



LLG DIRECTORS REPORT FOR THE AGM 2025

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Please note the [LLG Accounts](#) are available on the LLG Website

President's Foreword



Aneeka Muneer Sarwar

LLG President 2024-25

Aneeka Muneer Sarwar: Review of the Presidential Year 2024

It seems remarkable that the end of my Presidential Term has drawn to a close. My journey through LLG has taught me so much about the complex landscape we navigate and the strength and resilience of local government lawyers and governance officers.

The role we play within local government is critical to the rule of law, equitable governance and the success of our authorities. LLG have pushed through an agenda this year which continues to influence at the highest level to demonstrate the value we bring to our communities and the importance of our role in the effective operation of our councils. I reflect on some of our achievements to this aim as follows: -

Spring Conference 2024

For me, the Spring Conference 2024 was a beacon of inspiration, emphasizing the importance of contributing to society and addressing inequalities within communities and political power structures. The conference highlighted the significance of speaking truth to power and symbolised the ongoing fight for justice. As lawyers, the commitment to upholding the rule of law was underscored as integral to this fight.

The conference introduced the LLG, CIPFA and SOLACE Code of Practice on Good Governance for Statutory Officers in Local Government, a positive step towards building robust organisations. Lawyers were highlighted as crucial in understanding organisational culture and decision-making processes. The Code's reflection on the dynamics of statutory roles and the concept of the 'golden triangle' was particularly noteworthy.

The conference also welcomed the SRA guidance for in-house lawyers, recognising the unique roles and ethical conflicts they face. This guidance was seen as a significant step towards acknowledging and supporting the legal profession's diverse challenges.

Governance Conference 2024: Good Governance for All



In December, I reflected on the year's focus on good governance and representation. The unexpected passing of Suki Binjal, a champion for diversity and social mobility, was a poignant moment. A JustGiving page was set up in her honour, raising £6,600 to continue her work supporting junior lawyers.

I emphasised the importance of good governance, leadership, and accountability in fostering trust within communities and contributing to local development. Representation at the leadership level was highlighted as essential for addressing inequalities and ensuring thriving communities.

I spoke on resilience in governance, defined as the ability to anticipate, prepare for, respond to, and adapt to adverse events while maintaining essential services and thriving long-term. Resilience was emphasised at individual, service, and council levels, enabling organisations to embrace change effectively.

Islamophobia Panel

I also Chaired the Islamophobia Panel which provided a platform for practical discussions on the impact of Islamophobia in workplaces and communities. The panel addressed the shift from overt racism to microaggressions and the recent riots that highlighted societal divisions and questioned the sense of belonging for many.

Baroness Warsi

Baroness Warsi, a tireless advocate for equality and representation, was introduced by me as a keynote speaker. Her work on Islamophobia and her call for systemic change in political leadership, media representation, and accountability for hate speech were particularly inspiring.

LLG Awards 2024

I was honoured to present the Significant Contribution to Local Government Law and Practice Award to Dorren Forrester-Brown. This award recognised her lifetime commitment to local government law and practice; her advocacy for the sector, and her efforts in promoting diversity and inclusion. Her leadership and groundbreaking approaches have significantly shaped and advanced local government practices.

Conclusion

My Presidential Year 2024 was marked by a strong commitment to justice, good governance, resilience, and representation. The events and initiatives throughout the year underscored the importance of addressing inequalities, supporting the legal profession, and fostering a culture of accountability and inclusion.



Chief Executive's Comments



Deborah Evans

CEO

CEO's Review of the Year: April 2024 to April 2025

I'm pleased to say it's been a strong year for delivery, engagement, visibility and influence within LLG on several important fronts:

Code of Practice on Good Governance for Statutory Officers

The Code of Practice on Good Governance, released on 16th July 2024, represents a significant collaboration between LLG, CIPFA, and SOLACE, with assistance from Phil McCourt at Bevan Brittan, who assisted in authoring the practical guide to working in the golden triangle. This document will provide a strong, unambiguous guide for all Monitoring Officers in the delivery of their role and responsibilities.

Government Consultation on Remote Meeting Provision

After years of lobbying and campaigning tirelessly, the sector received exciting news from the government (at the LGA conference) that they were moving towards allowing local government to make decisions in remote and hybrid meetings. We consulted our members via roundtables, surveys, a working group, engaged with the LGA, NALC, SLCC, and ADSO and secured helpful input from Welsh members into our consultation response. We also teamed up with Transport for the North to make bespoke representations to the Minister.

Strengthening Standards and Conduct Framework

Consultations came thick and fast, with the government launching in December 2024 a consultation on "Strengthening the standards and conduct framework for local authorities in England." We once more gathered input for our response via National Leads, regional meetings, the LGA taskforce, and a member survey. Prior to the consultation closing we attended a Ministerial roundtable with Jim McMahon and a high-level seminar on standards hosted by the Committee for Standards in Public Life.

Other consultations LLG has responded to include the Planning Reform Working Paper - Planning Committees (February 2025) and work is ongoing with respect to the Oversight and



regulation of private prosecutors in the criminal justice system consultation (Due 8th May 2025).

Local Government Reorganisation and Devolution

Again, the government sprang to life and were active in this area, moving at speed. The LGA pulled together a group of key stakeholders including LLG to provide support to members going through the process. hour. We've also been in conversations with SLCC about the changing landscape for parish councils within reorganisation and devolution and have developed training to inform members in this important area.

But it's not just about external influence, LLG has worked hard to provide member services 2nd to none this is particularly pertinent in development and training opportunities:

LLG Inspire Programme

Our very first inspired programme closed at the end of the year, with a positive feedback session that led to further improvements in the offer in line with our philosophy of continuous improvement. The 2024 Inspire Programme launched last September with 35 lively and enthusiastic delegates, welcoming a number of Democratic Services Officers to the programme for the first time. Recognising the importance of developing statutory officers, the Ministry of Housing, Communities and Local Government provided bursary funding. We produced the 'Essential competencies and Expectations of a Monitoring Officer,' aligning with the competencies for the s151 officer and the Chief Executive.

We kicked off 2025 with an in-person day for our Inspire delegates, along with delegates from CIPFA and SOLACE. The focus was on the Code of Practice on Good Governance for Statutory Officers, diving into real-life issues and practical solutions within actual golden triangles.

Conferences:

Members were offered a wide range of one day conferences including our first-ever Children's Services and Education Conference (a huge success that is sure to be repeated).

The Spring Conference at Leeds in June was a highlight of the LLG calendar, with significant engagement and debate. The LLG Awards ceremony recognized the contributions of lawyers and their teams across the country. It was personal, fun, emotional, and entertaining—a good time was had by all.

