

LGA Leadership Board

Agenda

Thursday, 7 December 2017
11.00 am

Smith Square 1&2, Ground Floor, 18 Smith
Square, London, SW1P 3HZ

To: Members of the LGA Leadership Board
cc: Named officers for briefing purposes

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LGA Leadership Board
7 December 2017

There will be a meeting of the LGA Leadership Board at **11.00 am on Thursday, 7 December 2017** Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be served following the meeting on the 8th floor, in advance of the LGA Executive.

Attendance Sheet:

Please ensure that you sign the attendance register, which will be available in the meeting room. It is the only record of your presence at the meeting.

Apologies:

Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting.

Conservative:	Group Office: 020 7664 3223	email: lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3334	email: Labour.GroupLGA@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

Location:

A map showing the location of 18 Smith Square is printed on the back cover.

LGA Contact:

Paul Goodchild
0207 664 3005 / paul.goodchild@local.gov.uk

Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £7.50 per hour is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

LGA Leadership Board – Membership 2017/2018

Councillor	Authority
Conservative (6)	
Lord Porter of Spalding CBE (Chairman)	South Holland District Council
Cllr David Simmonds CBE (Vice Chairman)	Hillingdon London Borough Council
Cllr Sean Anstee (Deputy Chairman)	Trafford Metropolitan Borough Council
Cllr Paul Carter CBE (Deputy Chairman)	Kent County Council
Cllr Peter Fleming OBE (Deputy Chairman)	Sevenoaks District Council
Cllr Izzi Seccombe OBE (Deputy Chairman)	Warwickshire County Council
Labour (5)	
Cllr Nick Forbes (Senior Vice-Chair)	Newcastle upon Tyne City Council
Cllr Sue Murphy CBE (Deputy Chair)	Manchester City Council
Cllr Peter Box CBE (Deputy Chair)	Wakefield Metropolitan District Council
Cllr Michael Payne (Deputy Chair)	Gedling Borough Council
Cllr Lib Peck (Deputy Chair)	Lambeth London Borough Council
Liberal Democrat (2)	
Cllr Howard Sykes MBE (Vice-Chair)	Oldham Metropolitan Borough Council
Cllr Ruth Dombey OBE (Deputy Chair)	Sutton London Borough Council
Independent (2)	
Cllr Marianne Overton MBE (Vice-Chair)	Lincolnshire County Council
Cllr Peter Reeve MBE (Deputy Chair)	Huntingdonshire District Council

LGA Leadership Board Attendance 2017-18

Councillors	19/7/17	14/9/17	18/10/17
Conservative			
Lord Porter of Spalding CBE	Yes	Yes	Yes
Cllr David Simmonds CBE	Yes	Yes	Yes
Cllr Peter Fleming OBE	Yes	Yes	Yes
Cllr Sean Anstee	No	Yes	Yes
Cllr Paul Carter CBE	Yes	Yes	Yes
Cllr Izzi Seccombe OBE	Yes	Yes	No
Labour			
Cllr Nick Forbes	Yes	Yes	Yes
Cllr Sue Murphy CBE	Yes	Via video	Via video
Cllr Peter Box CBE	Yes	Yes	Yes
Cllr Michael Payne	Yes	Yes	Yes
Cllr Lib Peck	No	Yes	Yes
Liberal Democrat			
Cllr Howard Sykes MBE	Yes	Via video	Yes
Cllr Ruth Dombey OBE	Yes	Yes	Yes
Independent			
Cllr Marianne Overton MBE	Yes	Yes	Yes
Cllr Peter Reeve MBE	Yes	Yes	Yes

Agenda

LGA Leadership Board

Thursday 7 December 2017

11.00 am

Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

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Date of Next Meeting: Wednesday, 24 January 2018, 1.00 pm, Smith Square
1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

Centre for Public Scrutiny: Annual Report 2016/17

Purpose

For information.

Summary

The Centre for Public Scrutiny (CfPS) is commissioned by the LGA to support sector-led improvement by providing advice, guidance and support to local authorities on governance – with a focus on the operation of councils' overview and scrutiny arrangements.

The LGA provided funding of £200k for 2016/17, and details of the work delivered, and its outcomes can be found below, alongside information about other work carried out by CfPS under separate LGA grant funding arrangements. A copy of the CfPS annual report and accounts is at **Appendix A** for information.

Recommendations

The LGA Leadership Board is asked to:

- a) Note and provide any feedback on the performance of CfPS; and
- b) To provide feedback on future areas of focus for CfPS, working in partnership with the LGA, including:
 - i. The priority and profile given to overview and scrutiny;
 - ii. Housing governance and scrutiny;
 - iii. Citizen voice and democratic decision-making;
 - iv. Financial scrutiny and commercialisation; and
 - v. Governance and scrutiny of new vehicles and structure including Combined Authorities (CA), Sustainability and Transformation Plans (STPs), etc.

Action

As directed by Members.

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Position: Chief Executive, Centre for Public Scrutiny
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Email: jacqui.mckinlay@cfps.org.uk

Centre for Public Scrutiny: Annual Report 2016/17

Introduction and background

1. CfPS was founded in 2003 by the LGA, the Chartered Institute of Public Finance and Accounting (CIPFA) and the Local Government Information Unit (LGIU). The aim at the time was for the Centre for be a national centre of excellence to support local government in delivering its scrutiny obligations. Since then it has established itself as the leading national voice on scrutiny within local government, and on a range of other issues relating to governance and decision-making across public services. Since then CfPS has maintained a positive and close working relationship with the LGA.
2. Lord Bob Kerslake is Chair of CfPS and Cllr John Riley currently represents the LGA on CfPS's Trustee Board; during the period covered by this report the position has held by Cllr Anthony Jackson, who has since stepped down. The LGA Contract Manager for CfPS is Dennis Skinner, who also sits on the CfPS Advisory Board. Quarterly reporting against performance indicators relating to the number of councils assisted by CfPS is reported on to DCLG.
3. In June 2016, CfPS moved offices, from Local Government House to Mansell Street, to share office space with CIPFA. Finance and HR services are procured from the LGA (annual cost of £47k) and three of the CfPS staff team are LGA secondees, recruits since August 2016 are employees of CfPS. The grant award in 2017/18 saw a reduction of £31k and an increase in pension contributions. The CfPS team is 6.5 FTEs.

Strategic direction

4. In 2015, the arrival of a new Chief Executive and Chair led to the formulation of a new strategy for CfPS focused on diversifying the Centre's business, and growing as an organisation. In October 2016, the Board took time to challenge some of their basic assumptions about the purpose and future of the organisation. It was agreed that supporting local government will always be core to CfPS activity and this would be achieved in partnership with organisations such as the LGA.
5. It was also agreed that there is a strong need for, and appetite for, growth, both for financial sustainability and to achieve CfPS's mission at a larger scale and in new ways. This led, in autumn and winter 2016/17, to the identification of some realistic possibilities for growth within the local government sector, and in new sectors and a restructure of the team.
6. CfPS has been successful in attracting new work from a range of public sector organisations and a private sector client. In October 2017 it was awarded a contract with NHS England to deliver STP support (in October 2017). In addition, there has been an increase in consultancy and training delivered in councils. This broader work, in both the public and private sector, is clearly of benefit to local government particularly as boundaries between the sectors diminish through collaboration and changing service delivery.

2016/17 LGA Performance Summary

7. CfPS's work in 2016/17 focused on three areas:
 - 7.1 Devolution and improvement support (accounting for 50 days of CfPS time expended on supporting councils across England);
 - 7.2 National improvement support;
 - 7.3 Research and support for councils to undertake local democracy experiments.
8. Because of the overlap between the three areas and to eliminate repetition, the section below divides into support provided to individual councils / areas, and the sector at large.

Support to individual councils

9. Direct support to councils and Combined Authorities on devolution was a major focus for CfPS in 2016/17. This was a continuation of support work undertaken in 2015/16. Support was provided to three areas – Cornwall, Tees Valley, and Cambridgeshire and Peterborough. The nature of this support shifted as the year went on, and as the context in which areas thought about their devolution plans changed significantly. CfPS was able to help these areas to reflect on the purpose of scrutiny, assisting them to be more focused and effective in their work.
10. In-depth improvement support was provided to Birmingham, Harrow (continuing into 2017/18), Dudley, the Isles of Scilly and Dacorum (continuing into 2017/18). Much of this work focused on the role, purpose and function of scrutiny.
11. Ongoing support was provided to Rotherham by CfPS, continuing (and concluding) a piece of support work which began in 2015. This work was a success, leaving the council with a robust and sustainable member-led scrutiny function which is actively helping the council to manage the transition to local control. A diagnostic review of political culture, decision-making and scrutiny arrangements was also carried out for South Ribble.
12. CfPS provided support to around 62 councils in 2016/17 through its “helpdesk” support service, which permits officers and councillors to contact CfPS to ask advice on issues relating to governance and scrutiny. This support ranges from signposting and basic advice on common scrutiny practice to providing complex and ongoing advice to Monitoring Officers on issues relating to political culture and council transformation. CfPS also provided support to a number of councils as they undertook design experiments on local democracy – considering how they could take easy steps to improve their democratic and governance systems to make them more responsive and accessible to local people. Some of the outcomes and implications of this work were discussed at a meeting in Huddersfield in February 2017; blogs summarising some of these outcomes were produced by CfPS and other participants.

