LLG GOVERNANCE CONFERENCE DAY 1 PROGRAMMES

20 NOVEMBER 2026, 8 FENCHURCH PLACE, LONDON

Session	Program A: In person and online attendance Room: City 1	Program B: In person attendance Room: City 3	Program C: In person attendance Room: Control
09:45 to 10:00	**Conference Welcome** **Deborah Evans, LLG CEO** **Helen Bradley, LLG President**		
10:00 to 10:45	**From Code to Culture: Embedding Ethical Conduct in Local Authorities** The Ethics & Integrity Commission will share emerging guidance on developing and embedding codes of ethical conduct under the Public Office (Accountability) Act. Drawing on research and stakeholder evidence, the session will explore how public authorities can turn the Seven Principles of Public Life—and expectations of candour, transparency and frankness—into everyday practice. **Speaker:** **Dr Nathan Tamblyn, Head, Codes & Ethical Conduct - Ethics & Integrity Commission**	**Preventing Harassment: Understanding the new legal duty and its impact on Local Authorities.** Poor behaviour by councillors can place officers under unacceptable pressure — but the Code of Conduct is not the only route to action. This session looks at the protections offered by the Worker Protection Act 2023 in cases involving sexual harassment or discrimination. Delegates will leave with a clearer understanding of how to respond confidently when behaviour crosses the line. **Speakers**: **Allison Cook - VWV** **Lisa Kirkman - VWV** **Jonathan Goolden – VWV**	**Junior Lawyers Session:** **Taking the Pulse: A Health Check for Local Authority Governance** Ever wondered who really makes decisions in a local authority, where the power sits, and why any of that matters to the lawyer advising it? This session examines the anatomy of local authority governance, from members, officers and the “golden triangle” of statutory officers to constitutions, delegations, scrutiny and decision-making. We’ll look at how the different parts fit together, what healthy governance looks like, and the warning signs when things start to go wrong. Designed with all local authority lawyers in mind, the session will focus on the practical relevance of governance to your everyday legal advice: identifying the right decisionmaker, understanding where authority comes from, spotting governance risks and knowing when to ask questions or escalate concerns. No stethoscope required.

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			This session is also open to non junior lawyers **Speakers:** **Sian Ballingall – WBD** **Jess Lishman - WBD**
10:45 to 11:30	**The evolving role of the Monitoring Officer and Deputy Monitoring Officer** The role of the Monitoring Officer has never been more demanding — or more important. New research points to a profession navigating constant change, from local government reorganisation and devolution to resourcing pressures, rising expectations and increasingly challenging member behaviour. This session will unpack the emerging themes and explore what they mean for Monitoring Officers and Deputy Monitoring Officers in practice. **Speakers:** **Ed Hammond - Grant Thornton** **Camilla de Bernhardt Lane - Grant Thornton**	**Big plans, fewer surprises: regeneration risk unpacked** Big ambitions, moving parts and the occasional curveball — regeneration projects can keep lawyers on their toes! This lively, practical session puts risk under the spotlight, exploring how good governance and compliance can help stop big plans becoming big headaches. Pick up hints and tips for measuring, managing and mitigating risk, spotting potential pitfalls and asking the right questions. Bring your curiosity and leave with fresh ideas for keeping projects on track. **Speakers:** **Chris Plumley - Trowers & Hamlins** **David Meecham - Trowers & Hamlins**	**AMO members session: A Focus on leadership through challenge and change** How can you lead effectively when you cannot control the circumstances around you? This practical session explores power and agency through challenge and change, focusing on where you can make a difference, what you can influence and how you choose to respond. Discover tools and behaviours to help you act with purpose, support those around you and maintain clarity and confidence when pressures mount. Places are limited and so please reserve your space by emailing amo@llg.org.uk **Speaker:** **Manisha Patel, Executive Coach, Facilitator and Organisational Culture Consultant**
Refreshments and networking 11:30 to 12:15			

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12:15 to 13:00	**Does this cross the line?** A lively, practical standards session exploring real-world scenarios, behaviours and comments that Monitoring Officers and governance professionals may encounter when working with councillors. Through relatable examples and interactive discussion, we will test where robust political debate ends and unacceptable conduct begins — and how to spot, challenge and respond when things go too far. **Speaker:** **Claire Ward - Anthony Collins**	**A New Politics? Electoral Reform and the Future of Local Government** Electoral reform is firmly back on the political agenda. The Prime Minister has promised a commission on electoral reform, expected to concentrate on proportional representation. But what could a move away from First Past the Post ultimately mean for local government? And what about early voting or voting hubs? How about something more radical? This session will explore the potential implications facing councils and their Returning Officers, ranging from administering elections to how a more proportional political landscape could affect decision-making processes and constitutional stability. **Speaker**: **Peter Stanyon, Chief Executive,** **Association of Electoral Administrators**	**AMO safe space discussion:** An opportunity for AMO members to enjoy a safe space discussion with other members on current challenges and opportunities. Places are limited. Reserve your place by emailing amo@llg.org.uk **Chair:** **Rachel McKoy, AMO Executive Director - LLG**
Lunch and networking 13:00 to 14:00			