Our hybrid Monitoring Officer conference attracted the highest ever number of attendees, with in-person participants making the most of networking opportunities.

Continuing the idea of developing our lawyers to be the legal leaders of the future: the Leadership Conference in March 2025 was a success with a strong programme that encouraged thinking and reflection.

Our December 2024 Governance Conference had a new one-day, multi-programme format at Trowers & Hamlin's. It was extremely well attended and received rave reviews.



Consultancy

LLG's consultancy offering has gone from strength to strength, and we have worked over the last year with a significant number of councils and stakeholders in the sector with respect to reviews of legal services and democratic services departments, The procurement of legal work, governance reviews, preparation of guidance documents, investigation of complaints and whistle blowing allegations, the building of panels, and preparation of in-house training material.

Work Experience Week

Work Experience Week took place during election week, accommodating nearly 40 students despite cancellations due to the general election. It was a tremendous success with a great programme and promising interns, some of whom have already secured jobs. We were finalists in the ISE awards for our Work Experience Week. Although we didn't win, it was impressive to be shortlisted alongside big names such as Lloyds Bank.

The Professional Body for Monitoring Officers:

LLG has a strategic aim to deliver a professional body for monitoring officers by the end of 2025. During 2024, significant work has been done on developing the strategy, makeup of the membership, and deliverables. As part of this work, a number of discussions and roundtables have taken place, including a lively session in March at Browne Jacobson's offices around the important work on the Role & Responsibilities of the Monitoring Officer, which highlighted the need for increased support and networking and helped us understand the services the professional body should provide.

Strategic and Governance Review

Internally, LLG has taken time to check it is fit for purpose and undertook both a Governance Review and a Strategic Review. Several recommendations from the Governance review are to be implemented, not least the proposal to appoint an independent Chair of the board of LLG to reduce the burden on the President, bring in an experienced Chair which should give stability on chairing to board meetings as the appointment will be for a longer term, thus allowing the President to focus on their ambitions for LLG and their areas of interest. The main outcome of the strategic review was a focus on developing clarity on the Professional Body for Monitoring Officers which will be a key deliverable over the next period. One to watch!

So, a huge thank you from me to the members for their support and engagement over the last period, and we look forward to working with you on the many and various challenges for the sector that lie ahead!



Board Directors (served or serving since last AGM)

For biographies [Click here](#)

Rachel McKoy	Past President (Advisory)
Aneeka Muneer	President
Paul Turner	Vice President
Helen Bradley	Deputy Vice President
Fiona Anthony	Training Director
Jordan Hulse	Junior Director
Deborah Evans	Chief Executive Officer
Manisha Patel	Equality, Diversity & Inclusion Director
Emma Duncan	Regional Director - Eastern
John Purvis	Regional Director - North
Anita Bradley	Regional Director - South
Patricia Narebor	Regional Director – London
Nichola Vine	Regional Director - Midlands
Kelly Byrne	Interim Regional Director - Wales
Sarah Harriott	National Lead Representative Director
Helen Bradley	National Lead Representative Director

Please note the Law Society Local Government Council Seat member during this period was Suki Binjal who acted in an advisory capacity to the Board. Rachel McKoy was elected through byelection to fill the vacancy left by the sad passing of Suki Binjal in March 2025.

The Local Government Council Seat Member is elected via the Law Society rules and procedures and is not appointed by way of nomination made directly from LLG (which had historically been the case).

Testament to Suki Binjal



It was with absolute heartbreak that LLG learnt of the news of the untimely and sudden passing of Suki Binjal who passed away on 4th October 2025. A former LLG President, Suki was instrumental in shaping the company as it now stands and a prominent figure in local government law and practice. Beyond all that however- she was a valued and close colleague.



Suki was the epitome of joyous revelry- the sage pioneer for equalities; a mentor, a zealous and passionate promoter of local government- but above all of this, she was a great friend. We thank all our members for the support they have shown for each other and to those affected by the loss of Suki. She herself believed fiercely in the family of lawyers in local government. We honour Suki each time we safeguard our unity and acknowledge our strength together.

To honour Suki, a fund has been set up to offer support to junior lawyers and aspiring leaders working in the local government legal world. LLG have also dedicated an award to Suki entitled the “Suki Binjal Rising Star Award” which will see its first recipient at the LLG Awards 2025 in June.

LLG Regional Director Reflections and National Lead Reflections: -

Regional Director – Wales update



We held a successful remote regional meeting in June 2024, where training was provided by Civitas Chambers, to housing colleagues on the Renting Homes (Wales) Act 2016 and the implications to local authority landlords. In November 2024 our Junior lawyer lead, Samuel Pitchford, hosted an in-person training event at The Law Society offices in Cardiff, which was well attended, and positive feedback was received. We held a further meeting in January 2025 where one of our corporate partners, Weightmans provided training on the new Procurement Act 2024 and the specific implications in relation to the law in Wales.

We also launched a revised Welsh Bulletin providing bespoke updates pertinent to the Welsh jurisdiction. This was taken over by Bulletin Editor, Dennis Hall following the departure of Janet Hooper who had undertaking provision for many years. Our thanks to Janet for her service to the Welsh members.

Looking forward, this year, I intend on focusing my attention on re-establishing the shared interest groups across the region and recruiting regional leads to assist in driving this forward this initiative.

Kelly Byrne

Regional Director – London Update



Members from the London Region had a very engaging session on 5 September 2025 where we were hosted by Capsticks. Nicola Birkett and her colleagues', Mary Mundy, Partner and Anita Rao, Principal Associate, provided excellent training on the Procurement Act 2023 to enable authorities to prepare for the implementation of the new arrangements. Having not met as a group since before Covid, members enjoyed seeing old and new colleagues. With three elections last year, it has been a busy period, but members have agreed to collaborate more frequently in person in addition to ongoing one on one discussions between colleagues. A further London Region remote meeting was held in the autumn of 2024, and we are planning more events in 2025.

I thoroughly enjoyed sitting on the judging panel for the LLG Awards 2024 and seeing all the amazing work our members are producing. I look forward to the 2025 event in June at the Spring Conference.

We are still looking for a junior regional lead for London and I would very much like to hear from junior lawyers up to 5 years ppe who might be interested.

Patricia Narebor

Regional Director – Southern Update



The Southern Regional Meeting held on 24 September 2024 and I was delighted to provide the welcome with training provision from Anthony Collins, followed by a Q&A session. The guest speaker, Max Howarth from Anthony Collins, presented on the planning changes from the Government and its effects on Local Government.