Support for the sector

13. CfPS carried out some more general support to the sector through series of publications and national events.
14. On devolution, CfPS produced two detailed pieces of research: “Governance and devolution: charting the way” (December 2016), and “Overview and scrutiny in combined authorities: a plain English guide” (March 2017). Both publications – and the key messages from them – received widespread coverage in the trade press and were instrumental in the preparation of the six Mayoral CAs for the scrutiny of their activities following the Mayoral elections. CfPS also convened a roundtable event of professionals and councillors involved in combined authority overview and scrutiny in March 2017. The roundtable was attended by 40 people (reflecting a cross-section of members and officers from all combined authorities), as well as DCLG representatives.
15. In early 2017 CfPS produced an updated version of its scrutiny self-evaluation framework, a framework aimed to assist practitioners to review and improve their scrutiny arrangements.
16. CfPS provided a detailed response, gave evidence and supported evidence gathering to the CLG Committee Review into local government scrutiny which is due to report in December. It has also continued to respond to Government (and other) consultations on issues of relevance to local authority governance, as well as to publish blogs and other short research pieces.
17. CfPS held its Annual Conference in December 2016, securing the highest attendance since 2011, with over 140 attendees. Evaluation feedback was – as in previous years – almost universally positive.
18. The Centre’s approach to identifying and reporting on good practice has changed since 2015/16. The previous approach was resource intensive, involving the organisation of an awards scheme, as well as a comprehensive annual survey. For 2016/17, CfPS sponsored an award at the MJ Awards (for “excellence in governance and scrutiny”) and sought to disseminate good practice through blogging on notable examples of good practice from the sector, as well as conducting smaller surveys throughout the year.

Evaluation impact and outcomes

19. CfPS adopts a range of methods to evaluate the impact of the work it undertakes. With individual councils, follow-up evaluation is carried out immediately following the conclusion of a project, and again either six months or a year later (depending on the nature of the work).
20. All training and events are evaluated in total 421 delegates from 150 organisations attended CfPS conferences, training and events during 2016/17. Overall 94% rated them as good or excellent, and 95% said the content met expectations.
21. CfPS evaluates the impact of publications (and wider sector support) in two ways – firstly through the number of downloads of documents from the CfPS website,

and through the usual end-of-year process where performance overall is assessed, and the impact of publications can be gauged as part of the impact of CfPS's wider work programme – in terms of the success of publications in securing policy outcomes within the sector on improving governance. We remain confident that CfPS continues to punch above its weight, and to provide extremely good value for money for the LGA's continued investment.

Activity in 2017/18 and areas of future focus

22. As this report is being submitted to the Leadership Board roughly halfway through 2017/18, much of the below activity is under way. CfPS and the LGA agreed an operational delivery plan for 2017/18 in the summer, with a delay being caused in part to the General Election and uncertainty about where priorities ought to lie for the year ahead.
23. Improvement support to individual councils remains an important element of the programme. 50 days-worth of support is being assigned across the sector, based on need. Work in some areas is already under way, and the majority of days allocated.
24. CfPS has been working closely with the LGA as part of the sector's response to the Grenfell Tower disaster. CfPS is currently conducting an independent governance review of the Royal Borough of Kensington and Chelsea.
25. LGA funding and support is being used to support development work into: governance of LEPs, ongoing support to combined authority scrutiny, along with other "alternative delivery models" for local services; financial scrutiny; and social care overview and scrutiny.
26. CfPS recognises that the essential need for the frequent and focused support and learning provided by the CfPS/ LGA is likely to continue and increase, especially with continued funding pressures and the advent of new and differing models of governance.
27. In terms of future planning, CfPS sees the following as important areas to focus support:
 - 27.1 Reflecting and responding to the feedback and recommendations from the CLG committee into local government scrutiny. A clear area is the lack of support and priority currently given to O&C in some councils.
 - 27.2 Expected changes to housing policy and funding will require clear governance and scrutiny from a local government and a local system perspective.
 - 27.3 A challenge for all public services is engaging effectively with citizens and how this is reflected in the process of democratic decision-making and public service governance.
 - 27.4 Continued pressure on local government finances will require effective financial scrutiny, particularly an understanding commercial activity.

- 27.5 Supporting effective governance and scrutiny of structures developments such as CA, STP, new delivery vehicles and reconfigurations. The LGA Leadership Board's views on these potential areas of focus are welcomed.

Appendix A



Centre for Public Scrutiny

Trustees' Annual Report

2016/17

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CHAIR'S FOREWORD



For the Centre for Public Scrutiny (CfPS), 2016/17 was a busy, challenging and overall positive year.

The organisation achieved its target of providing more support, training and policy advice to a wider range of people, organisations and sectors. It contributed to getting governance and scrutiny higher up the national policy agenda on issues including devolution, Sustainability and Transformation Plans (STPs) and education accountability.

Highlights from the year, detailed in the report, are:

- 421 delegates from 150 organisations attended CfPS conferences, training and events. Overall 94% rated them as good or excellent, and 95% said the content met expectations.
- 60 councils in England received consultancy or in-house training. 62 councils also received support through our Helpdesk.
- We were also commissioned to provide governance and scrutiny support for: Skanska UK, Scottish Learning Disabilities Commission, Audit Scotland, APSE, and the Welsh Government and Assembly.
- Eight new reports were published on issue including: devolution, Combined Authorities, Risk and health transformation.
- The National Health Scrutiny Forum and regional health scrutiny networks were supported with Department of Health funding.
- We were active in response to the Communities and Local Government Select Committee review of local government scrutiny.
- We raised the profile and importance of good governance and scrutiny in the trade and national press on a wide range of issues. This resulted in 16 opinion pieces and over 40 other articles or mentions.

Financial sustainability continues to be a top priority and, with investment in staffing and marketing, the organisation is on the track right to generating more income. There is more to be done however to diversify funding, manage costs and increase our capacity to deliver. Work to refresh the strategy and approach to new business will position us well for 2017/18.

Lord Bob Kerslake

REPORT OF THE TRUSTEES

The Trustees present their annual report and audited financial statements. The trustees have adopted the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" ("FRS 102 SORP") in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and relevant Accounting Standards. The Statement of Financial Activities now reflects income when it is probable which can be in advance of the cash being received and associated expenditure being incurred. This means that income may be recognised in the Statement of Financial Activities for projects where the expenditure is in subsequent years. This has happened in these accounts with the effect that £24,708 of restricted income included in the 2015/16 figures was earned on the basis of work of value £24,708 carried out in this year 2016/17. Unrestricted income of £97,200 has been included this year, when the associated expenditure will be incurred in 2017/18. This has increased the end of year Unrestricted Funds position shown at the year end to £341,949, but these funds should be viewed as already committed to the extent of the related expenditure of £68,000 will be spent and charged against reserves released from here as the programme of work is carried out.

The Centre for Public Scrutiny (CfPS) is a charitable company that promotes the value of scrutiny, accountability and good governance for the public benefit, both in the public sector and amongst other people and organisations who deliver publicly funded services.

In shaping the objectives of the charity and planning the activities undertaken, the trustees have considered the Charity Commissions guidance on public benefit.

The Centre supports individuals, organisations and communities by:

- Supporting scrutiny practitioners.
- Facilitating shared learning and innovation.
- Providing training, governance support and leadership development.
- Sharing research and best practice and influencing policy.

REVIEW OF THE YEAR IN SUMMARY

What we said we would do between April 2016 and March 2017

- Give specialist support to specific sectors by providing information, insight, advice and training.
- Seek to embed the principles of accountability, transparency and involvement across all public sectors and sharing best practice.
- Lead the debate on good public governance and scrutiny with practitioners and public service leaders.
- Work with experts and partners from across the public, private, voluntary and academic sectors in the UK and abroad to provide the best quality support.
- Be a well-run, financially sustainable charity.

How did we say we would do it

- The majority of our work would continue to focus on local government and health and social care.
- We would proactively seek to establish a consultancy offer to health organisations (outside of LA health scrutiny) this year.
- We would seek to proactively build on the impact, profile and presence we have in Wales.
- We would seek to build and expand on the contract we have with Learning Disability Scotland.
- We would proactively work with central government to establish a presence outside of CLG and DH.
- For Year One, we would not activity pursue expansion into other sectors such as housing and justice or the schools/ FE sector.
- We would however continue to be flexible as opportunities arise.

What happened that impacted on our work this year

- Significant reduction in health programme funding, quicker than expected.
- Brexit and change in government priorities/ policies.
- Devolution focus shifting.
- Health transformation takes shape in STPs.
- Impact of funding cuts in public services continues
- New CfPS team and trustee appointments and capacity challenges.
- Moved office and put in place new back office arrangements.
- Continued to expand delivery outside of existing grant programmes.
- Focus on trialling some new products – training days, revamped conference, and consultancy products.
- Time invested in refreshing the strategy and realigning the team structure to deliver it.

SUMMARY AGAINST EACH OF THE FIVE WORK AREAS IN THE DELIVERY PLAN

1. Did we succeed in relation to Programmes?

Our priority was to develop a range of programmes which support sustainable and measurable change and improvement.

Summary of delivery

Local Government Association – Local Accountability Programme

There were three elements to this programme in 2016/17:

- Devolution and improvement (support for ten areas)
- National improvement support (general national publications and support – including the helpdesk)
- Local democracy (the local democracy design experiments)

Delivery against each of these three elements has been broadly as expected. As in previous years, national priorities have shifted over the course of the year – in particular the difficulties for many areas in following through on devolution. As a result, more resource was provided in relation to improvement support.

