A	Over 10 years	Could be stronger in supporting recovery priorities and ensuring investment is planned and delivered in line with COSLA recovery priorities	Y
Implement a recovery and rehabilitation Framework will ensure that by the end of 2025 all adults who require rehabilitation will have timely access to the right services, in the right place. Work with Health Boards and Integration Joint Boards to eliminate referral and criteria based routes to rehabilitation and move towards "request for assistance" models that ensure no one is excluded from accessing support. We are also working with health, social care, third sector and leisure trusts to ensure there are good quality, easily	A	A	not specified	Implications on LG and IJBs resources and funding not clear	N

accessible community-based rehabilitation resources available across all sectors.					
A LAND OF OPPORTUNITY					
Take forward a programme of work to embed equality, inclusion and human rights throughout Scotland – including £10 million to tackle isolation and loneliness over Current Parliamentary term, and £100 million over three years to support frontline services and focus on prevention of violence against women and girls from school onward. We will also work to tackle racism in our schools and communities, and refresh work to support refugees and asylum seekers.	A	A	Current Parliament	Not clear on wider ask of system in embedding equality, inclusion and human rights across wider system other than initial commitments and how proposed £110million will be distributed	Y
A NET ZERO NATION					
Ensure a connected Scotland and tackle the digital divide, improving access to superfast and gigabit capable broadband and bringing 4G to rural and island communities, and extending the Connecting Scotland programme to get 300,000 households online by March 2026.	A	A	2026	Link to support development of digital health and social care strategy and redesign of health and social care system	N
AN ECONOMY FOR ALL SCOTLAND'S PEOPLE & PLACES					
Progress the vision of Scotland as a leading Fair Work Nation by 2025: including making payment of the real living wage to all employees a condition of public sector grants by summer 2022.	A	A	2025	<p>Implications for commissioning and procurement of public services, including social care, would need to be assessed and funded accordingly</p> <p>While Local Government supports the Real Living Wage, this could significantly increase the cost of some commissioned services.</p>	N

LIVING BETTER	
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In Current Parliament we will introduce a Public Health Bill (Good Food Nation Bill) that includes restrictions on unhealthier food and drink promotions. Commitment to introducing legislation on restricting promotions of foods high in fat, sugar or salt. The Bill will introduce a statutory requirement for the Scottish Ministers and specified public authorities to publish statements setting out the main outcomes they want to achieve in relation to food-related issues, the policies needed to do this and the indicators or other measures required to assess progress. This will underpin the work we are carrying out as part of the Good Food Nation programme of measures.	G	A	Current Parliament	Work on this was put on hold by the Pandemic. SG are minded for the “Policing” of restrictions to price promotions to be done by local authority staff. Such staff would need to be trained, recruited and paid for.	
Take forward a Learning Disability, Autism and Neurodiversity Bill, with scoping work carried out in 2021-22. We will also provide an independent advocate for people to secure the protections of such a law, through a Learning Disabilities, Autism and Neurodiversity Commissioner.	A	A	Current Parliament	The language of those who lobbied for a commissioner was all about “holding local authorities to account”. COSLA argued local authorities were already held to account and noted concerns over duplication with existing scrutiny bodies and processes.	
From 2030, invest at least 5% of all community-based health and social care spend in preventative whole family support measures	A	A		Not clear on scope of commitment i.e. funding specifically related to ‘care system’ and services and links to NCS	N

There is a significant bill being proposed:

COVID Recovery Bill

To make public health, public services and justice system reforms that support recovery, build resilience against future public health threats and maintain tangible benefits of modernisations and practices adopted during the pandemic.

CHILDREN & YOUNG PEOPLE

Programme for Government Commitment/Description	COSLA Principles (A)	COSLA Recovery Priorities (B)	Indicative Timescale	Comments	Resource Y/N (amount identified)
A CARING NATION					
CYP mental health budget to be increased with 1% of all frontline NHS spend to go to CAHMS. An increase in funding for upstream/ preventative CYP community mental health support with a doubling of this from 15-30 million.	G		Current Parliament	PfG focused on inputs not results. The £15 million currently indicated for community supports is allocated to local authority provision. It is unclear whether the additional budget will also be for LA service. Current community mental health supports are designed around local need. Unclear if/how greater investment here will align with NCS	
Work with sportscotland on the next steps to ensure that Active Schools programmes are free for all children and young people by the end of this Parliament, providing them with more opportunities to take part in sport before, during and after school.	G	G	5 years	Active Schools employed and funded (in part) by LAs or ALEOs.	
A LAND OF OPPORTUNITY					
Work across Government to #KeepThePromise – investing £500 million in a Whole Family Wellbeing Fund over the Parliament, to reduce crisis intervention and keep children and young people with their families.	A	A	Current Parliament	From initial conversations it's clear this is not 'new money'. The £500m will be existing money 'repurposed' which could have a detrimental effect on LG funding elsewhere.	Y – but unclear where it's coming from.
Introduce a new Care Experience Grant, a £200 annual payment over 10 years for care experienced young people.	A	A		Work to design the grant is underway	
£11.6m Care Experienced Children and Young People Funding to support all care experienced children and young people aged up to 26	G	G	unclear		Y – timescales and source unclear
Work with local authorities to introduce a national minimum allowance for foster and kinship care	G	A	unclear	This is a long-held ambition of Scottish Government. We have been clear that local discretion is important for meeting the needs of foster and kinship carers locally and will continue to engage with SG around their proposals.	N
An ambition to provide funded early learning to all one- and two-year-olds, starting in the course of Current	A	G	Current Parliament	Early feedback from the success of the roll out of 1140 hours expansion has been positive.	N