I was pleased to be invited to open the LLG Southern Region's Partnerships & Procurement Group Meeting on 13 February 2025. The event was informative and timely with the Procurement Act 2023 coming into force on 24 February 2025. Upcoming training events for Monitoring Officers were highlighted, including the Local Government Golden Triangle



Development Day on 25 March 2025, and an exclusive session for LLG Member Monitoring Officers on 17 March 2025.

On 12 March 2025, Darren Hooker from Capsticks delivered a presentation on regulatory inspections for local authorities, covering the Social Housing Regulation Act 2023 and its implications. Key changes include the introduction of new consumer standards, removal of the "serious detriment" test, and enhanced powers for the Regulator of Social Housing. The presentation also discussed the grading system for local authorities and common themes in gradings, such as gaps in health and safety compliance and significant backlogs of repairs. Recommendations for local authorities to improve compliance, tenant engagement, and data quality.

I am currently working on the plan for the Southern Region events and meetings for the rest of 2025/2026 to ensure improved organisation and early communication with members. An in-person event in the Southern Region is proposed and Members' thoughts on this would be very welcome.

Anita Bradley

Regional Director – Northern Update



On 11th October 2024 we held a Northern Regional Meeting and were joined by Trowers and Hamblins to discuss Labour's Devolution Plans – what's next?

On 12th February we held a Northern Regional Meeting, this time focusing on the Devolution White Paper with Anthony Collins.

We continue to retain close links with the NWLC and our thanks to them for enabling us to write in their quarterly newsletter and for inviting us annually to their conference.

I am very keen in this next company year to arrange an in person 'Northern Conference' to provide us all with the opportunity to get back to in-person networking and training. The value of coming together has, since covid, been diminished. I want to focus this next year on building back physical attendance and providing our junior lawyers with the skills acquired from doing that.

We still have Regional Lead positions vacant in a number of specialist local government practice areas. If this is something you may have an interest in, please do get in touch.

John Purvis



Regional Director – Eastern Update



The Eastern Region continue to work proactively with PLP in order to provide a blend of training and networking opportunities across the Eastern Region in a number of local authority practice areas.

On the 8th October we held an Eastern Regional Meeting with Wilkin Chapman joining us to provide training on Professional Conduct for in-house solicitors.

On 28th November 2024 we held an Eastern Regional Meeting with Weightmans on the standards consultation. This was a lively and highly engaged session which helped to inform LLG's response to the government.

Emma Duncan

Regional Director – Midlands Update



It has been a proactive time for the Midlands. We were particularly delighted to role out the Midlands Mentoring Pilot which has seen lots of enrolment to act as a Mentor for those at varying stages of their career. We would encourage all those Midlands members who which to benefit from this scheme to register for mentoring via the Midlands webpage of the website. We also rolled out a buddying scheme for those coming into local government who just want to forge networks and get to know someone to attend LLG events with etc. Again, do encourage those in your teams who are new to consider using that scheme. Both these initiatives really came from our excellent Junior Regional Lead, Tom Mcelholm, so many thanks to him for getting this off the ground. It has represented a large amount of work for the Midlands but one I am sure will be of so much benefit. I understand should it prove successful it will be rolled out to the other regions towards the end of the year.



On 18th October 2024 we held a Midlands Regional MO & Governance meeting for the opportunity to discuss pressing issues for MO's.

On 13th November 2024 we held a Midlands Regional meeting with Browne Jacobson where we focused on the future funding of public infrastructure and the re-emergence of PFI.

On the 29th January we held a Midlands Regional meeting and were joined by Capsticks who spoke on Local Government Reform and Devolution. Obviously this is a big focus for many, and we will continue to support members with this and many other changes affecting the public sector.

I am particularly keen this next company year to appoint Regional Leads for the Midlands in other practice areas across local government. If you would like an informal chat then please do get in touch.

Nichola Vine

National Lead for Information Management



Over the past year, it has been a pleasure to host three Information Management National Lead Meetings, featuring expert guest speakers on key topics as follows:

- 13 June 2024: Andrew Latham, Partner, Capsticks - *Information Law Update*
- 10 October 2024: Louis Sebastian, Partner and Matt Whelan, Senior Associate, Trowers & Hamlin - *Data Protection in complex contracts (e.g. healthcare/housing)*
- 20 February 2025: Louis Sebastian, and Matt Whelan - *Demystifying AI*

The speakers were highly knowledgeable and provided practical, actionable tips. The meetings were well-attended, and participants engaged in meaningful discussions - especially on the emerging topic of AI and its application in the public sector.

Thank you to our guest speakers, all those who took time out of their busy schedules to attend, and to everyone who joined us via catch-up.

Sarah Harriott

National Lead for Monitoring Officers and Governance



There has been a lot of activity relevant to Monitoring Officers and Governance over the last year. We launched the Code of Practice on Good Governance for Local Authority Statutory Officers in July 2024, and I was invited to raise awareness of it at a closed session for Monitoring Officers, section 151 Officers and Chief Executives at the LGA Conference in October.

I represented LLG on a working group with Cipfa and Solace on a draft Addendum to Cipfa's Delivering Good Governance in Local Government Framework. The Addendum, which was consulted on in the early part of this year, provides guidance on the preparation of Annual Governance Statements and Local Codes of Corporate Governance. I am also LLG's representative on the LGA's Monitoring Officer Sounding Board, which seeks to support the development and improvement of local authority governance.

I have represented LLG at discussions on the Strengthening the Standards and Conduct Framework for local authorities with the LGA and the Committee in Standards in Public Life. Paul Turner also joined a roundtable discussion with DCLG on the same topic.

The Monitoring Officers Conference in September provided a good opportunity for us to strengthen our links with the Local Government and Social Care Ombudsman and improve communication between our organisations. We have started to progress the establishment of a professional body for Monitoring Officers, informed by feedback from the membership at the Monitoring Officers Conference and our periodic coffee catch ups. I look forward to continuing this work in the coming year.

Helen Bradley

Junior Director & Junior National Lead





Junior Lawyers have enjoyed some engaging and interesting webinars over the past 12 months updating on the changing legal landscape for local government and providing accessible bitesize training on new developments in the law. Sessions have been focused on legal updates and better understanding the sensitive political landscape in which local government lawyers operate.

Challenges are ongoing with access to funding and training for Junior lawyers nationally and the funded places to attend conference are a positive step towards encouraging those at the beginning of their career to get actively involved with LLG.

We are collaborating with the Northern lead Wiktoria Penar with the hope of launching an in person networking and training event for Junior Lawyers based in the North with the hope that this will be successful and subsequently replicated in other areas.