Element 1: Councils supported

Support was provided to a wide range of councils on issues including developing and agreeing a new model of support for scrutiny, helping Combined Authority areas set up new scrutiny arrangements and providing specific support and training on the scrutiny of children's safeguarding services. All the support is delivered on site and, similar to recent years, tends to be delivered in quarters 3 and 4.

Element 2: National support

Publications and thought leadership reports published included:

- Cards on the table: devolution;
- Risk and resilience research and publication;
- Devolution: charting the way publication;
- Devolution Overview and Scrutiny plain English guidance;
- "Putting it together" legislative guidance publication;
- Scrutiny self-evaluation framework.

Helpdesk - we have supported approximately 60 councils – support ranges from a few minutes to half a day or longer.

Element 3: Local democracy

This has been the area that has seen less time dedicated than anticipated. We did design the framework for a set of design experiments and established four to deliver, but outcomes were not as good as we would have liked due to identifying areas to participate. It was also difficult to discern how the "technical" solutions that

constituted the experiments will have a direct impact on the ground. A review has taken place in 2017.

Health programme

Funding for the health programme was much reduced this year (down from £155k in 2015/16 to £30k in 2016/17). The challenge has been to deliver value to the sector with very little resource. Regional scrutiny networks have continued to be supported by the Regional Advocates. Support has been around strengthening relationships with NHS colleagues, building knowledge and skills about health scrutiny across the sector.

Sustainability and Transformation Plans (STPs) have been a major focus. We ran a successful National Health Scrutiny Forum in December 2016 – 40 delegates attended and there were a range of speakers from NHS England, Care Quality Commission, LGA and the Independent Reconfiguration Panel. Feedback from delegates and speakers was positive. We supported several regional events about STPs that were run by NHS England for CCG lay members and provider non-executives. These raised the profile of scrutiny and CfPS with others in the public voice network.

Discussions continue with NHS England about CfPS support around STPs to make engagement with councillors through scrutiny effective and efficient.

London Patient Voice (delivered in July 2016)

We successfully supported and completed the second year of LPV reporting in July 2016 to NHS England on how they have been meeting their obligations to involve the public in commissioning decisions. LPV has been used as an example for other areas, and has influenced the national working being developed.

2. Did we succeed in relation to Policy and Influence?

Our priority was to create a profile for CfPS, contribute to changing the landscape and develop an intellectual platform from which to generate income.

Summary of delivery

We have continued this year to have a good working relationship with colleagues in DCLG and have positively contributed to the legislation and guidance relating to the scrutiny elements of the Cities and Devolution Bill.

After many years of lobbying, we were pleased to see the CLG Select Committee launch a review of local government scrutiny. We were vocal and active in response to the call for evidence, and submitted a thorough and detailed response.

In relation to education accountability, we held a second roundtable in July 2016 bringing together experts and academics to focus on improving accountability in light of the government's drive to reform education, leading a more autonomous school system. Our conversations identified practical approaches to improving the emerging system and informed positive discussions with the Department of Education.

We also undertook policy work in relation to Children's Social Care and alternative delivery models. In October, we co-hosted with BWB, a **roundtable to stimulate discussion on the** future of children's services, in light of the DfE's white paper "Putting Children First". Since the debate, joint work has continued to develop a consultancy offer to councils – helping them to consider options around changes to service delivery.

CfPS has been funded by the LGA to undertake a project drawing in local council expertise to explore further and understand the lines of accountability where children's services are outsourced. This project is underway and due to conclude in July 2017.

Both the Welsh and Scottish Governments have led consultations during the year as they seek to improve their respective education systems. CfPS has responded to both consultations offering support to the governments moving forward.

Working with Dr Diana Stirbu and London Metropolitan University, CfPS is conducting research in to the value of patient voice in public services, using London Patient Voice as case study. The research will conclude at a presentation at the PSA conference in Glasgow in April 2017.

We were commissioned by the LGA to produce of a guide for scrutiny practitioners wishing to engage with Prevent and counter-extremism work. The work will be published under LGA branding and will assist scrutineers in their work and will build CfPS profile as the leader in the scrutiny support field.

In March 2017, we started a three-month project to investigate scrutiny of health transformation, including Sustainability and Transformation Plans. This work is being carried out by a volunteer researcher from Manchester University, Jolanta Shields, funded by the ESRC. The work will conclude in June with a practical policy briefing which will be launched at our health conference.

Speaking engagements this year have expanded to a wider audience to influence leaders and decision-makers in local government.

For ease of reference a full list of publications, with links, can be found at Section B.

In relation to getting our voice heard in the right places, CfPS communications has seen some significant changes over the last year. This includes the bedding in of our new brand and the launch of a new website. Accompanying these very outwardly visible changes has been a concerted approach to be more strategic in our external communication.

This has taken the form of having clear lines around some of our core policy/practice issues, consistent and compelling language about our local government scrutiny conference and proactively seeking media coverage to gain traction for our views across the sector.

We do not subscribe to a press cutting service so it is hard to be accurate, but the following is some of the coverage we are aware of from the last twelve months:

- 2 opinion pieces in the Guardian.

- 9 opinion pieces in LGC and quoted or mentioned in a further 5 pieces LGC
- 2 news pieces in LGC directly relating to conference
- 3 opinion pieces in MJ and quoted or mentioned in a further 9 pieces
- 2 opinion pieces in Public Finance, quoted or mentioned in a further 4 pieces
- 3 pieces in First magazine (LGA magazine)

This reflects a good increase in coverage overall. As well as comment pieces relating to publications we have launched we got traction on opinion pieces based on policy issues. This was particular true in the 1st and 2nd quarter of the year where we had a big push on devolution and on several occasions, were able to provide quotes or pieces which directly used some of our key messages about the lack of transparency around how devo deals were being formulated.

3. Did we succeed in relation to consultancy?

Our priority was to deliver smaller scale pieces of work which help organisations to envisage and enable change to happen.

Summary of delivery

Overall during the year CfPS has received £570k in fee income from delivering programmes, consultancy support and training to a wide variety of organisations (i.e. income outside of LGA and health grant funding), which have been delivered by CfPS staff and/or our associates.

Most of the work still relates to the local government sector, with direct support given to over 60 local authorities. Work undertaken for them at the request of the LGA, or with their support, amounted to over £140k in fee income, whilst work undertaken for local authorities at their request came to £108k. We also provided consultancy services to another 11 organisations, with fee income earned of almost £330k.

There were a number of significant contracts (in terms of profile, impact, learning and income):

Skanska: Delivery on Skanska's Quality of Scrutiny project has been successful. With our delivery partners, BWB Impact and Mitzi Wyman, we completed phase 1 work. Further work has been commissioned which involved the delivery of leadership training and coaching to Skanska's top 100 leaders to improve the quality of scrutiny.

Wales: We were successful in securing a place on the National Assembly's framework agreement for training Assembly Members and are delivering two training sessions in April and will be giving evidence to a review of Assembly Member roles. We have also completed consultancy projects for Anglesey and Pembrokeshire. We have delivered draft policy guidance to Welsh Government about scrutiny of public service boards in Wales.

Association of Public Service Excellence (APSE): APSE-funded research into establishing effectiveness of scrutiny work in councils across Great Britain. The purpose of the research is to establish the ability of councillors to provide an effective challenge and support local government decision making on major change and to

identify practical solutions for councils wishing to rethink and redesign their approach to scrutiny.

Audit Scotland: Building on our work in Wales we have delivered a draft policy paper to Audit Scotland about effective local government scrutiny. The paper will form the basis of guidance to auditors about how to assess good scrutiny in Scottish local government.

Scottish Commission for Learning Disabilities: We have delivered a major report and resources to support scrutiny of health and social care services in Scotland for people with learning disabilities, funded by Scottish Government. The work involved a series of interviews with commissioners, providers and national oversight bodies in Scotland, along with hearing about the lived experience of people with learning disabilities. The report made recommendations about how to strengthen scrutiny and the resources will help people with learning disabilities hold services to account.

Improvement support: CfPS worked closely with a number of councils to provide improvement to a number of councils. This has involved working closely with members and officers in the design and delivery of improved governance and scrutiny.

Safeguarding and corporate parenting development consultancy: we have been successful at rolling this training out and providing support direct to councils. We are now seeing that we are getting a good reputation in safeguarding and the effective challenge needed to be exercised by councillors.

Cornwall Governance Review: we supported a governance review of Cornwall Council which consider their future governance model and issues relating the governance of Cornwall as a place moving forward. CfPS chaired the governance review external group and took five days of evidence from over 100 people and organisations. The majority of the recommendations were accepted by the council.

4. Did we succeed in relation to training and events?

Our priority was to instigate and manage a programme of income generating events that share best practice and improve knowledge and skills

Summary of delivery

2016/17 saw CfPS make a strategic decision to run more events, both to help build skills and capacity within the sector and to generate income for the organisation. A programme of skills specific training days were planned and marketed for the year. We also ran some ad hoc topical seminars on STPs and devolution. In total we attracted 421 delegates to our events from 150 organisations and generated a profit of £11.5k.

We changed the date of our annual conference, moving it from the congested conference month of June to December, and positioned it as a local government governance and scrutiny conference rather than being the CfPS annual conference.