Parliament with children from low-income households. This year begin engagement with families, the early learning sector and academic experts to design how the new offer will work in practice.				We will need to engage the Scottish Government on expanding the offer further. Including the impact of this proposal on existing ELC funding arrangements, including the next phase of the multi-year funding agreement.	
Fund free lunches for all primary school pupils. In the next year, we will develop plans to deliver free breakfasts to all primary and special school children, and start to pilot provision. Also commence the phased roll out of a food offer during the school holidays, starting with those who will benefit the most. As design a system of wraparound childcare progresses, integrate food and childcare provision wherever possible. From next August also make milk available for primary age pupils and develop a pilot programme for secondary age pupils.	A	G	Current Parliament	COSLA and Local Government have been involved in a Programme Operations Group with SG which will be responsible for the oversight and delivery of this commitment. Revenue funding for P4 and P5 lunches has been agreed, but there is still considerable work to be developed and agreed as this commitment has grown considerably beyond just expansion of universal FSM.	N
Build a system of wraparound childcare providing care before and after school, all year round, and supporting parents – particularly on low-incomes – to have secure and stable employment.	A	G	Current Parliament	We recognise the importance of good quality childcare for children, families, and local economies. Currently Local Authorities statutory duties around school aged childcare are relatively light touch, as these proposals are developed we will engage with the Scottish Government on any potential changes to the role of LAs and the resources implications.	N
Implement the 12 recommendations of the OECD review of the curriculum	A	A	Current Parliament	The OECD's recommendations are wide ranging covering changes to qualifications in the senior phase, teacher contact time and. It will be crucial that Local Government is able to work in partnership with the Scottish Government to shape the implementation of the OECD's recommendations.	N
Move the role of inspection out of Education Scotland, and replace the Scottish Qualifications Authority, considering a new, specialist agency that would take responsibility for both the curriculum and assessment	A	A	unclear	Professor Muir has been appointed to as an adviser for the reform process. COSLA are members Practitioner and Stakeholder Advisory Group for the reform process and Professor Muir is due to attend the Children and Young People in October. At this stage, end state proposals are unclear, and there could be a number of opportunities and challenges for Local Government.	N
Provide a digital device for every school-aged child – helping an estimated 700,000 children.	G	G	By 2026	COSLA Children and Young People Board agree to joint governance arrangements, which report to both COSLA and	N

				Scottish Ministers, to deliver the commitment to provide a device to every school-aged child.	
Launch a Race Equality and Anti-Racism in Education Programme, developing new educational resources in collaboration with stakeholders and practitioners. Where racist incidents do occur, we will strengthen monitoring and reporting, to support actions to address, and prevent future, incidents.	G	G	This year	We support the aims of this Race Equality and Anti-Racism in Education Programme. COSLA officers are members on the Race Equality and Anti-Racism Stakeholder network, and associated subgroups.	N
UNCRC Incorporation into Scots law: 'While a judgement is awaited on the UK Government's challenge on the legislative competence of certain provisions of the bill, between now and March 2024, invest £4 million to support public services to consistently uphold children's rights.'	G	G	Between now and March 2024	COSLA Children and Young People Board have agreed that UNCRC Incorporation provides important opportunity to embed children's rights across public services. Resourcing of this significant cultural change is important in order that redress is not required and CYP experience their rights consistently being upheld.	Y
LIVING BETTER					
Deliver a revolution in children's rights, including across the justice system: Alongside work to #KeepThePromise to care experienced young people, started work this year to ensure access to a "Bairns' Hoose" by 2025: a child-friendly environment providing trauma informed recovery, improving children's experience of the criminal justice system, and preventing them from being re-traumatised.	G	G	By 2025	Has the potential to better join up services and to support improved long term outcomes for children. Significant resource implications. COSLA is currently supporting local authorities to implement a new model of practice for joint investigative interviewing which will be an integral part of any Bairns Hoose. *However, commitment also made to launch new funding programme to provide practical and emotional support to victims, survivors and witnesses of crime.	Unknown*
Lead action to tackle child poverty with local government having a lead role as a major stakeholder.	G	G	Ongoing	An overview of the cross COSLA contributions to tackling poverty has been developed and will go to Leaders in September before going to partners to lead discussions. COSLA work closely with PHS, Improvement Service and Scottish Government to identify opportunities for Local Government. The national Child Poverty Delivery Plan consultation is underway with the new plan due April 2022. A breakdown of this work is included in the CYP Board Plan.	N

COMMUNITIES

Programme for Government Commitment/Description	COSLA Principles (A)	COSLA Recovery Priorities (B)	Indicative Timescale	Comments	Resource Y/N (amount identified)
A CARING NATION					
Tackle the drugs death emergency with £250 million investment over Current Parliament, ensuring better outreach, treatment, rehabilitation, and aftercare services in every local authority	G	G	5 years	Likely to help with the Justice agenda and integration with other complex needs i.e. VAWG, Mental Health and Homelessness.	Y
National Care Service Bill – Community Justice	R	R	5 years	Could potentially lead to great disruption and a lack of cohesion within community justice system. Threatens local ownership and accountability.	Y
Double investment in sport and active living to £100 million a year by the end of the Parliament	G	G	5 years		Y (not identified where it will come from)
Work with sportscotland and partners to understand how best to increase investment in physical activity and sport, while ensuring we address inequality of access.	G	G		Significant physical activity/sport delivered by LAs/ALEOs (workforce and facilities). Inequality of access a significant focus of LAs. Work should also link with COSLA/LAs	N
A LAND OF OPPORTUNITY					
Undertake a review of purpose-built student accommodation in the next twelve months, making recommendations on regulation, affordability and the role of local authorities.	G	G	1 year	Unclear how this will be taken forward currently, however may have useful links to the work on short term lets and prioritising needs of local communities.	
Also guarantee the budget of the Scottish Welfare Fund at £41 million per year, an important social safety net administered through local authorities, and start an independent review this year to understand how it's working and whether there are measures that we could put in place to improve it.	A	A	no timescales	There may be implications for LG as well as those in receipt of funding	
Explore how the concept of Universal Basic Services can contribute towards a minimum standard of living, via services such as transport, digital and childcare.	A	A	no timescales	Potential significant implications and would want to engage early with SG to ensure consistent with COSLA principles and recovery	