Jordan Hulse & Jess Lishman

National Lead Board Representative Director



It has been a pleasure and privilege to sit on the LLG Board as Representative for National Leads this past year.

The National Leads cover a wide range of specialist interest groups, including:

- Adult Social Care & Health
- Children's Services & Education
- Employment
- Housing & Regeneration
- Information Management
- Junior Professionals
- Litigation & Licensing
- Monitoring Officers & Governance
- Partnerships & Procurement
- Planning, Highways, and Environment

LLG are pleased to announce the addition of a new National Lead area for Local Authority Shared Services, reflecting the ever-changing landscape of Local Government.



Throughout the year, the National Leads have hosted regular lunchtime sessions in their respective areas, featuring Corporate Partners as guest speakers. Their dedication and commitment to creating these spaces for discussion on issues unique to Local Government Lawyers is immensely appreciated.

Over the past few months, I have had the opportunity to host regular National Lead Coffee Chats. These drop-in sessions are designed to gather insights from specialist area National Leads and develop new ideas. We are particularly excited about the potential for cross-working initiatives, including collaborative webinars co-hosted by complementary National Leads to provide deeper insights into the topics discussed.

Sarah Harriott



Training Director

Over the past year, LLG has continued to grow its training programme very successfully, adding more training courses as well as continuing to run the most popular ones.

LLG has run a number of conferences. There has been excellent feedback from the in-person conferences, which bring together colleagues who are able to discuss different issues in a collaborative environment. The online conferences have also been very well attended. An online Children's Services and Education Conference was added to the programme in November 2024 for the first time and will be run again in 2025 due to the very good feedback and demand.

It is pleasing that junior lawyers continue to take up places offered on some training courses at reduced cost and there are a limited number of places offered via the bursary scheme for them to attend in-person conferences.

The Summer 2024 Work Experience Week was once again very successful with high demand for places and good engagement from the students who attended. Applications for the 2025 Work Experience Week are being accepted until the end of March 2025.

Fiona Anthony



Equalities, Diversity & Inclusion Director



Our commitment to equality, diversity and inclusion has been more than a statement—it has been a sustained and evolving journey over the past few years. I've had the privilege of leading this work, ensuring that inclusion is not only embedded in our values but reflected in our actions. From our early steps to today, we've continued to build momentum through meaningful initiatives that challenge, inspire and support our members.

This year, we explored inclusive leadership at the LLG Spring Conference, hosted quarterly EDI webinars, and launched the *"This is what a local government lawyer looks like"* social media campaign—showcasing the diversity within our profession. We've developed resources to support members facing discrimination, benchmarked our training programmes through an EDI lens, and partnered with the University of Westminster to champion neurodiversity in law. Our work to reach young people in areas of low social mobility is another key step in creating pathways into the profession for those who are often overlooked.

Our progress is strengthened by the leadership and lived experience within our own organisation. We are proud to have a diverse board that reflects the communities we serve and brings a breadth of insight to our decision-making. We've also resumed our EDI Committee, creating a dedicated space to listen to the voices and lived experiences of our members. However, we recognise that we must do more to ensure these conversations are consistent, inclusive, and meaningfully shape our direction.

Through our governance reviews, strategic discussions, and events such as LLG Inspire 2024, EDI continues to be woven into the fabric of our organisation—not as an afterthought, but as a strategic priority. This work is about building a profession where everyone—regardless of background—can thrive, lead, and be seen. We still have work to do, but our direction is clear and our resolve unwavering.

Manisha Patel



National Leads (served or severing since last AGM)

Isabelle Alajooz, Housing and Regeneration
Helen Bradley (nee Lynch), MO & Governance
Robin Donaldson, Adult Social Care & Health
Penny Latham, Adult Social Care & Health
Vacant Litigation & Licensing (retired)
Stephen Turner, Licensing Deputy
Aneeka Sarwar, Litigation Deputy
Kieran McGaughey, Partnerships & Procurement (Kieran stepped down in March 2025 and we note out grateful thanks for his years of service).
Kevin Carter, Procurement Deputy
Andrew Brett, Employment
Rachel McKoy, Planning and Highways
Sarah Harriott, Information Governance
Jeanette Bloor Children Services and Education

Regional Lead Officers

LLG are aware that there are numerous Regional Leads operating within the Regions. With the appointment of an executive assistant to the regions in January 2024, LLG is building a comprehensive list of those actively meeting in their groups together with encouraging new members to step forward within their area. LLG would like to thank every member who gives their time to disseminate knowledge and provide a conduit for networking and support within their practice area in their locality.

LLG Strategy 2024-2027:

The [LLG Strategy Document](#) sets out LLG's values and strategic objectives, with corresponding actions on how LLG will continue to work to deliver them.

Guidance published:

Code of Practice on Good Governance for Statutory Officers

The Code of Practice on Good Governance represents a significant piece of work by LLG, CIPFA, and SOLACE to share best practice in the golden triangle and improve outcomes for local authorities.

Consultations responded to:

- Remote Meeting Consultation (December 2024)
- Planning Reform Working Paper- Planning Committees (February 2025)
- Strengthening the standards and conduct framework for local authorities in England (February 2025)

The following consultations are currently planned for response: -



- Oversight and regulation of private prosecutors in the criminal justice system consultation. (Due 8th May 2025).

Other Achievements:

- **ISE Award Nomination** LLG was nominated and in the top 4 for the Best University and Employer Partnership Award at the Institute of Student Employer Awards 2024, alongside the University of Law, for work on the LLG Work Experience Week.

Training & Events

Training Courses Delivered since 2024 AGM:

10 April 2024	Food Safety Prosecutions
22 April 2024	Planning Basic Survival Guide
24 April 2024	Planning Enforcement Prosecutions
25 April 2024	The Role of the Monitoring Officer: The Fundamentals
26 April 2024	Traffic Regulation Orders
29 April 2024	Environmental Health Prosecutions
10 May 2024	Essential Guide to Overview and Scrutiny Committees
13 May 2024	Independent Persons
16 May 2024	Navigating Data Protection Law
24 May 2024	Local Authority Finance Scrutiny: The Essentials
30 May 2024	Key Challenges and Updates for Monitoring Officers
10 June 2024	Dealing with Standards of Conduct of Elected Members
17 June 2024	Setting Up and Running Local Authority Companies
18 June 2024	Local Authority Finance Scrutiny: The Essentials
21 June 2024	Public Rights of Way
27 June 2024	Political Awareness: How to Operate Effectively at the Interface with Elected Members
05 July 2024	Online - Planning Committees
10 July 2025	Section 106 Agreements
04 September 2024	Defending Housing Disrepair Claims
05 September 2024	The Role of the Monitoring Officer: The Fundamentals
10 September 2024	School Admissions and Appeals Compliance
11 September 2024	Committees Basic Survival Guide
12 September 2024	Political Awareness: How to Operate Effectively at the Interface with Elected Members
16 September 2024	Local Authority Prosecutions: The Basics in Practice
18 September 2024	Navigating the Political Aspects of a Local Authority
23 September 2024	Licensing Basic Survival Guide
24 September 2024	Equal Pay
25 September 2024	Managing Disciplinary Issues as a Monitoring Officer