The event was also held at an external venue for the first time in a number of years (previously at Local Government House) which represented a financial risk. Delegate numbers increased to 143, up from 83 paying delegates in 2015, and reversing a downward trend in numbers from 2011. The conference and generated £12.5k profit on income of £27k.

As well as generating income for the organisation the events have been well received with good feedback both in terms of overall rating and the extent to which the event met expectations.

		Rating good or excellent	Content met expectations
Training days (9 in total)	115	95%	95%
STP seminars (London and Leeds)	88	91%	95%
Local government scrutiny conference	143	88%	89%
Devolution governance (Manchester - LGA funded)	34	100%	100%
Health accountability forum (DH funded)	41	N/A	N/A
Totals/Average	421	94%	95%

Some events did not attract as many delegates as we would have liked and some were more successful than expected. Future events programmes will be designed with this learning in mind.

5. Did we succeed in relation to organisation?

Our priority was to create a sound core infrastructure and back office from which CfPS can function more efficiently and grow.

Summary of delivery

The pressured financial environment over the last few years has had a profound effect on the financial position of CfPS. This has necessitated a fundamental change in the way we operate as traditional sources of funding either reduced considerably or disappeared completely.

The need to refocus, invest and reorganise CfPS to meet the present challenges has meant that increased expenditure has been necessary. Whilst the estimated end of year deficit position of £89k is disappointing (which would become £184k if the Skanska Phase 2 income is taken out), the position is better than anticipated at the start of the year (with the loss of the health grant). There are still adequate reserves to discharge its responsibilities, confirmed at £342k.

Total expenditure for the organisation was much higher than previous years. Much of this was due to the expenditure on Commercial Contracts, but there were several other factors:

- An additional £35,000 of expenditure should have been budgeted for in 2015/16, but appears in the figures for 2016/17. This was not identified until later in the year. More robust systems have been put in place to ensure that all income and expenditure is identified and correctly treated.
- The Board approved at the beginning of the year an investment of extra resources into where, who and how CfPS operated (see Business and Team sections below), which led to an extra expenditure of £30,000 on staffing costs. The Board also approved during the year an extra £8,000 on strategic consultancy and £32,000 on restructuring costs (including Voluntary Redundancy for one member of staff).
- £25,000 of this is negated by cover in restricted reserves from the previous year in respect DH funded work.

Business operations

The last year has seen a considerable change in the way CfPS operates from an organisational perspective. In June 2016, we moved offices, away from the previous relatively informal agreement with LGA at Smith Square to a formal workstation arrangement with CIPFA at Mansell Street. This has worked well, and not only do we have a much closer relationship with one of our founder members, but we are now responsible for our back-office support ordering and costs.

This move was also a catalyst to critically reappraise the whole of our back office operational support. We successfully implemented a transfer to new IT & Telephony arrangements when we relocated. We entered into new contractual support arrangements with the LGA on Accountancy, HR & Payroll; which as a result of the move away from their offices has led to a far more professional arrangement. There is a recognition now on both sides of a formal client/supplier relationship, which has benefited both organisations.

Team

The Trustee Board saw changes with the departure of Eric Galvin and the appointment of Dr Diana Stirbu as a new independent Trustee. Doreen-Forrester Brown also left her role as company secretary. The Board will see further changes early in 2017 with the appointment of a replacement for Cllr Tony Jackson who is stepping down from his role as LGA Trustee representative and replaced by Cllr Nick Chard, and the recruitment of Dr Catherine Howe as a new independent Trustee.

The staffing of CfPS has also changed considerably. Four members of the CfPS team are still on secondment from LGA/IDEA and CfPS now directly employs three members of staff (this will increase to four with the Business Manager). We have introduced a staff pension plan so we are fully compliant with present legislation.

In May, a part-time Operations Manager (2.5 days) was recruited to oversee all the back-office functions, and this appointment has brought more structure and rigour to

a number of processes especially on financial monitoring. In September, we recruited a full-time Research & Policy Co-ordinator to replace the previous intern arrangement. Bringing in a permanent and more experienced person to undertake research, delivery and programme support work. In January 2016, we brought in house a part-time Head of Communications (2 days), who previously had worked for us on a contractual basis. Through this we are getting more support for less cost and benefitting greater from consistent, expert support and capacity in this area.

Strategy

Between September and December, we undertook a thorough review of CfPS' strategy involving staff, trustees and partner colleagues through the advisory board. This has led to the adoption of a refreshed strategy and the realignment of the team structure to deliver the strategy. A new team structure was implemented on 3 April 2017.

Communications

In relation to the new website, statistics are available since May 2016 when new site launched. We do not have comparable figures for the previous year so this should be treated as a base line for future web stats.

Since May we have had 12,462 unique users and 21,916 sessions amounting to 69,495 page views.

The most popular pages visited are the home page, publications, events, how we help and the blogs. On the whole the new website has been very successful – it is easier to use and in terms of look and navigation is more modern. It is also mobile friendly which the previous site was not.

We now use Mailchimp on a more or less weekly basis to send out information about events and services. We also send out a monthly newsletter highlighting latest information from CfPS and the wider scrutiny sector issues.

STRUCTURE, GOVERNANCE & MANAGEMENT

Governing document

CfPS is a company limited by guarantee. Its memorandum and articles of association were amended in 2009-10 and CfPS was registered by the Charity Commission as a charity on 8 June 2010. In 2011-12 members of the charity amended the memorandum and articles to remove the requirement to have an annual meeting.

Appointment of Trustees

As provided for in the Articles and Memorandum of Association, which require a majority of independent Trustees, CfPS currently has six independent Trustees and three Trustees nominated by its founder members (the LGA, CIPFA and LGIU). Independent Trustees are recruited through open advertisement and appointed by

the Board, following interview by a sub-committee consisting of the Chair and a member Trustee and with the advice of the executive director. The Board of Trustees also has power to seek additional independent Trustees to fill any identified skills gaps that may result from open recruitment exercises, ensuring the Board retains the right mix of skills, experience and expertise.

Trustees' induction and training

CfPS provides an induction pack for new Trustees, which contains key Charity Commission guidance on the role of Trustees, CfPS governing documents and key policies (equalities and diversity, whistle-blowing, interests and hospitality, data protection and information policies) as well as background information on the work of the Centre, the business plan, risk assessment, most recent audited accounts and annual budget and a selection of recent research and other publications as an introduction to what CfPS does.

Organisational structure

The Board of Trustees, made up of nine members, meets four times a year to agree the business plan and annual budget, monitor performance and financial information, agree staff pay and the executive director's targets and appraisal, as well as key policies, the risk assessment and other matters as it may determine. There is no formally constituted audit committee and audit matters are reported and taken at ordinary meetings of the Board. During 2016/17 attendance at Board meetings was:

Lord Bob Kerslake (Chair)	3/4 meetings
Cllr Anthony Jackson	4/4 meetings
Jonathan Carr-West	3/4 meetings
Jim Clifford	4/4 meetings
Vicki Lawson-Brown	3/4 meetings
Eric Galvin (resigned 15/09/16)	1/2 meetings
Amanda Phillips	4/4 meetings
Brian Roberts	2/4 meetings

A Chief Executive is appointed by the Board with delegated authority to manage all the day to day running of the charity and delivery of its objectives in accordance with the agreed business plan and budget and has delegated responsibilities for the operational management of the Centre, including finance, employment matters and continued staff development.

Related parties

Trustees verbally declare any potential conflict of interest at the beginning of each board meeting. In addition a register of interests is completed by Trustees every year. In order to be fully transparent about its work in 2016/17, the Centre declares the following financial connections with the Local Government Association, which is a major funder of the Centre:

- The Local Government Association (LGA) is a founding member of CfPS and has a nominated Trustee on CfPS's Board. Cllr Anthony Jackson was the Trustee during the year. CfPS paid a service charge of £45,026 in 2016/17 (£25,000

2015/16) for a range of services, including management accounting, finance system, payroll and other HR support.

- Some staff members (5 in 2016/17) are formally employees of Improvement and Development Agency for Local Government, a member of the LGA group of organisations, and are seconded to CfPS. CfPS reimburses IDeA for all salary costs. All other staff members are directly employed by CfPS.

Risk management

The Trustees' risk management strategy includes:

- Annual review of risks to the Centre during business planning.
- Identifying the most likely risks and their impacts.
- Establishing procedures and systems to mitigate the identified risks in the business plan.
- Implementing these procedures and systems to minimise impact on the Centre.
- Reporting on the impact of planned mitigations on identified risks to the Board, including quarterly reporting on financial risk.

During 2016/17 our actions to mitigate identified risks and their impact were as set out below.

Strategic Risks

Risk that CfPS is unable to adapt to changing environmental circumstances.

Mitigations implemented: Close monitoring of political and policy developments including close liaison with members of both Trustee and Advisory Boards.

Impact: Assists organisation in being flexible and responsive.

Operational Risks

Risk that the organisation is not set up to successfully deliver objectives.

Mitigations implemented: Ongoing organisational reviews to ensure there is sufficient capacity and skills.

Impact: New organisational structure at Director level agreed and implemented. Recruitment of personnel overseeing Communications and Operational aspects.

Financial Risks

Exposure to price, credit, liquidity and cash flow risk.

Mitigations implemented: Close working relationships with LGA, targeting other sectors for new and increased income including from Commercial sector.

Impact: LGA relationships secure, some inroads into new sectors but more to do to win new work.

Reputational Risks

Risk that CfPS is not able to gain new business due to poor regulation.