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14:00 to 14:45	**Raising the Standard: A Shared Ambition for Change** What would it take to make standards reform deliver meaningful change? This session explores the cross-sector work to shape a stronger, more consistent framework for local government, from a sector developed code of conduct to effective remedies and clearer accountability. Moving beyond legislation alone, we will discuss the role of prevention, early intervention and organisational culture in supporting respectful relationships between councillors and officers. **Speakers:** **Graeme McDonald- SOLACE** **Cllr Hannah Dalton, Leader of Epsom & Ewell Borough Council and the Local Government Association's Ambassador for Civility in Public Life** **Rachel McKoy, AMO Executive Director- LLG** **Chair: Helen Bradley, LLG President & Chair of AMO**	**Rewiring the State: Fiscal Devolution, Mayoral Powers and the Future of Local Government** The 2026 Budget and Fiscal Devolution Roadmap signal a significant shift in the relationship between central and local government. With greater fiscal powers, business rates retention, new revenue-raising opportunities and expanding mayoral responsibilities, the landscape of local and regional governance is changing rapidly. Drawing on legal and governance expertise alongside practical experience from the East Midlands Combined County Authority, this session will explore the opportunities and challenges of fiscal devolution, the implications for accountability and decision-making, and what these reforms mean for local government lawyers. **Speakers:** **Sanjit Sull, Director of Legal, Governance and Compliance & Monitoring Officer - East Midlands Combined County Authority** **Tiffany Cloynes - Capsticks** **Rebecca Gilbert – Capsticks**	**Junior Lawyers session: Your career, your next move: what's possible?** Team leader, specialist or future Monitoring Officer — which path could be yours? Local government offers junior lawyers plenty of ways to build a brilliant career, and there's no single route to success. Join Venn for a lively look at the possibilities, with practical tips to help you play to your strengths. Bring your ambition, your curiosity and your biggest "what next?" questions! **This session is also open to non junior lawyers** **Speakers**: **Jayne Middleton-Albooye, Interim Head of Legal - Swindon Borough Council** **Kieran Stockley, Interim Chief Legal and Governance Officer / Monitoring Officer - West Midlands Combined Authority** **Emma Walker - Venn Group**

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14:45 to 15:30	**When AI writes the complaint: challenge, opportunity or endless rabbit hole?** AI is changing the shape, scale and style of complaints, FOIs and subject access requests — bringing longer correspondence, more legalistic arguments and issues that can feel as though they never quite end. This lively panel will explore what this means in practice for councils, including the impact on vulnerable people, what authorities can sensibly do, and whether AI can help manage the pressures created by AI. **Speakers:** **Mark Hynes, Director of Governance & Law – London Borough of Waltham Forest,** **Lou Baxter MBE- CEO of Consumer Friend** **Rachel Price – Thomson Reuters** **Julie Odams, Chief Executive – Local Government Social Care Ombudsman** **Chair: Deborah Evans**	**Mayoral Development Corporations: unlocking regeneration and tools for devolution** Reinforced by the commitment to devolution in the October budget, devolution will continue to gather pace across England and Mayoral Development Corporations (MDCs) will be an increasingly important tool for delivering housing, regeneration, infrastructure and economic growth at scale. This session will provide an overview on considerations involved in establishing and operating MDCs, drawing on governance, corporate and planning perspectives. We will explore the statutory framework, governance and accountability arrangements, planning powers, land assembly and considerations in delivery, together with the relationship between MDCs, mayoral authorities and constituent councils. The session will highlight key opportunities, risks and lessons from emerging practice. **Speakers**: **Kirtpal Kaur Aujla - Bevan Brittan** **Lucy Thomas - Bevan Brittan** **Andrew Spicer - Bevan Brittan**	**AMO members session: The Hillsborough Law is looming: The Activity Roadmap for MO's starts now** The architects of the Public Office (Accountability) Bill want it to start a culture change across the public sector - addressing the wrongs apparent from past tragedies. How will you rise to this challenge? How will you deliver candour, transparency and frankness in all parts of the Council. In this session, Michael Graham will outline the main components of the Act, and suggested ways forward. Places are limited. Reserve your place by emailing amo@llg.org.uk **Speaker:** **Michael Graham – Independent Investigator Ltd**
Refreshments and networking 15:30 to 16:00			

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16:00 to 16:45	**Standing in the way of control – forming an administration in challenging circumstances** Following the May elections a number of councils with no party with a majority found it challenging to form an administration and elect a leader. More similar experiences may arise after elections in 2027 and beyond. This session examines the legal and practical implications for Councils and their statutory officers who find themselves in this situation. **Speakers**: **Samantha Lawton, Service Director, Legal, Governance and Commissioning (Monitoring Officer) - Kirklees Council** **Simon Goacher - Weightmans**	**From Neighbourhoods to a National Care System: Designing Care Around Place** As plans for a national care system take shape, what might they mean for local government, communities and the way services are delivered? This forward-looking session will explore how neighbourhood governance could provide the foundation for a more integrated approach to care, connecting local authorities, health partners and residents around place. It will consider the potential shape of a national system, the role of regional collaboration, and how councils can prepare. **Speaker:** **James Arrowsmith - Browne Jacobson**	
Drinks Reception 17:15 to 18:15			

AMO member exclusive: Your next chapter starts here! Step away from the conference bustle for an AMO one-to-one coaching session with Manisha Patel. Bring your questions, explore your possibilities and make space to think about what's next for you. Sessions are limited, to be sure to book in advance. Sessions run for 45 minutes. To register for a 1:1 coaching session email amo@llg.org.uk