Explore systems of automatic payment for devolved social security benefits, to maximise uptake. This includes linking Scottish Child Payment with Best Start Grant, and linking data to trigger automation of local authority entitlements, and “passport” entitlements based on receipt of devolved disability benefits	A	A	no timescales	Potential significant implications and would want to engage early with SG to ensure consistent with COSLA principles and recovery and is resourced appropriately	
A NET ZERO NATION					
Invest at least £1.8 billion over Current Parliament in decarbonising homes and buildings – with the aim of converting at least 1 million homes and the equivalent of 50,000 non-domestic buildings to low or zero-emission heating by 2030.	G	G	By 2030	£30m for heat and energy efficiency in social housing will be at the margins of the work. Retrofit will be the bigger issue.	Y £1.8billion (total, not for LG)
Build a net zero economy that is fair for all, and create opportunities for new, good and green jobs, introducing Just transition plans for all sectors and regions	A	G	Ongoing	Will need to tie in with the employability agenda, and consultation likely to require community participation in local decision making	Y – but see below
AN ECONOMY FOR ALL SCOTLAND’S PEOPLE & PLACES					
Continue to deliver the Young Person’s Guarantee – providing a job or a place in education or training, or a formal volunteering opportunity for every young person: Backed by up to £70 million this year, in addition to £60 million last year, this will provide at least 24,000 new and enhanced opportunities for young people, across a range of sectors and projects	G	G	Funding confirmed to end 2021/22 only but YPG is an ongoing commitment	COSLA Leaders agreed a £45m 2021/22 SG investment for local employability services, channelled through LAs. Funding is welcome but funding inflexibilities and allocation based on claims made on demonstrable actual spend hinder effectiveness. SG investment made through LG for 2020/21 was £30m. Further funding is expected for 22/23 and will require to cover LG commitments made in 21/22 but not fulfilled until 22/23.	Y
Invest an additional £500 million to support the new, good and green jobs of the future, including upskilling and reskilling people to access those	G	G	Detail lacking at present	New funding initiative is welcome but detail will need to be worked through. Discussions yet to be started.	Y
Invest £8.65 million for the Parental Employability Support Fund (PESF) and have committed to invest at least a further £15 million across 2022-24. This helps low-income families identified as being most at risk of experiencing poverty to increase their earnings, by gaining and progressing in fair work, providing intensive, person-centred key worker employability support.	G	G	Funding committed for 21/22 with similar levels expected next year.	As per YPG above, Funding is welcome, but funding inflexibilities and allocation based on claims made on demonstrable actual spend hinder effectiveness	Y
Committed £20 million to develop the No One Left Behind approach and provide an offer of support to	G	G	Impact of funding to	This funding will be considered by COSLA Leaders on 24 September. Funding conditions are again overly prescribed	Y

those facing long-term unemployment in 2021-22. This will be delivered through No One Left Behind partnerships, creating wholly subsidised, fair work job opportunities in sectors where there are skills shortages, such as Health and Social Care, and new and emerging sectors, including green jobs.			cover 2021/22 and 2022/23	and may inhibit effectiveness of spend. That said, funding to support those over 25 at risk of LTU IS welcome.	
LIVING BETTER					
Deliver 110,000 affordable homes across Scotland by 2032, with at least 70% in the social rented sector and 10% in our remote, rural and island communities supported by a Remote, Rural & Islands Action Plan.	A	A	By 2032	Local Government is supportive of increasing availability of affordable housing; however concerns remain regarding the funding for this. Any building target should be based on local plans and needs, it is not clear how the 110,000 has been arrived at.	Y No figure given
All new homes delivered by registered social landlords and local authorities to be zero emission homes by 2026. Launching a £30 million call for green heating and energy efficiency projects in social housing through the Social Housing Net Zero Heat Fund – supporting projects that can accelerate the deployment of low carbon heat in existing social housing, with fund open over the course of Current Parliament with up to £100 million available	A	A	By 2026	Cost of this will be significantly higher than fund identified.	£30 million fund this year and £100 million over course of Parliament
Invest an additional £50 million to tackle homelessness and rough sleeping, taking forward our Ending Homelessness Together action plan – including specific work to scale up Housing First more rapidly; end the use of communal night shelters; advance legislative protections for people experiencing domestic abuse; and explore alternative ways to reduce migrant homelessness.	G	G	By 2026	No further comment	£50 million over course of parliament, £12m for 21/22 with £8m of that to LG for RRTPs