Mitigations implemented: Careful selection of private sector partners, use of consultants to assist with capacity.

Impact: Repeat business being won in Commercial Sector.

Investment powers and policy

Under the Memorandum and Articles of Association, the Trustees have the power to:

- Invest the Charity's money not immediately required for its objects in or upon any investments, securities, or property; and
- Delegate the management of investments to a financial expert provided that the financial expert is an individual who is an authorised person within the meaning of the Financial Services and Markets Act 2000 or a company or firm of repute which is an authorised or exempt person within the meaning of that Act except persons exempt solely by virtue of Article 44 and/or Article 45 of the Financial Services and Markets Act 2000 (Exemption) Order 2001.

The income and property of the Charity is required to be applied solely towards the promotion of its objects.

Reserves

- During 2016/17 CfPS has continued to utilise its reserves to support its charitable activities.
- It can no longer rely on direct grant support - instead each initiative and activity area needs to secure specific funding, including from traditional public sector areas and attracting new support from the private sector.
- The reserve policy requires the retention of adequate unrestricted funds to support at least a half year of opening of the Centre and, taking account of current costs, the retention should be in the order of £250,000 to cover a year of costs and accommodation, including facilities and IT. The policy is reviewed regularly, is considered adequate at the present time, and will be looked at again, in Autumn 2017.

STATEMENT OF TRUSTEES' RESPONSIBILITIES IN RESPECT OF THE TRUSTEES' ANNUAL REPORT AND THE FINANCIAL STATEMENTS

The Trustees (who are also directors of the Centre for Public Scrutiny for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 The Financial Reporting Standard Applicable in the United Kingdom and Republic of Ireland (FRS 102).

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to:

- make judgements and estimates that are reasonable and prudent;
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities' SORP;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Provision of information to Auditors

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all reasonable steps to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This confirmation is given and should be interpreted in accordance with the provisions of section 414 of the Companies Act 2006.

Auditors

A resolution for the appointment of the auditors of the Centre for Public Scrutiny is to be proposed at the Board Meeting.

Approved by the Board of Trustees on 11 July 2017 and signed on their behalf by

Lord

Bob

Kerslake

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF THE CENTRE FOR PUBLIC SCRUTINY LIMITED

We have audited the financial statements of The Centre for Public Scrutiny Limited for the year ended 31 March 2017 which comprise the Statement of Financial Activities, Balance Sheet and related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice), including Financial Reporting Standard 102 The Financial Reporting Standard Applicable in the United Kingdom and Republic of Ireland (FRS 102).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Trustees and auditors

As explained more fully in the Statement of Trustees' Responsibilities set out on pages 17 and 18, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit, and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Trustees to identify material inconsistencies with the audited financial statements and to identify information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies, we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- the financial statements have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of the audit:

- the information in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' and senior staff remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the Trustees' Annual Report.

Alastair Duke
Senior Statutory Auditor
For and on behalf of PKF Littlejohn LLP

Date:

PKF Littlejohn LLP
Statutory auditors
1 Westferry Circus
Canary Wharf
London
E14 4HD

BALANCE SHEET

Company Number 5133443

As at 31 March 2017

	Notes	2017 £	2016 £
Current assets			
Debtors	10	252,973	165,793
Short Term Investments	2	255,708	410,126
Cash at bank and in hand		10,000	10,000
		518,681	585,919
Creditors: amounts falling due within one year			
Creditors falling due within one year	11	176,732	154,640
		176,732	154,640
Net current assets		341,949	431,279
Total assets less current liabilities		341,949	431,279
Charity Funds			
Unrestricted Funds	14	341,949	406,571
Restricted Funds	14	-	24,708
		341,949	431,279

These financial statements were approved by the Trustees on 11 July 2017 and are signed and authorised for issue on their behalf by:

LORD BOB KERSLAKE

The notes on pages 24 to 28 form part of these financial statements.

STATEMENT OF CASH FLOWS

As at 31 March 2017

	Note	2017 £	2016 £
Cash flow from operating activities	12	<u>(154,418)</u>	<u>(119,094)</u>
Net cash flow used in operating activities	12	<u>(154,418)</u>	<u>(119,094)</u>
Change in cash and cash equivalents in the year / period		(154,418)	(119,094)
Cash and cash equivalents at 1 April		420,126	539,220
Cash and cash equivalents at 31 March		<u>265,708</u>	<u>420,126</u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		10,000	10,000
Short term deposits		255,708	410,126
Cash and cash equivalents at 31 March		<u>265,708</u>	<u>420,126</u>

The notes on pages 24 to 28 form part of these financial statements.

1. ACCOUNTING POLICIES

BASIS OF ACCOUNTING

The Centre for Public Scrutiny is a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and United Kingdom Generally Accepted Practice as it applies from 1 January 2015.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

GOING CONCERN

The Trustees (who are also the directors of The Centre for Public Scrutiny Ltd ('the Centre') for the purposes of company law) have prepared the accounts on a going concern basis. As described in the Report of the Trustees, during 2016/17 the Centre worked closely with the Local Government Association and the bodies under the Local Government Association's control. Although long term funding has not been agreed beyond 31 March 2018, the Trustees consider that the current level of the Centre's unrestricted funds and the likelihood of securing funding for periods beyond April 2017, the Centre has sufficient resources to continue as a going concern.

FUNDS

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

INCOME POLICY

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income, after any performance conditions have been met, when the amount can be measured reliably and when it is probable that the income will be received.

Income from donations is recognised on receipt, unless there are conditions attached to the donation that require a level of performance before entitlement can be obtained. In this case income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Centre and it is probable that they will be fulfilled.

Government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Investment income comprising only bank interest on short term deposits is recognised on a receivable basis.

RESOURCES EXPENDED

Expenditure is recognised on an accruals basis. This occurs when a legal or constructive obligation commits the Centre to the expenditure.

Irrecoverable VAT is charged against the category of resources expended from which it is incurred.

Any costs of generating funds comprise the costs associated with attracting voluntary income.

Charitable expenditure comprises those costs incurred by the Centre in the delivery of its activities and services for its beneficiaries. It includes both the costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Grants payable to third parties are included in expenditure on charitable activities. Where unconditional grants are made, these amounts are recognised when a constructive obligation is created, typically when the recipient is notified that a grant will be made to them. Where grants are conditional on performance, then the grant is only recognised once any unfulfilled conditions are outside of the control of the charity.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly: others are apportioned on an appropriate basis.

ALLOCATION OF SUPPORT COSTS

Support costs are those that assist the work of the Centre but do not directly represent charitable activities and include office costs, governance costs, and project management costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to those activities on a consistent basis related to time spent in furtherance of the Centre's objects.

The analysis of these costs is included in note 8.

CORPORATION TAX

The Centre is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2. INVESTMENT INCOME

All of the investment income arises from interest bearing deposits. The Centre participates in arrangements in which surplus cash balances are deposited with borrowers on the Local Government Association (LGA) Group's approved list. The Centre's investments are pooled with those of other entities that have adopted the LGA Group Investment Strategy. Investments are typically for periods of up to six months and as such the loan amount is a reasonable assessment of fair value. Lending of up to £3m of the total funds held for up to one year is permitted. The counterparty list is currently restricted to major UK financial institutions, the larger UK building societies, and AAA-rated money market funds. The LGA Group Investment Strategy strictly applies credit limits for all of the above financial institutions to ensure that deposits are spread across a number of its approved counterparties. No credit limits were exceeded during the year and the Centre does not expect any losses on short term investments.

3. INCOME

	2017	2016
	£	£
Income from donations and grants		
Voluntary Income and Grants	268,498	201,000
Sponsorship and Conferences	54,332	41,206
Income from charitable activities		
Services recharged	638,578	250,310
	<u>961,408</u>	<u>492,336</u>

Voluntary income and grants mainly relate to funding from other related sector bodies. It is allocated to the main activities of the charity. Services recharged include publications, consultancy and project delivery. All of the above income was attributable to unrestricted funds in both 2017 and 2016.

4. AUDITORS REMUNERATION

The auditor's remuneration amounts to an audit fee of

	2017	2016
	£	£
Audit fees	<u>3,500</u>	<u>3,500</u>

No non-audit fees were paid in the year to the auditor (2016 nil).

5. EMOLUMENTS

During 2017 no Trustee received any emoluments in respect of services to the Centre (2016 – nil). Reimbursement of expenses to three (2016 – three) Trustees for travel and accommodation totalled £970 (2016 – £667).

6. EMPLOYEES

	2017	2016
	£	£
Agency staff fees	6,491	16,640
Secondments	403,159	396,363
Staff	46,309	
Total staffing costs	<u>455,959</u>	<u>413,003</u>

The Chief Executive of The Centre for Public Scrutiny was paid £100k-£105k (2016 FTE £90k-£95k).

Staff are either on the Centre's payroll and have access to contributory pension arrangements or have been seconded to the Centre by entities under the control of the Local Government Association - in which case they have access to the Local Government Pension Scheme. Secondment costs include, where appropriate, reimbursement of employer pension contributions borne by the relevant employer.