26 Sept 2024	Licensing Committees: Law and Procedure
30 September 2024	The Fundamentals of Local Government
02 October 2024	Essential Guide to Overview and Scrutiny
04 October 2024	Local Authority Finance Scrutiny: The Essential
07 October 2024	Planning Basic Survival Guide
10 October 2024	Navigating Data Protection Law
14 October 2024	Key Challenges and Updates for Monitoring Officers
16 October 2024	Committees Stage 2
18 October 2024	Traffic Regulation Orders
21 October 2024	The Court of Protection: A Practical Guide to Running Cases
24 October 2024	Dealing with Standards of Conduct of Elected Members
25 October 2024	Planning Committees
04 November 2024	Navigating Freedom of Information Law
05 November 2024	Introduction to the Political Aspects of Local Government
06 November 2024	Setting Up and Running Local Authority Companies
08 November 2024	Highways and Development
12 November 2024	Possession Proceedings and Anti-Social Behaviour
14 November 2024	Independent Persons
20 November 2024	The Role of the Monitoring Officer: The Fundamentals
21 November 2024	Environmental Health Prosecution
25 November 2024	Masterclass: Licensing Law in Action
26 November 2024	Planning Prosecutions
02 December 2024	Trading Standards Prosecutions
05 December 2024	Reviews of Premises Licences under the 2003 Licensing Act: An Examination of the Standard and Expedited Review Procedure
09 December 2024	Political Awareness: How to Operate Effectively at the Interface with Elected Members
10 December 2024	Food Safety Prosecutions
11 December 2024	A Monitoring Officer's Guide to Managing Discipline and Dismissal of Statutory Officers
12 December 2024	Off Licences and Illegal/Illicit/Counterfeit Tobacco: Prosecutions and Reviews
18 December 2024	Local Authority Finance Scrutiny: The Essentials
07 January 2025	Dealing with Standards of Conduct of Elected Members
15 January 2025	Licensing Basic Survival Guide
16 January 2025	Independent Persons: The Role of the IP in Ensuring High Standards of Conduct
20 January 2025	Section 106 Agreements
22 January 2025	Anti-Social Behaviour Injunctions
23 January 2025	Essential Guide to Overview and Scrutiny
28 January 2024	Right to Buy Workshop
29 January 2025	Key Challenges and Updates for Monitoring Officers



31 January 2025	Public Rights of Way
05 February 2025	Committees Basic Survival Guide
10 February 2025	The Role of the Monitoring Officer: The Fundamentals
12 February 2025	Licensing Committees: Law and Procedure
25 February 2025	Political Awareness: How to Operate Effectively at the Interface with Elected Members
10 March 2025	Planning Basic Survival Guide
11 March 2025	A Monitoring Officer's Guide to Managing Discipline and Dismissal of Statutory Officers
12 March 2025	Committees Stage 2
18 March 2025	Independent Persons: The Role of the IP in Ensuring High Standards of Conduct
19 March 2025	Local Authority Finance Scrutiny: The Essentials
20 March 2025	Key Challenges and Updates for Monitoring Officers
24 March 2025	Local Authority Prosecutions: The Basics in Practice
25 March 2025	Navigating Data Protection Law
01 April 2025	Essential Guide to Overview and Scrutiny Committees
02 April 2025	Dealing with Standards of Conduct of Elected Members
03 April 2025	The Fundamentals of Local Government
08 April 2025	Introduction to the Political Aspects of Local Government
09 April 2025	The Court of Protection: A Practical Guide to Running Cases
10 April 2025	Navigating Freedom of Information Law
11 April 2025	Planning Committees
25 April 2025	Traffic Regulation Orders
28 April 2025	The Local Government Lawyer's Essential Guide to Devolution
29 April 2025	Call-In
30 April 2025	Trading Standards Prosecutions
01 May 2025	Premises Closure Orders

Online One Day Conferences

19 April 2024	Leadership Conference 2024
17 May 2024	Commercial Law Conference 2024
06 September 2024	Planning Conference 2024
22 November 2024	Children's Services and Education Conference
07 March 2025	Leadership Conference
27 March 2025	Licensing Conference

Monitoring Officer Induction Programme



The Monitoring Officer Induction Programme is a comprehensive and tailored programme for new Monitoring Officers and Deputy Monitoring Officers. Traditionally the guardian of good governance, lawful decision making, and high standards of conduct, the Monitoring Officer is increasingly required to cultivate additional skills in an ever-more complex political and financial landscape.

LLG's Monitoring Officer Induction Programme is tailored specifically to the needs of MOs and DMOs and comprises a comprehensive blend of live and pre-recorded training sessions to prepare them for this challenging role. The Programme has been designed to provide new MOs and DMOs with a thorough grounding in the fundamental elements of the role of the Monitoring Officer, as well as detailed, practical training on some of the key areas of focus for MOs including governance, finance, scrutiny, working with Independent Persons, political awareness and dealing with Members.

LLG Training has seen three cohorts of this Programme run successfully since September 2024, with a great demand for places.

- Cohort 1 – 05 September 2024

The very first Monitoring Officer Induction Programme consisted of 14 modules and a total of 18 delegates booked on. This ran until 31 December 2024.

- Cohort 2 – 01 November 2024 – 14 modules

Due to popular demand, we ran the Programme again shortly after the commencement of the first Programme. This ran into the new year and until 31 January 2025, with a total of 20 delegates. This also consisted of 14 modules.

- Cohort 3 – 01 February 2025 - 14 modules

Running until 31 April 2025, the third Programme took place at the beginning of February. Yet again, this Programme was fully booked with 20 delegates and consisted of 14 modules.

- Cohort 4 – to commence 10 June 2025 - 13 modules

So far, we have 9 delegates booked on for the next Programme set to commence in June. We took the decision to retract the "Delegate Choice" module, thus totalling 13 modules.