Improve standards and rights across all housing tenures – publishing a new Rented Sector Strategy by the end of the year and bringing forward legislation to	A	A	End of year for strategy and rent controls	It was anticipated this would be a strategy for the Private Rented Sector however early discussions with Scottish Government officials have highlighted that local authority and RSL sector may be in scope.	
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implement an effective system of rent controls before the end of Current Parliament.			end of Parliament		
Strengthen existing homelessness prevention legislation and introduce new duties on public bodies to ask people about their housing situation and take action if needed, supporting the development of a culture of early intervention, consulting later this year.	G	G	Consultation this year	COSLA was represented on the Prevention Review Group which made recommendations on changes to homelessness prevention legislation and the COSLA Community Wellbeing Board commented on the final recommendations at the start of 2021	
Work over the next three years to identify accommodation pathways for those with No Recourse to Public Funds	G	G	Over next 3 years		
Undertake a review of the Land and Buildings Transaction Tax (LBTT) Additional Dwelling Supplement (ADS) and consider the impact of the tax on homes in remote and rural communities.	G	G		A review of ADS is likely to be welcomed by Local Government.	
Transform the way in which justice services are delivered – moving away from the use of custody for those who don't pose a risk of serious harm, while protecting the police resource budget in real terms for the entirety of the Parliament	A	G	Over 5 years	This would start changing the balance between incarceration and community justice at a time when the NCSC may create a blight on future planning. The need for investment in a substantial expansion of community justice services is acknowledged	N
Starting this year, invest £100 million to support frontline services and focus on prevention of Violence against women and girls from school onward.	A	A	5 years	It is possible that the SG funding commitment will offer some stability to the 3 rd Sector and therefore some of LAs work in this area. The sums are very modest given the over-subscription of the delivering equally safe fund. The distribution will be reviewed between Scottish & Local Government £40m already allocated for 1 st 2 years	y
Caledonian System, and increasing investment to £10 million over the next two years in the internationally recognised behavioural change programme for perpetrators of domestic abuse by working with the whole family to reduce the risk of harm to women and children.	G	G	2 years	This should help increase the number of LAs involved in the system	Y
The introduction of the Fireworks and Pyrotechnics Bill	G	G	1 year	To limit and restrict the sale of fireworks as well as their misuse. Additional enforcement costs of potential of implementing 'no fireworks areas'.	N
Investment in a substantial expansion of community justice services supporting diversion from prosecution, alternatives to remand and community sentencing.	G	G	No indication	Will very likely assist and support the community justice agenda that is led by Local Govt and Scottish Govt depending on outcome of NCS consultation.	N
Establish a new Community Justice Strategy by Spring 2022	G	G	5 years	Will likely support the community justice agenda led by Local Govt and Scottish Govt, albeit depending on outcome and direction of NCS consultation	N
Introduce a Bail and Release from Custody Bill	G	G	no indication	Will reform how decisions are made on use of bail and remand, particularly for offenders deemed lower risk. Will	N

				have a focus on reintegration into communities that local authorities have a key role in supporting.	
Introduce a new framework, specific to the justice system, to give staff the knowledge and skills they need to understand and adopt a trauma informed approach.	G	G	no indication	Improve early intervention and prevention approach.	N
SCOTLAND IN THE WORLD					
Support Scotland's internationally recognised culture sector with the funding needed to make a strong recovery from COVID-19.	A	G	no indication	The pressure on resources in this area plus the limited acknowledgement of LAs leading role adds to the continuing uncertainty.	N
To provide a one-off fund of up to £1.25 million through the Scottish Libraries and Information Council to help them to stay open and support their communities, particularly in areas of deprivation.	A	A	1 year	Libraries are under considerable financial pressure. It is not clear how effective this will be in increasing innovation and resilience of the services	Y

ENVIRONMENT & ECONOMY

Programme for Government Commitment/Description	COSLA Principles (A)	COSLA Recovery Priorities (B)	Indicative Timescale	Comments	Resource Y/N (amount identified)
A CARING NATION					
Invest £10 billion over the next decade to replace and refurbish Scotland's health facilities, including £400 million in a new network of National Treatment Centres to increase elective care capacity. Work will start this year on two additional Centres in Cumbernauld and Ayrshire.	A	A	10 years	To be developed in line with COSLA recovery priorities and support for just transition and place based economic development to support economic renewal	Y
A NET ZERO NATION					
Work with the Bus Decarbonisation Taskforce to shape the journey to a greener public sector bus fleet – backed by £50 million this year through the new Scottish Zero Emission Bus Challenge Fund	G	G	1 year and beyond	COSLA is not directly involved in this work, but we will look with interest to its progress to understand impact on LAs.	Y
Publish a new biodiversity strategy underpinned by a 5-year delivery plan within a year of COP15 in Oct 21 and a Blue Economy Strategy.	G	G	1 year	The EE Board and Leaders have agreed that biodiversity and nature-based solutions are key areas in the transition to net-zero by 2045 and welcomed further work to develop COSLA's position on the nature-based solutions and biodiversity agenda, including through the development of the new Strategy. COSLA is keen that future outcomes and policy direction in the Strategy are shaped and agreed collaboratively between SG and LG. We will be making the case for effective consultation with LAs on the Strategy, as mandated by the EE Board and Leaders.	N
Introduce a Natural Environment Bill in Year 3 of Current Parliament, putting in place key legislative changes and statutory targets to restore and protect nature.	A	A	Year 3 of Current Parliament	More detail is required on SG's proposals. It is key that the Bill is produced in partnership with COSLA given the extensive activity taking place locally to restore and protect nature. The resource implications of any new statutory targets will need to be considered.	N
Invest at least £500m in the natural economy over the course of Current Parliament, including on: - Multi-year funding for the Nature Restoration Fund	G	G	5 years	LAs have received £5m this FY as part of the Nature Restoration Fund. It is positive to see that more funding will be allocated to the Fund. COSLA will look to work with SG on allocation of funding to LAs. Resource implications of setting up a Nature Network in every LA not clear as yet.	