Number of staff

The average number of staff (FTE) analysed by function was:

	2017	2016
Direct work	<u>6.2</u>	<u>6.2</u>
	<u>6.2</u>	<u>6.2</u>

7. EXPENDITURE ON CHARITABLE ACTIVITIES

	2017 Activities undertaken directly £	2017 Support Costs £	2017 Total £	2016 Total £
Events	20,376	9,753	30,129	-
Communications and Publicity	-	-	-	20,253
Health Scrutiny Support	16,710	7,998	24,708	210,484
Wales Scrutiny Support	-	-	-	2,894
Commercial Programme	128,001	61,269	189,270	-
London Patient Voice	5,489	2,627	8,116	36,166
Other Programmes	485,620	232,445	718,065	258,222
Care Quality Commission	3,210	1,536	4,746	12,296
Children and Young People Programme	3,614	1,730	5,344	31,826
Local Accountability and Involvement Programmes	-	-	-	132,366
Consultancy	48,637	23,281	71,918	18,806
Total	711,657	340,639	1,052,296	723,313

£24,708 (2016 £210,292) of the above costs were attributable to restricted funds. £1,027,588 (2016 £513,021) of the above costs were attributable to unrestricted funds.

8. BREAKDOWN OF SUPPORT COSTS

	2017 £	2016 £
Direction and management	194,990	159,056
Office Costs	123,596	52,827
IT	22,053	3,769
Total	340,639	215,652

Support costs are based on direct costs and staff time spent on different corporate activities.

9. EXPENDITURE ON OTHER COSTS

	2017 £	2016 £
Meeting Costs	691	-
Legal and advertising costs	1,304	-
Support costs	50,943	19,952
Audit Fees	3,500	3,500
Total	56,438	23,452

Governance costs are included as part of Direction and Office costs in Support costs.

10. DEBTORS

	2017 £	2016 £
Trade debtors	124,053	128,984
Other debtors	3,567	15,448
Accrued Income	125,353	21,361
Total	252,973	165,793

11. CREDITORS

	2017 £	2016 £
Trade creditors	42,349	5,212
Accruals	100,704	125,040
Earned Leave Liability	4,051	1,790
Other creditors & provision for bad debt	5,935	959
VAT Payable	23,693	21,639
Total	176,732	154,640

12. RECONCILIATION OF (EXPENDITURE) / INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2017 £	2016 £
Net expenditure for year	(89,330)	(228,546)
(Increase) / decrease in debtors	(87,180)	54,053
Increase / (decrease) in creditors	22,092	55,399
Net cash flow from operating activities	(154,418)	(119,094)

13. MEMBERS' LIABILITY

The company is a registered charity and is limited by guarantee with no share capital. The liability of each member in the event of winding up is limited to £1.

14. FUNDS

	As at 1 April 2016 £	Income £	Expenditure £	As at 31 March 2017 £
Unrestricted Funds	406,571	962,966	1,027,588	341,949
Restricted Funds				
DoH	24,708	-	24,708	-
Total	431,279	962,966	1,052,296	341,949

Restricted funds related to income and expenditure for DoH Health Scrutiny and were restricted under the terms agreed with the sponsor to utilisation within the generic scrutiny programme area.

15. RELATED PARTY TRANSACTIONS

Reimbursed travel expenses of £970 (2015: £667) were paid to three (2015: three) Trustees in the year.

16. POST BALANCE SHEET EVENTS

The directors are not aware of any material post balance sheet events other than those already stated.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered name: The Centre for Public Scrutiny Limited
Charity number: 1136243
Company number: 5133443
Registered address: 77 Mansell Street, London E1 8AN
Website: www.cfps.org.uk
Contact details: info@cfps.org.uk 020 3866 5100

Trustees and directors

Lord Bob Kerslake	Chair and Independent Trustee
Brian Roberts	Chartered Institute of Public Finance and Accountancy (CIPFA) - Nominated Trustee
Cllr Anthony Jackson	Local Government Association (LGA) - Nominated Trustee
Jonathan Carr-West	Local Government Information Unit (LGIU) - Nominated Trustee
Jim Clifford	Independent Trustee
Vicki Lawson-Brown	Independent Trustee
Amanda Phillips	Independent Trustee
Diana Stirbu (appointed 01/06/16)	Independent Trustee
Eric Galvin (resigned 15/09/16)	Independent Trustee
Doreen Forrester-Brown (resigned 08/09/16)	Company Secretary

Senior Staff

Jacqui McKinlay	Chief Executive
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Advisers

Banker:	Barclays, UK Banking, 1 Churchill Place, London, E14 5HP
Solicitor:	Local Government Group's Legal Services Panel, which includes: Bevan Brittan, Pinsent Masons, Wragge & Co and Sharpe Pritchard
Statutory Auditor:	PKF Littlejohn LLP, 1 Westferry Circus, Canary Wharf, London E14 4HD

2017 Autumn Budget

Purpose of report

For information.

Summary

This report highlights the key announcements in the 2017 Autumn Budget with implications for local government.

Recommendation

That members of the LGA Leadership Board note the content of the report.

Action

LGA Officers to proceed as directed.

Contact officer: Sarah Pickup
Position: Deputy Chief Executive
Phone no: 0207 664 3141
E-mail: sarah.pickup@local.gov.uk

2017 Autumn Budget

Background

1. The Chancellor of the Exchequer delivered the Autumn 2017 Budget on 22 November. The LGA provided councils, MPs and Peers including our Vice Presidents and selected stakeholders with an on-the-day briefing on the key announcements relevant to local government. We will also be following up with departmental officials on the detail of the announcements and providing further briefings and responses as required.
2. The [on-the-day briefing](#) is available online for information and contains most of the proposals affecting councils.

The key announcements

3. The key announcements in the Autumn Budget relevant to local government are:

Housing

4. The Government announced a package of proposals which are intended to result in a net additional 300,000 homes built each year by 2022. This includes:
 - 4.1. An opportunity for councils to access additional HRA borrowing headroom from 2019/20, up to a total value of £1 billion.
 - 4.2. Considering intervention in areas where the local authority has failed to put an up-to-date local plan in place, a strengthened delivery test, and other planning reforms.
 - 4.3. Reforming the system of developer contributions through the Community Infrastructure Levy and section 106 funding.
 - 4.4. A review into improving rates and speed of building where planning permission has already been granted.
 - 4.5. Removal of stamp duty on homes priced below £300,000 for all first time buyers.
 - 4.6. Further infrastructure funding, including additional £2.7 billion for Housing Infrastructure Fund for councils to access.

Local government finance (business rates retention and the fair funding review)

5. With the exception of the London pilot (see below) and a commitment to announce further pilots for 2018/19, the Government made no announcements on business rates retention or the fair funding review.
6. There will be a business rates retention pilot for London from 2018. This expands on the Greater London Authority pilot currently in place.

7. On business rates, the Government announced that:
 - 7.1. It will move to annual uplifts to the multiplier on the basis of CPI inflation, rather than the higher RPI inflation, from 2018. It has also extended the relief to pubs for 2018/19. Councils will be compensated for the income lost.
 - 7.2. It will move to three-yearly revaluations after the next revaluation (expected in 2022). The LGA has been calling for the Government to explore this.
 - 7.3. It will legislate to reverse the precedent set by the 'Mazars case' on valuations of certain commercial properties involving multiple floors. The Government has not committed to funding this as they believe this will not result in lower income for local government. The LGA will investigate this claim and will call for additional funding if there is a financial impact on local government.
8. The Government will also legislate to introduce a 100 per cent council tax premium on long-term empty properties. This is a doubling of the current 50 per cent premium flexibility.

Other key policy announcements

9. The Government made no announcements on children's social care or adult social care. However, it committed extra funding to the NHS in this year, 2018/19 and 2019/20.
10. The position on public sector pay remains unclear. The Government announced its intention to move away from the 1 per cent basic public sector pay award policy in September 2017, but the Budget did not contain particular detail about the new policy.
11. An extra £45 million will be invested in 2017/18 to tackle potholes.
12. The Government will not proceed with the remainder of its Efficiency Review which was meant to deliver additional savings in 2019/20.

Key LGA messages (abridged – full version in our On the Day Briefing)

13. Our full reaction to the Chancellor's Autumn Budget can be found in our [on-the-day briefing](#). In summary:
14. It is hugely disappointing that the Budget offered nothing to ease the financial crisis facing local services. Funding gaps and rising demand for our adult social care and children's services are threatening the vital services which care for our elderly and disabled, protect children and support families.

15. The best way to reduce pressures on the NHS is to tackle the chronic underfunding of care and support services, and to prevent people presenting at A&E in the first place.
16. The Budget has taken a step in the right direction by lifting the housing borrowing cap for some councils. This is an important recognition of our argument about the vital role that councils must play to provide housing for people and solve our housing crisis, but this does not go far enough if the Government is serious about meeting its target of 300,000 additional homes per year.
17. The money local government has to deliver services is running out fast and councils face an overall £5.8 billion funding gap in just two years. We remain clear that local government, as a whole, must be able to keep every penny of business rates collected to plug funding gaps. The Government should use the upcoming Local Government Finance Settlement to make this happen and publish the planned Fair Funding Review consultation as soon as possible to ensure that confidence in the review is preserved.
18. It is disappointing that there were no measures to address our concerns on the future of the replacement of EU funding to local areas. An £8.4 billion UK-wide funding gap for local communities would immediately open up from the point we officially exited the EU, unless a viable domestic successor to EU funding is in place. To help ensure we have an economy fit for the future, it is essential that this funding to local areas is fully replaced as part of a locally-led successor to EU regional aid.