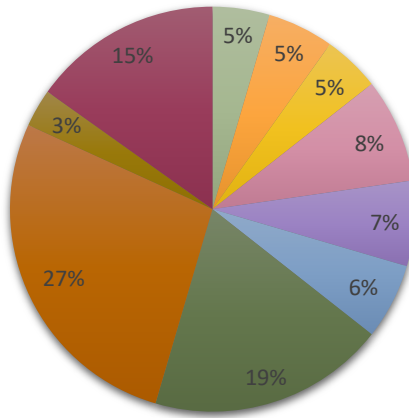
More information about the modules for each Programme can be found in the table below.



Course Name	Cohort 1	Cohort 2	Cohort 3	Cohort 4
Strategic Role of Governance & Scrutiny	✓	✓	✓	✓
Local Authority Finance	✓	✓	✓	✓
Conflict Resolution	✓	✓	✓	✓
Personal Resilience & Managing Stress	✓	✓	✓	✓
Political Awareness	✓	✓	✓	✓
Hybrid MO Conference	✓			✓
Hybrid Governance Conference		✓		
Leadership Conference			✓	
MO's Guide to Managing Discipline & Dismissal of Statutory Officers	✓	✓	✓	✓
Essential Guide to O&S Committees	✓	✓	✓	✓
Local Authority Finance Scrutiny	✓	✓	✓	✓
Key Challenges & Updates for MOs	✓	✓	✓	✓
Dealing with Standards of Conduct of Elected Members	✓	✓	✓	✓
The Role of the IP	✓	✓	✓	✓
Delegate Choice	✓	✓	✓	

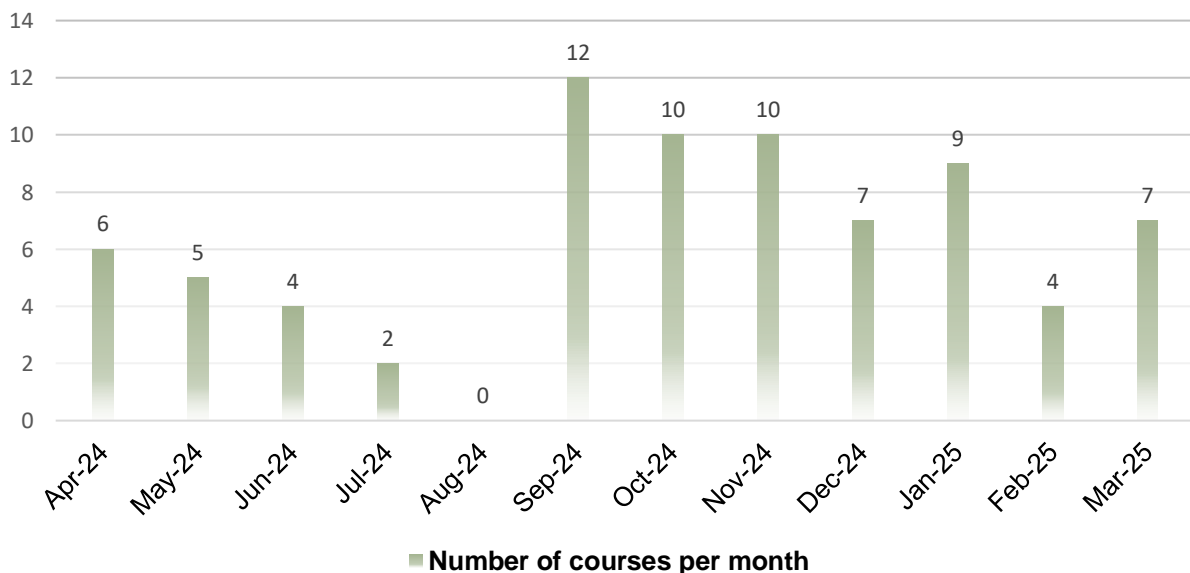
Training Statistics

COURSES PER NATIONAL LEAD AREA



- Adult Social Care and Health
- Children's Services & Education
- Employment
- Housing and Regeneration
- Information Management
- Junior Professionals
- Litigation & Licensing
- Monitoring Officers and Governance
- Partnership & Procurement
- Planning, Highways and Environment