- ensuring every LA area has a Nature Network of new, locally driven projects to improve ecological connectivity					
Support Carbon Neutral Islands, including pilots for islands to run on 100% renewable energy, create circular economies, and explore more sustainable transport options. We will work with at least 3 islands over Current Parliament to enable them to become fully carbon neutral by 2040, as forerunners to a net zero Scotland by 2045.	A	A	By 2040	No further comment at this stage.	
Implement the recommendations of the Just Transition Commission	G	G	By 2045 (Action plan in year 1)	An initial response to the Just Transition Commission's recommendations was published September 2021 as part of the Scottish Government's "Just Transition: A Fairer Greener Scotland." COSLA supports the recommendations of the JTC and we view strong partnership working between Local and Scottish Government as key to success. Work is ongoing to identify opportunities to develop this partnership.	Y
Support a world-changing agreement at COP26 – having already published an indicative Nationally Determined Contribution, setting out how Scotland will become a net zero nation by 2045.	G	G	By Nov 2021	COSLA is working with SG, national and international partners for high profile in COP 26.	
Investing £2 billion across 2021-22 to 2025-26 in large-scale, low carbon infrastructure.	G	G	By 2026 and beyond	COSLA has coproduced the Green Growth Accelerator will provide £200m to Councils for decarbonising infrastructure	
Circular Economy/Waste Management, to include £70 million Recycling Improvement Fund, Waste Route Map, Circular Economy Bill, Deposit Return Scheme, textile waste, waste to landfill/ incineration	A	A	ongoing	COSLA is actively working with Scottish Government and Local Authorities in shaping these policy initiatives.	
Invest at least £1.8b in decarbonising homes and buildings	G	G	5 years	Decarbonising energy and heat presents one of the greatest challenges in achieving net zero. COSLA is working with Scottish Government and Local Authorities to take forward this priority without increasing fuel poverty.	£1.8b

Launch a 10-year National Strategy for Economic Transformation in the autumn.	A	A	Autumn 2021	Council for Economic Transformation to write the what and SG Economy Directorate to write the how. Likely to call for faster and greater transformation of the business support landscape and may seek structural reform. There will be follow up on previous work done under AGER such as Regional Economic Partnerships. Underpinning all will be a drive for net zero. Impact on LG/BG as yet unknown.	TBC
New National Challenge Competition which will provide up to £50 million to projects with the greatest potential to transform Scotland's economy.	A	A	Autumn 2021	This is tied to the above strategy and is intended to stimulate ideas which could be transformative for the Scottish economy. We have no further details currently.	
Invest an additional £500 million to support the new, good and green jobs of the future, including upskilling and reskilling people to access those – including £20 million through the National Transition Training Fund, and up to a further £20 million for those affected by long-term unemployment, this year.	A	A	Current Parliament	We have no further information on this priority other than what is in the PfG.	
Promote a thriving rural economy, launching the new £20 million Rural Entrepreneur Fund in the coming financial year, providing grants of up to £10,000 to support the relocation or creation of 2000 new businesses.	G	G	Financial year 2022/23	No indication at this stage of how this will be delivered or by whom. No indication how the grant will operate, what the eligibility criteria will be, what or where it will be targeted. Query the term 'relocation'. Is this about relocating existing businesses in urban areas to rural areas?	Y £20m
Support the recommendations of the Tourism Recovery Taskforce, including a £25 million portfolio of projects in 2021-22, and consider the best approach to future years.	G	G	Financial year 2021/22	COSLA and SLAED actively engaged in and around the taskforce either directly (SLAED) or via Scottish Tourism Emergency Response Group (STERG – COSLA).	Y for 21-22 £25m
Help businesses to harness the economic potential of technology, backed by £100 million in investment across Current Parliament. Already started investing in the £25 million DigitalBoost Fund, to help SMEs get access to the right digital skills and equipment.	G	G	Life of Parliament from April 22 onward	Business Gateway National Unit and DigitalBoost Programme Office in ongoing discussions with Scottish Government on how best to deploy these resources.	Y £100m
Invest over £33 billion over the course of this Parliament in the National Infrastructure Mission, which includes £1 billion in the Scottish National Investment Bank, to create new jobs and markets and provide benefits across Scottish supply chains. In the coming year, SG will commence work to consider the options for	A	A	Current Parliament	Need to engage with SG and develop LG position	£33 billion