LGA activity on the Autumn Budget

19. Prior to the Budget, the LGA published its Budget submission. It reiterated the concerns of members about the future funding position as well as suggesting a blueprint for work with the Government on the move to full business rate retention and the Fair Funding Review. It also provided proposals on devolution to unlock economic and productivity growth. The Budget submission was downloaded more than 2,350 times in the lead up to the Budget day.
20. We promoted our Budget Submission to key parliamentarians including Secretaries of State, Shadow Secretaries of State, Select Committee Chairs and Vice-Presidents. Our senior politicians also discussed our recommendations in their meetings with Government, Opposition, and other party spokespeople.
21. Our Conservative and Independent Group Leaders hosted a meeting with our Vice Presidents where our recommendations were discussed. We have upcoming briefings planned which will be hosted by the Labour and Liberal Democrat Group Leaders.
22. The recommendations in our Budget Submission formed the basis of our parliamentary briefings. These include briefings on local government finances, Brexit, adult social care, housing and children's services. Our recommendations were mentioned by parliamentarians of all political parties and those who are non-affiliated.

23. We also gave evidence to a range of parliamentary committees, including sessions on housing, air quality and children's services. Following the Budget announcement, our Senior-Vice Chair Cllr Nick Forbes gave evidence to the Treasury Committee where, in a session on housing policy, he discussed our response to the Budget announcements on housing and planning, and the policies needed to tackle the housing crisis.
24. We prepared a media grid of sustained proactive activity to push asks in our Autumn Budget submission. This included our call for councils to be given greater freedom to borrow to build new homes and for the Government to address the growing funding gaps facing children's services and adult social care. This resulted in more than 70 national media stories up to November.
25. To accompany the media activity, we developed social media content, including four videos which received almost 13,000 views in total.
26. On the day of the Budget we issued a main statement from Lord Porter on plans to lift the housing borrowing cap for some councils and the fact the Budget offered nothing to ease the funding crisis facing local services.
27. We issued a series of other media statements throughout the day which went into more detail about announcements including housing, transport, Universal Credit, culture, and devolution.
28. Separate statements were also issued criticising the lack of funding for adult social care and children's services.
29. Lord Porter appeared live on Sky News and Channel 4 News on the day of the Budget to give our response which was also reported in the Times, Telegraph and FT. Senior Vice Chair Cllr Nick Forbes was interviewed by ITV News, while the FT ran a follow up piece on our response to housing announcements.
30. On 22 November, officers produced an on-the-day briefing which has been downloaded more than 1,200 times. The following activity also took place to promote the briefing:
 - 30.1. On publication, the briefing was sent out to leaders, group leaders, finance portfolio holders, chief executives, chief finance officers, parliamentarians and external stakeholders – a total of over 6,000 recipients.
 - 30.2. Promotion also took place across social media and all relevant board bulletins.
31. Our response to the Budget was also quoted widely in Parliament. This included mentions of our concerns about the future of EU funding for local areas, the financial pressures facing councils, and the lack of funding for adult social care and children's services. MPs also spoke about the need for councils to be part of the solution to tackling our housing crisis.
32. The information about LGA activity is correct at the time of writing. Officers will provide a further verbal update at the time of the meeting if appropriate.

Implications for Wales

33. The announcements contained within the on the day briefing relate to policy areas that are devolved to the Welsh government. As a result, there are no direct implications to Wales. The Welsh Local Government Association works with the Welsh government on these issues.

Financial Implications

34. This is core work for the LGA and was budgeted for within the 2017-18 LGA budget.

The Fair Funding Review and Business Rates Retention

Purpose of report

For discussion.

Summary

This paper provides a progress update on the Government's Fair Funding Review and business rates retention reforms, including an update on the LGA's own work on these issues.

Recommendation

That members of the LGA Leadership Board provide comments on the paper.

Actions

Officers to revise the work plan based on the discussion and to deliver against its objectives, overseen by the LGA Business Rates Task and Finish Group with regular updates to Leadership Board and Executive.

Contact officer: Sarah Pickup
Position: Deputy Chief Executive
Phone no: 0207 664 3141
Email: sarah.pickup@local.gov.uk

The Fair Funding Review and Business Rates Retention

Fair Funding Review

The Government's consultation on progress to date

1. At the time of writing, the Government had not published the expected consultation on the progress of the Fair Funding Review. This consultation was originally planned for spring 2017, and subsequently delayed due to the General Election. The work of the DCLG / LGA officer level technical working group has resumed. As a result, the Chairman wrote to the Chancellor of the Exchequer and the Secretary of State for Communities and Local Government ahead of the Autumn Budget, urging the Government to publish the consultation as soon as possible. In the letter, the Chairman pointed to the importance of maintaining momentum on the Fair Funding Review.

Technical working group

2. The Fair Funding Review technical working group met on 16 November. The papers are available [on the LGA website](#).
3. A significant part of the meeting was devoted to discussing potential options on adjustments for relative ability to benefit from council tax income. There was no overall consensus, however the Government will explore an approach that combines an assessment of both overall council tax income and actual council tax as a potential compromise. Officers will provide some worked examples to the Business Rates Retention Task and Finish Group, and to the LGA Leadership Board and Executive. This is covered by the LGA's expanded work programme (see below).
4. The group also discussed the viability of a relative needs assessment that would be contained in a single formula for all services. The group agreed that this approach would be too crude and not capture enough nuance in circumstances of different local authorities. However, the group felt that an approach which combines some services into a single formula assessment, while keeping service-specific formulae for key areas, could potentially be a useful simplification without an undue impact on fairness. We expect the Government to explore this in more detail in its upcoming consultation.

The LGA's work programme on the Fair Funding Review

5. At the last meetings of the LGA Leadership Board and Executive members, signed off a proposed additional LGA work plan for the Review (see **Appendix 1**).
6. The aim is to deliver on a significant part of this work programme over the next six months. Officers will work with the Business Rates Retention Task and Finish Group to deliver the programme, overseen by the Leadership Board and Executive.
7. In the first instance, officers will discuss the following issues with the Business Rates Retention Task and Finish Group at the next possible opportunity, followed by Leadership Board and Executive:

- 7.1 Develop the key criteria for assessing proposed distribution models and methodologies to give the LGA a structured and consistent way to assess new distribution models.
 - 7.2 High level principles governing transition. Officers will prepare a case study example of a change in the pattern of distribution and illustrate a number of scenarios of how the transition could happen, their impact (in particular on outliers) and potential cost to the Treasury where there are protections. While there is no way to predict exactly what the pattern of changes, as a result of the Fair Funding Review, this analysis will help members develop an understanding of the relative merits and drawbacks of options at a high level.
 - 7.3 Different ways of adjusting for relative ability to benefit from own income, in particular council tax. The Government is starting to consider this in more detail and the technical working group had an in-depth discussion about principles. Officers will provide a number of scenarios, discussing their strengths and challenges, to members. This will include some exemplifications of what each scenario might mean to anonymised local authorities in order to discuss any potential consensus that the LGA could develop on this issue.
- 8 In addition, on 27 November the LGA held an event for officer representatives of various working groups on business rate retention and the fair funding review to discuss the progress of the review to date, focusing in particular on the issues that are likely to be mentioned in the Government's forthcoming consultation. Due to the timing of the meeting, officers will provide a verbal update to members at the meeting.
- 9 Key items discussed were potential ways to adjust for council tax, a viability assessment for a 'single formula' approach as well as a discussion on the expanded LGA work programme.

Business Rates Retention

- 10 The joint DCLG / local government officer Steering Group on Business Rates Retention met for the first time since the General Election on 3 October. The group considered the possibilities for further business rates retention that can be enacted without primary legislation and the possible timetable for this. The earliest implementation date is now 2020/21.
- 11 Following on from the Steering Group, the Responsibilities Working Group met once to finalise the outputs from the group's work. The Responsibilities Working Group reconsidered the transfer of existing grants for Public Health, GLA Transport, Revenue Support Grant and Rural Services Delivery Grant which total about £6.5 billion. In line with the LGA's view that further retained business rates should be used to fund the local government funding gap, the group will not recommend any new services to be transferred and funded from business rates. Instead any further devolution of services to local government should be funded by an alternative mechanism, such as grant. This has been reported back to the Steering Group, and the Responsibilities Working Group has been suspended until needed.

- 12 The reconvened Systems Design Working Group met on 15 November and mapped out a programme of meetings to September 2018. It will initially focus on further business rates retention reforms which can be introduced using secondary legislation and so are suitable for a short term reform package. It will then consider longer term options for reform which need primary legislation.
- 13 The LGA will be reconvening the cross party member led Task and Finish Group on Business Rates Retention in early 2018 to help take forward the LGA's work on greater business rates retention and the Fair Funding review.

Financial Implications

- 14 With the exception of the additional work outlined in **Appendix 1**, this work is part of the LGA's core programme of work and as such has been budgeted for in 2017/18 budgets.
- 15 The additional work outlined in **Appendix 1** will require additional resources, for which approval of Leadership Board and Executive was received at the October 2017 meetings.

Implications for Wales

- 16 There are no direct implications for Wales arising from this report. The funding of Welsh local authorities is a devolved matter in Wales.

Next steps

- 17 The LGA will continue to work closely with Government on further business rates retention reform and the Fair Funding Review, including responding to future consultations and technical discussion papers.
- 18 Officers will produce work set out in paragraph 7 for the next two meetings of the Business Rates Task and Finish Group and will update LGA Leadership Board and Executive on those discussions.