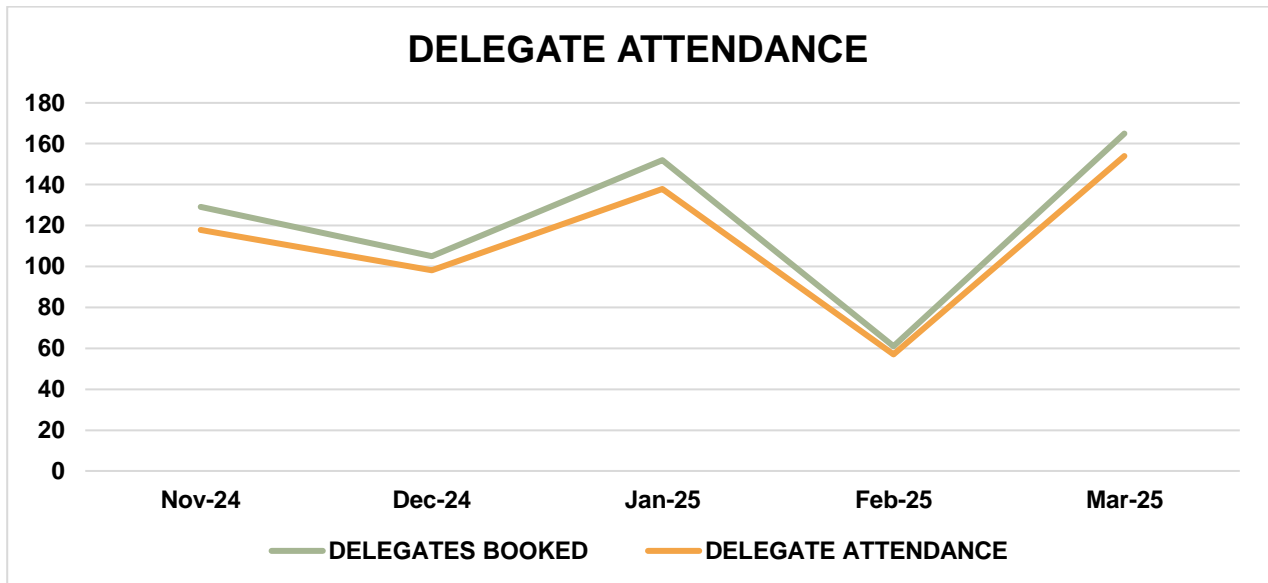
NUMBER OF COURSES PER MONTH



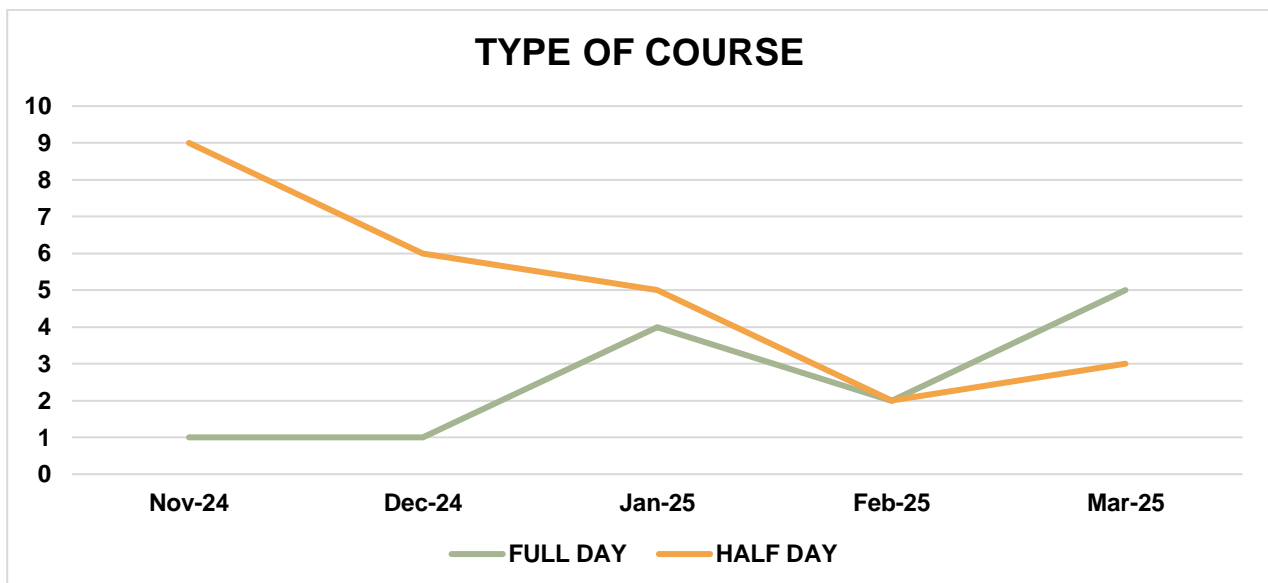


In November 2024, LLG introduced enhanced tracking across key areas, including delegate numbers, course feedback, financials, engagement, and more. The results so far:

1. Delegate attendance – on average, more than 90% of booked delegates attend courses on the day of training.



2. Feedback – delegate feedback steadily circles between 90% and 95%.
3. Type of course – LLG maintains a balance between provision of half day and full day courses through the year.





Events Delivered:

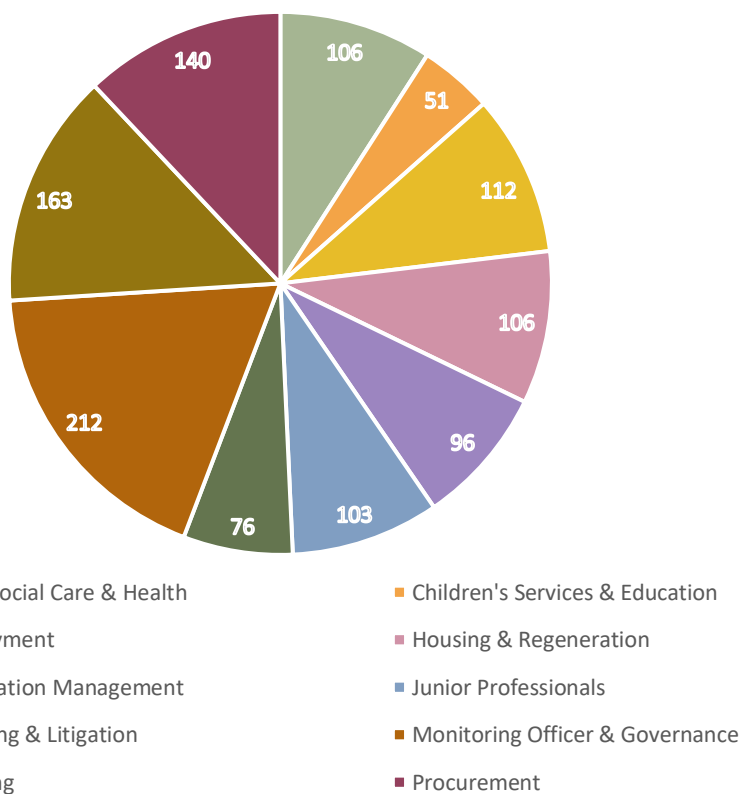
NATIONAL LEAD MEETINGS

DATE	LEAD AREA	TOPIC
25th April 2024	Monitoring Officer & Governance	Elections - One Week Out
9th May 2024	Procurement	Procurement Case Law Update
16th May 2024	Adult Social Care & Health	An Update on the CQC Inspection Regime
30th May 2024	Planning	Biodiversity Net Gain
6th June 2024	Junior Professionals	Introduction to the law relating to local authorities and decision making.
13th June 2024	Information Management	Information Law Update
20th June 2024	Housing & Regeneration	Managing Disrepair Claims
11th July 2024	Planning	The First 100 Days - Planning & the new Labour Government
29th August 2024	Monitoring Officer & Governance	Company Governance
12th September 2024	Housing & Regeneration	Construction law update
19th September 2024	Employment	Employment Law & the new Labour Government
26th September 2024	Junior Professionals	Career Development
26th September 2024	Adult Social Care & Health	local authority deputies
10th October 2024	Information Management	
10th October 2024	Licensing & Litigation	Changes in Central Government & what they mean for litigation (both generally and for local authorities)
17th October 2024	Monitoring Officer & Governance	Devolution
24th October 2024	Planning	Key changes proposed in the new NPPF
7th November 2024	Procurement	Updating your contracts for the Procurement Act
14th November 2024	Adult Social Care & Health	Nearest relative and guardianship – LA acting as guardians or nearest relative/displacement applications
21st November 2024	Housing & Regeneration	the upcoming changes re: no fault evictions and the potential right to buy reforms
5th December 2024	Junior Professionals	Commercial Contracts 101
19th December 2024	Employment	Review of the Employment Rights Bill
20th January 2025	Employment	Whistleblowing
23rd January 2025	Monitoring Officers & Governance	Consultation on the standards regime
30th January 2025	Children's Services & Education	Feedback from National LFJB and adoption
6th February 2025	Licensing & Litigation	Legislative changes to Public Space Protection Orders
20th February 2025	Information Management	Demisifying AI
27th February 2025	Housing & Regeneration	New Towns



6 th March 2025	Planning	Changes to the National Planning Policy Framework
13 th March 2025	Junior Professionals	Devolution White Paper
20 th March 2025	Procurement	The PCR and Procurement Act
3 rd April 2025	Children's Services & Education	Preparing for SEN Tribunal hearings – education
9 th April 2025	Adult Health & Social Care	change to coffee chat?
10 th April 2025	Monitoring Officers & Governance	LGR - 'What should MO's be thinking about?'