the creation of a new national infrastructure company, to manage and develop public assets for the public good.					
Take forward a Community Wealth Building Bill in Current Parliament, helping create and protect jobs and enable greater community and third sector ownership of assets.	A	A	Current Parliament	COSLA supports Community Wealth Building as a means of delivering place based, inclusive economic growth. The introduction of this Bill presents an opportunity to increase the use of community wealth building approaches, but these must not be produced in a top down fashion. Legislation must allow for local flexibility.	N
LIVING BETTER					
Ensure all appropriate roads in built-up areas have a safer speed limit of 20mph by 2025. A task group will be formed to plan a route for implementation	A	A	2025	No indication at this stage as to whether this will be done via legislation or guidance. COSLA is actively engaged in discussions on the matter with SG, with professional support from the Society of Chief Officers of Transportation Scotland (SCOTS). Further work to commence in coming weeks to better understand how this will be achieved. No longer just a road safety issue as it cuts across several policy areas.	
Introduce a Community Bus Fund, supporting local transport authorities to explore the full range of options set out in the Transport (Scotland) Act 2019, including municipal bus services.	A	A	TBC	Some early discussions with TS on this, however no details available yet on quantum or options for distribution. COSLA will continue working with TS and the Association of Transport Co-ordinating Officers (ATCO) to develop thinking on the Fund.	
Spend at least £320m, or 10% of the total SG transport budget, on active travel by 2024-25. This will include increasing the Cycling, Walking and Safer Routes grant for LAs.	G	G	By 2024-25 at the latest	Positive to read that some of the budget will go to LAs. Need to devote some attention to the maintenance aspects as well as LA staff capacity to undertake active travel interventions – work is ongoing with SCOTS to develop a better understanding of this.	
Commission a Fair Fares Review of discounts and concessionary schemes available on transport modes, consider options in the context of increasing public transport costs and decreasing car costs.	G	G	TBC	No further comment at this stage.	
Provide £30m funding for the design, construction of replacement or major maintenance, of Lifeline Local Authority bridges over the next 2 years	A	A	2022/23 & 23/24	Kate Forbes announced additional funding of £32m for Local Bridge Maintenance for LAs with £12m available this FY and £20m next year (2022-23). This has been set up as a bid fund and call for LA applications closed on 16 July. We are seeking clarification from SG as to whether the £30m mentioned in the PfG is new funding, in addition to the £32m already committed.	
Start rolling out the £325 million Place Based Investment Programme, supporting community led regeneration, complemented by delivery of our new	A	A	Current Parliament	Lack of clarity on how this would be supported and ambition to strengthen focus on improving health and wellbeing and place based approach to public health	£375 million

£50 million low carbon Vacant & Derelict Land Investment Programme				Place Based Investment Programme funding will resource Regeneration Capital Grant Fund through this parliament and portion distributed to Local Authorities for place based working and regeneration	
Revitalise local communities through development of 20-minute neighbourhoods, investment in town centres and a new focus on place	A	A	no timescales	Lack of clarity on how this would be supported and ambition to strengthen focus on improving health and wellbeing and place based approach to public health Work underway with Scottish Government to co-produce action plan to deliver the recommendations of the Town Centre Action Plan	No
Revitalise local communities through development of 20-minute neighbourhoods, investment in town centres and a new focus on place	G	G	Some specifics re: car kilometres (2030) and 20mph by 2025	This commitment undermines and underplays the role that councils have in ensuring that people can “live well locally” across all of the themes in the PfG, including how care is delivered. It says that a “new focus on place” will be taken- this is a key priority for COSLA and something that Councils are doing on a daily basis	N
SCOTLAND IN THE WORLD					
Development Bill, putting duties on public bodies and local government to take account of the impact of their decisions on sustainable development, in Scotland and internationally. To support an internationally sustainable recovery, SG will reconstitute Ministerial Working Group on Policy Coherence for Sustainable Development					
Bring forward a Wellbeing and Sustainable Development Bill, putting duties on public bodies and local government to take account of the impact of their decisions on sustainable development, in Scotland and internationally. To support an internationally sustainable recovery, SG will reconstitute Ministerial Working Group on Policy Coherence for Sustainable Development.	A	A	Up to 5 years	This new legislation formally committing to the UN will cut across powers from local government in a statutory way introducing new international obligations. Just as with the Scottish SDG Review it needs to be coproduced with COSLA and reflecting local government own international engagement.	
Develop a Migration Service for Scotland to support those who have chosen to make Scotland their home. EU exit will leave a particularly damaging gap in our rural communities, which have historically	A	G	2 years	Councils, particularly rural ones and those with great reliance of migrant workers, have urged COSLA, as part of our Brexit work, to work with UK and Scottish Government and international partners to address this issue. This issue cuts	

<p>relied on migration to offset an ageing population and keep services running.</p> <p>Develop a Rural Visa Pilot proposal, to support people to move to and work in our rural communities, submitting a proposal to the UK Government in 2022.</p>				<p>across COSLA's corporate, international, migration and economic development workstreams.</p>	
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MIGRATION POPULATION & DIVERSITY

Programme for Government Commitment/Description	COSLA Principles (A)	COSLA Recovery Priorities (B)	Indicative Timescale	Comments	Resource Y/N (amount identified)
A LAND OF OPPORTUNITY					
Take forward a programme of work to embed equality, inclusion and human rights throughout Scotland – including £10 million to tackle isolation and loneliness over Current Parliamentary term, and £100 million over three years to support frontline services and focus on prevention of violence against women and girls from school onward. We will also work to tackle racism in our schools and communities, and refresh work to support refugees and asylum seekers.	G	G	Unclear	Assume this links to work on New Scots (below)	See New Scots (below)
Continue to implement the Gypsy/ Travellers Action Plan, working with COSLA to deliver this important commitment to improving the lives of Scotland's Gypsy/Traveller community	G	G	Current plan until October 2022	Clear commitment to ongoing partnership – alongside wider race priorities.	Y – COSLA has received staff resource to 2022
LIVING BETTER					
With COSLA, SG are committed to more and better Gypsy/Traveller accommodation, to allow Gypsy/ Travellers to enjoy their right to an adequate home, while also maintaining cultural traditions. We have introduced a new £20 million Gypsy/Traveller Accommodation Fund, supporting local authorities to establish model sites. Funding proposals are currently being assessed, with the first projects expected to start before the end of 2021-22.	G	G	Funding Until 2025/26	Strong recognition of the partnership work with COSLA, good to see ongoing focus on delivery of this fund with councils, which was an ask from COSLA under the Gypsy/Traveller action plan. Some potential for NCS links as the projects will test out new site design standards that respond to ageing population and other needs of cultural needs of residents, such as people living with disability	Y- £20m over 5 years