Summary of National Lead Meeting Attendees



REGIONAL MEETINGS

DATE	REGION	TOPIC
18 th June 2024	Wales	Wilkin Chapman - SRA thematic review on in house solicitors
5 th September 2024	London	Capsticks - half day event on Procurement
24 th September 2024	Southern	Planning changes following the Labour Government and its effect on Local Government
8 th October 2024	Eastern	Wilkin Chapman - Professional conduct for in house solicitors



11th October 2024	Northern	Trowers - What is next under Labour's devolution plans
13th November 2024	Midlands	Browne Jacobson -The future of the funding of public infrastructure, the re-emergence of PFI?
28th November 2024	Eastern	Weightmans - The forthcoming standards consultation and the current consultation on remote meetings
3rd December 2024	London	Bevan Brittan - consultation on remote meetings
22nd January 2025	Wales	Weightmans - The new procurement regime (Welsh context)
29th January 2025	Midlands	Capsticks - Local Gov Reform and Devolution
5th February 2025	Eastern	Browne Jacobson - Devolution white paper
12th February 2025	Northern	Anthony Collins - Devolution white paper

WEBINARS

DATE	TOPIC
25th June 2024	Voter ID & Avoiding Legal Challenge, with Tim Straker KC
7th August 2024	LLG Webinar with CiLEX
4th September 2024	Complaint Handling
25th September 2024	Inquests & their Dilemmas
16th October 2024	Neurodiversity in the workplace
27th November 2024	Implications of the Walk Safe Judgement

Social Media

LLG has; - 5641 Linkedin Followers

Membership Numbers

5336

Notable Press

Local Government Chronicle

First governance code for 'golden triangle' statutory officers

Praise for 'refreshing' virtual meetings proposals

Law Gazette

Money troubles: Lawyers in Local Government's spring conference

In depth: New code for local authority monitoring officers

Local government lawyers reignite campaign for virtual meetings



On good authority

Local government lawyers welcome remote meetings decision

Growing your own

Local Government Lawyer

Local government professional groups publish Code of Practice for statutory officers

Statutory officers and good governance: the new Code of Practice

McKoy named monitoring officer at Newham, Director of Law and Governance at One Source

CIPFA review recommends governance improvements at borough council

LLG and ADSO “very encouraged” by government response to virtual meeting campaign

Golden triangle or gilded cage?

From the Twin Pillars to the Golden Triangle – a balancing of the powers

Tributes pour in after “untimely” passing of former Lawyers in Local Government president

LLG provides information on arrangements to honour Suki Binjal

The Procurement Act 2023 and development agreements

Rayner announces consultations on remote meetings and tougher standards regime

Memorial fund honouring Suki Binjal to be set up to help young aspiring lawyers overcome social barriers

Local government professional groups publish Code of Practice for statutory officers

Institute of Licensing launches consultation on revised suitability guidance for taxi and private hire licensing

“Good governance is for all of us to be involved in”

LGA launches new chief executive training scheme

Brighton and Hove crowned ‘Legal Team of the Year’ at LLG Awards 2024

Five councils shortlisted for Legal Team of the Year in LLG Awards 2024

ADSO welcomes draft Code of Practice on Good Governance for Statutory Officers, calls for Monitoring Officer role to be renamed

Muneer vows to put LLG “front and centre” in local government legal and governance sphere

“Good governance is for all of us to be involved in”

<https://www.localgovernmentlawyer.co.uk/marketplace/527-people/57119-muneer-vows-to-put-llg-front-and-centre-in-local-government-legal-and-governance-sphere>



<https://www.localgovernmentlawyer.co.uk/governance/396-governance-news/56646-local-government-professional-groups-consult-on-code-of-practice-on-good-governance-for-statutory-officers>

Rising star award in honour of Suki Binjal among categories for LLG Awards 2025

Suspension an “essential tool” for holding members to account: LLG

District to adopt Code of Practice on Good Governance following LGA report

Rachel McKoy elected to local government seat on Law Society Council

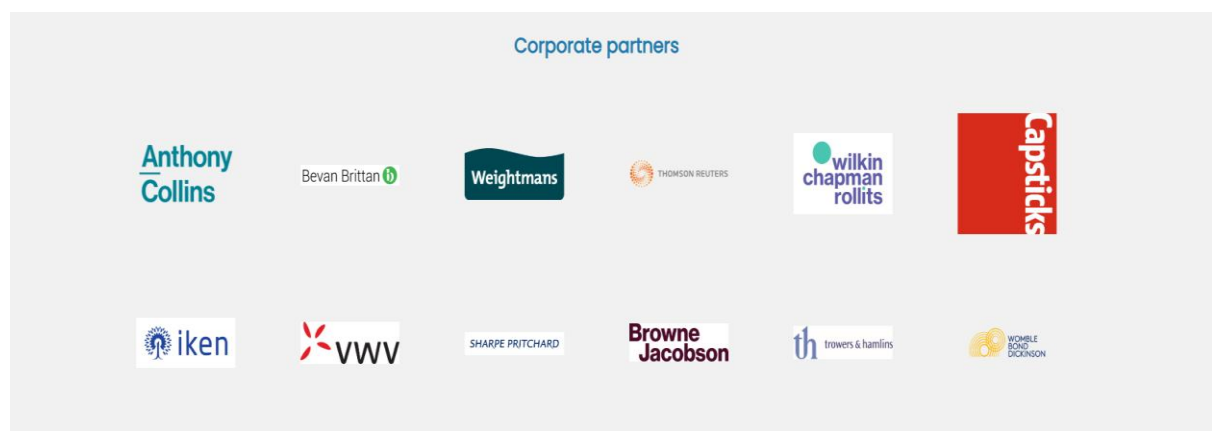
Four lawyers in running for vacant local government seat on Law Society Council

[Asian Connect](#)

New LLG President pledges to revolutionise the local government legal Landscape

Our Corporate Partners

LLG's Corporate Partners are an essential support to LLG's provision of training, support and networking. LLG could not provide the level of membership benefit we do without their continued support. Our grateful thanks to our corporate partners and their excellent work.



The Local Government Legal Society Trust

LLG would like to thank the Trust for helping it to support its members and celebrate their successes.

You can read more about the Trust [here](#).





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