Also lead work over the next three years to identify accommodation pathways for those with No Recourse to Public Funds	G	G	3 months	No recognition that this is a partnership/ that COSLA currently leading a lot of this - but good that they intend to provide leadership. Concerning that no identified resource. Significant for our recovery priorities as it has big implications for councils who are currently assessing the public health implications and powers to accommodate people at risk of rough sleeping. *Funding is required for this; we are working on current costings	N*
SCOTLAND IN THE WORLD					
Without powers over immigration, there is a limited number of levers we can pull to encourage people to move to Scotland; but we will do what we can with the powers available to address Scotland's demographic challenges. We will develop a Migration Service for Scotland to support those who have chosen to make Scotland their home.	A	A	No timescale	There has been some discussion via the population strategy groups about support for people choosing to move to Scotland. We were not aware of a Migration Service for Scotland but will liaise with SG regarding the development of this service and the role of Local Government.	N
EU exit will leave a particularly damaging gap in our rural communities, which have historically relied on migration to offset an ageing population and keep services running. We will develop a Rural Visa Pilot proposal, to support people to move to and work in our rural communities, submitting a proposal to the UK Government in 2022.	G	G	Submitting a proposal to the UK Government in 2022.	COSLA has been involved in ongoing discussion regarding the benefits of a Rural Visa Pilot. The Home Office response to COSLA has made it clear that UKG will not be going ahead with this pilot scheme. We continue to lobby UKG about the importance of flexibility, such as the pilot, and will work with SG and councils to explore our role in the development of a Rural Visa Pilot proposal.	N
We will press on with our Population Programme and work with partners to determine the right interventions to support our ageing population, encourage inward migration, and increase population growth in rural areas in particular.	G	G	no timescale	COSLA will continue to work with Scottish Government and partners to support the delivery of the Population Strategy 'A Scotland for the Future: The opportunities and challenges of Scotland's changing population'; and will ensure Local Government's voice is imbedded in this work.	N
We will continue to press the UK Government to give Scotland the powers we need to chart our own course on migration, and urge them to introduce a fair and humane asylum and refugee system. Where our fair and inclusive approach is undermined by reserved asylum and immigration policy we will raise issues with the UK Government and push for positive change which respects people's dignity and rights	G	G	Ongoing		N
We will refresh and expand our New Scots Refugee Integration Strategy, and award £2.8 million in EU funding to new projects to spread good practices and	G	G	NS refugee Integration strategy will be	Work already underway to begin the process on collating evidence to inform a new NS refugee integration strategy.	Partial Funding*

support innovation under the outcomes and objectives of the Strategy.			refreshed in 2022 Timing of extended (or separate) strategy TBC	There are, however, concerns about widening scope of this strategy to other migrant groups, which had been mooted previously. *For a fixed term post in COSLA. No direct LA funding and unclear on long term funding position.	
This year we will provide an additional £500,000 to support local authorities to accommodate more unaccompanied asylum seeking children arriving in Scotland.	G	G	2021/22	Working constructively with Scottish Government on ensuring Local Government can efficiently and effectively use this funding to support participation in the National Transfer Scheme which Leaders agreed to participate in in August.	Y £0.5m
Next summer we will also launch Scotland's new Independent Child Trafficking Guardians service to provide ongoing practical help and support to refugee children and young people, including victims of trafficking, who arrive in Scotland alone.	G	G	Summer 2022	Working with Scottish Government to ensure that this service compliments and does not duplicate social work roles to achieve the best outcomes for children and young people.	
And, starting in Glasgow, we will create the first Scottish Cities of Refuge: safe spaces where artists and writers at risk from across the globe can come to live and work without fear of persecution.	A	A	Unclear	Unclear on implications	
We will do everything in our power to improve support for people at risk of destitution, delivering on our Ending Destitution Together strategy	G	G	Until March 2024	Not as clear as it should be in the PfG that this is a joint strategy, but helpful commitment to delivery and emphasis on doing 'everything in our power' is useful for us as we press for policy changes and resources at a devolved level. Significant Covid recovery links as we continue to work to assess the role of councils in providing accommodation and wider assistance to destitute migrants with NRPF.	Y – resources for COSLA staff and IOM caseworker

DIGITAL

Programme for Government Commitment/Description	COSLA Principles (A)	COSLA Recovery Priorities (B)	Indicative Timescale	Comments	Resource Y/N (amount identified)
AN ECONOMY FOR ALL SCOTLAND'S PEOPLE & PLACES					
Help businesses to harness the economic potential of technology, backed by £100 million in investment across Current Parliament. In our first 100 days, we have already started investing in the £25 million DigitalBoost Fund, to help SMEs get access to the right digital skills and equipment.	G	G	Current Parliament		
Ensure a connected Scotland and tackle the digital divide, improving access to superfast and gigabit capable broadband and bringing 4G to rural and island communities, and extending the Connecting Scotland programme to get 300,000 households online by March 2026.	G	G	Current Parliament	Improving connectivity is a key commitment of the joint Scottish Government and COSLA Digital Strategy for Scotland. Continued work is require on this to address digital exclusion and inequality. We continue to engage constructively in this space.	TBC

EQUALITY & HUMAN RIGHTS

Programme for Government Commitment/Description	COSLA Principles (A)	COSLA Recovery Priorities (B)	Indicative Timescale	Comments	Resource Y/N (amount identified)
A CARING NATION					
Undertake the single biggest public service reform since the founding of the NHS – the creation of a National Care Service, following the consultation we launched in our first 100 days. By June 2022, we will bring forward legislation for its establishment	R	R	Current Parliament	<p>The proposals for the NCS are not clearly taking a human rights based approach – the focus is frequently on consistency rather than person centred and rights based.</p> <p>Potentially conflicts with new Human Rights Bill requirement to use maximum available resources to progressively realise rights as it diverts additional resources into structures and away from improving outcomes.</p>	
A LAND OF OPPORTUNITY					
Ensure Scotland is a global leader in human rights through a new Human Rights Bill , which will include, as far as possible within devolved competence, incorporation of four UN human rights treaties into Scots Law. We will consult on the Bill in the coming year.	G	G	Consult in coming year	<p>COSLA Leaders agreed the recommendations of the National Taskforce on Human Rights Leadership in February 2020 which this Bill will deliver on. Significant resourcing and capacity implications for the public sector.</p> <p>Local Government will need to be resourced to implement this Bill and be supported to progressively realise people's rights as they are incorporated into law. This will require significant training and capacity building, support for systems design and direct resources and tools to raise resources.</p>	
A NET ZERO NATION					
Introduce a Natural Environment Bill , putting in place key legislative changes and statutory targets to restore and protect nature.				Clarity will be required on how this links with the new Human Rights Bill which will introduce a right to a healthy environment.	

CORPORATE

Programme for Government Commitment/Description	COSLA Principles (A)	COSLA Recovery Priorities (B)	Indicative Timescale	Comments	Resource Y/N (amount identified)
A LAND OF OPPORTUNITY					
Bring forward legislation on electoral reform.	G	G	4 years	COSLA is progressing various strands of work on accessibility and diversity and is working with SG on a survey of candidate diversity in advance of the Local Government Elections in 2022.	N
SCOTLAND IN THE WORLD					
Take forward work to breathe new life into twinning initiatives with European regions, states, towns and cities, holding firm to our long standing friendships in the aftermath of the UK's exit from the EU. Engage with our Scottish Connections international community and expand on our work with Scottish diaspora networks across the world. Strengthen our base in Brussels, and next year open a Scottish Government Office in Copenhagen, to increase Scotland's economic and cultural visibility in the Nordic regions. From April 2022, start to increase the International Development Fund from £10 million to £15 million	A	A	5 years	COSLA has very deep connections with our peers from other European countries, particularly the Nordic countries, and we are active at and members of pan European, and Worldwide organisations (UCLG, Council of Europe, OECD, various UN agencies). We are the national coordinator of town twinning initiatives for Scottish Local Government. COSLA has good links with SG Brussels, Berlin, Paris and Dublin offices. It is in the Scottish public interest that SG and COSLA international links are developed in partnership.	
Support the establishment of a Scottish Council for Global Affairs – a new think tank which will coordinate Scottish expertise and research on global issues and their impact on Scotland. Reconstitute a new Global South Programme Panel to lend expertise to our international development work, and ensure voices from the Global South continue to be heard in Scotland. Review approaches to future policy and economic engagement with a view to enhancing Scotland's global reach and presence. By the end of 2022 SG will establish a Peace Institute, with a focus on human rights, that enables us to develop further our understanding of conflict	A	A	5 years	As mandated by Convention COSLA has been working with Councils in scoping Scottish Local Government post Brexit international engagement, potentially leading to a local government international strategy. COSLA has urged past and present governments that their own plans need to align, and ideally coproduce with, those of local government and our own well established international links and memberships.	

resolution and peace.					
SCOTLAND'S FUTURE					
The Scottish Government will do all they can to keep Scotland safe, and protect both devolution and our democratic rights through an equal partnership.	A	A	1 year	Following the approval of the UK Internal Market Act and the Scottish EU Continuity Act a number of post Brexit policies and legislation are being developed: namely the UK Common Framework process such as procurement, new Subsidy Control Bill, new UK-wide funding schemes, Better Regulation. At the same time a new Intergovernmental Review is being developed, and possibly a new White Paper. Many of these issues directly intersect with local government powers, but partnership has been limited so far. The UK Government has not yet delivered on their proposal for a new post Brexit UK-wide local government consultation mechanism and the Scottish Government has not yet concluded with COSLA the consultation mechanism included in the EU Continuity Act 2020.	
Bring forward a Local Democracy Bill, devolving more decisions and resources to more local spheres of democratic governance, following the conclusion of the Local Governance Review.	G	G	Current Parliament	COSLA will need to ensure that the Local Democracy Bill allows appropriate <u>Functional</u> Empowerment and <u>Community</u> Empowerment which are is key to Local Governance.	N

COSLA Principles

STRENGTHENING LOCAL DEMOCRACY	Taking decisions as close as possible to the people they affect.
WORKING TOGETHER LOCALLY	Joining up public services to get better results and greater efficiency in the places they serve.
DELIVERING OUTCOMES	Making a long-term difference by focusing on impact not inputs, and by preventing problems before they arise.
FOCUSING ON COMMUNITIES	Building services around local priorities and circumstances, and being accountable to local people.
DEFENDING LOCAL CHOICES	Freeing up councils to reflect local circumstances and have flexibility over local decisions and resources