Appendix 1 – Additional LGA work on the Fair Funding Review

Project	Purpose and description	In-house or commissioned?
Key criteria for assessing proposed distribution models and methodologies	To give the LGA a structured and consistent way to assess new distribution models.	In-house with the support of the Task and Finish Group, Leadership Board and Executive
Damping/transition mechanisms	An analysis of historic damping / transition mechanisms and a model to inform discussions on the guiding principles of transition. To inform LGA and member authorities' policy.	Commissioning
Council tax equalisation	A model to identify the impact of adjustments for council tax and council tax support on individual authorities. To inform LGA policy and to help individual member councils evaluate DCLG proposals.	Commissioning, with particular analysis in-house as covered in paragraph 9.
Distribution model: develop a distribution model	A model to allow local authorities to see the impact of different key cost drivers and differential weightings. To help the LGA and member councils evaluate the impact of various Government and stakeholder proposals on their council and to allow them to put forward their own proposals	Commissioning
Distribution model: update the data	Update the data in the current distribution model (where updated data is available) to see the impact of this on individual allocations separate to any methodology changes. In effect this would provide an updated baseline to inform a discussion on how long the formulae remain 'future proof' without any review of weightings. To help the LGA and member authorities form policy on the frequency of distribution resets, or other ways to 'future proof' the mechanism.	Commissioning

Performance Reporting – April to September 2017

Purpose

For decision.

Summary

This performance monitoring report presents a summary of the LGA's performance from April to September 2017.

Recommendation

That the LGA Leadership Board review the LGA's 6 month performance report.

Action

Officers to initiate any required action

Contact officer: Claire Holloway
Position: Head of Corporate Services
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Email: Claire.Holloway@local.gov.uk

Performance Reporting – April to September 2017

Background

1. The updated Business Plan for 2017/18 received final sign off by the Executive in September 2017. The objectives for the “LGA’s focus” will be updated next quarter to reflect the updated business plan.
2. The Strategic Risk Register has been circulated to Corporate Leadership Team to update current risks and propose additional risks.
3. The Black, Asian and Minority Ethnic (BAME) report had been updated to report on the profile of Corporate Leadership Team rather than grade 8 and above. Additional information has also been included in regards to the gender profile of the LGA.

Performance monitoring

4. This report falls into five sections:
 - 4.1 The six policy priorities of the streamlined Business Plan - *Britain’s exit from the EU, Funding for Local Government, Inclusive growth, jobs and housing, Children, education and schools, Promoting Health and Wellbeing and Devolution*
 - 4.2 Sector Led Improvement via the KPIs developed for reporting to DCLG
 - 4.3 Our own efficiency and effectiveness – via our corporate health indicators
 - 4.4 Major projects dashboard.
 - 4.5 Strategic Risk Register

Commentary

5. Overall performance across all areas is on track. Key highlights include:-
 - 5.1. A breakdown of the media coverage for each of the LGA’s priorities has been included to demonstrate the combined work of all teams to achieve the LGA’s vision set out in the Business Plan.
 - 5.2. The table below demonstrates the position of the LGA’s targets in line with the Business Plan. There is currently one target rated as ‘red’. This relates to the ‘full integration of health and social care’ (P2), management are aware and work is ongoing to find a way forward with this.

	Green	Amber	Red
Deliverables	16	7	1

- 5.3. Regarding the DCLG Memorandum of Understanding performance reporting, overall good progress has been made in the first half of the year, all targets are on plan to be delivered. The table below summarises the position on the deliverables contained in the MoU:

	Green	Amber	Red
Deliverables	18	43	0

- 5.4. There are currently two major projects at the LGA. Both of which relate to the refurbishment of LGH and Layden House. Information on these major projects can be found in the appendices.
- 5.5. The gender profile of the LGA had been included in the “our efficiency and effectiveness” section along with a comparative figure for the whole of local government. These figures demonstrate that the LGA’s gender profile is more equally split than the average percentage for local government.
- 5.6. As per a recommendation from the recent counter fraud health check audit, the following risk has been proposed for inclusion in the LGA’s risk register, the likelihood of this is low and rated as a 2, however the impact would be 5 making it a yellow risk requiring regular monitoring:
 - 5.6.1 The LGA could suffer financial and/or reputational loss as a result of fraud, through ineffective and/or personnel controls.

LGA Performance Report 2017-18: April - September

		Board/lead	What has the LGA delivered and has it helped achieve the business plan outcome?	Is the LGA on track to achieve its objective	What is the impact on Government Policy & Councils?
Britain's Exit from the EU - councils has a strong and influential voice					
B1	Councils secure the best deal from Brexit that meets the needs of their different local communities. Our strategy will cover constitutional reform, local economic developments, disentangling councils' legal base, community cohesion, exiting the EU and place.	Ian Hughes	We have revived our work with the new ministerial team at DEXEU and we have secured a quarterly meeting with ministers to set out the local government view as negotiations progress. We have launched a proactive view on post-EU regional aid. We are responding to the consultation on migration and we have taken our work on repatriated EU powers to a wider audience via the press.	Green	We have created the negotiating seat for local government and we have a voice at the side of negotiations. We have created a "problem" regarding LG responsibilities to be transferred into UK law and Whitehall is now trying to solve a problem it had not recognised. Whilst we have influence, the wider Brexit project presents big risks and opportunities for councils. Given the scale of the project, the onus continues to be on the LGA to raise the concerns of councils.
	Comms:		5 episodes of national media mentions 100% proactive coverage of which 100% was positive		
Funding for local government - reform of the finance system					
F1	Local authorities receive fair funding and the consequences of central government reforms are understood and adequately funded.	Nicola Morton Resources	In its Autumn 2017 Budget submission the LGA called for the Government to meet the £5.8 billion funding gap facing local services by 2019/20 and the £1.3 billion pressure to stabilise the adult social care provider market today. The joint working arrangements on the Fair Funding Review with DCLG have restarted and the technical working group meets once every two months. The LGA continues to develop its own work programme for Q3 and Q4.	Amber	Local authorities continue to face serious financial challenges, but we note an increased awareness in Government of issues facing services in addition to adult social care. For example, DCLG and DfE are looking to launch an extensive project to analyse the cost pressures in children's services and we continue to provide evidence on issues facing housing and homelessness services.
F2	Engage in the detailed arrangements for 100 per cent business rates retention.	Nicola Morton Resources	The joint working arrangements with DCLG have restarted. However, the Government cannot implement the reforms in full without a primary legislation slot which is unavailable in the short term due to Brexit. Instead we are working jointly with DCLG on a phased approach to greater business rates retention. The Government has agreed to look at resolving issues with the current system as far as this is possible without primary legislation. The LGA wrote to the Secretary of State for Communities and Local Government, setting out its wish to continue to work with the Government on the reforms, but calling for the additional funding to be used to better finance existing local services rather than for new responsibilities to be transferred or further grants to be phased out. In his response, the Secretary of State welcomed further joint working but did not share our view on the use of additional funds.	Green	The final impact on local authorities is unclear given the uncertainty over the deliverability of the full reform as envisaged prior to the General Election and the design of the scheme and how it is implemented will impact upon how it affects local authorities. However, we have secured an open forum for local authorities to make their views known throughout the process, which should help with identifying and exploring all risks and opportunities that the reform provides. We welcome the Government's focus on resolving issues already present in the 50% retention system in the interim.
F3	Improve the business rates appeals system and modernise valuation and collection.	Nicola Morton Resources	Called on the Government to work with us to improve the business rates system as part of the LGA's 2017 Autumn Budget submission. Officers continue to monitor developments regarding the new Check, Challenge, Appeal system. We have been working with the VOA on improving their engagement with the sector and on more frequent revaluations. Official information is unlikely to become available in Q3 but we expect the Autumn Budget to provide an update on more frequent valuations.	Green	The Government's reforms and commitment to explore more frequent revaluations and time limits on appeals is likely to have a positive impact on appeals risk. However, it is only after these reforms are fully implemented and official data is released that there will be evidence to show whether that has been the case.
F4	Councils have control over council tax and business rates and the right to determine new local taxes, and fees and charges which fully recover costs.	Nicola Morton Resources	Following increased Government pressure for billing authorities to quickly implement the business rates reliefs schemes announced in the 2017 Spring Budget (including the £300m funding package for local discretionary schemes), officers collected evidence about local implementation and potential reasons for delays. Using the information the LGA was able to show that in many cases the delays are out of billing authority control, especially in relation to late and changing guidance and software issues. The Government has stated it will start publishing a list of billing authorities that have started rebilling on all of the three reliefs. We were successful in convincing the Government to do this instead of 'naming and shaming' councils that were not in that position. The LGA called for flexibility over council tax and business rates as part of the LGA's 2017 Autumn Budget Submission.	Amber	Setting of business rates remains a national power and council tax continues to be subject to council tax referendum limits. LGA is working to limit the reputational risks connected to the delivery of Spring Budget reliefs.

F5	Lobby to free local government borrowing from Treasury restrictions.	Nicola Morton Resources	Called for the HRA cap to be lifted as part of the LGA's 2017 Autumn Budget submission, as well as flexibility over the use of capital receipts. Took part in Cipfa's review of the Prudential Code for capital finance and code of Treasury Management Practice, to ensure the new governance framework will strengthen good decision making by local authorities. Responded to the publication by the Financial Conduct Authority of the final policy statement on Markets in Financial Instruments Directive (MiFID II), and worked with the sector and financial institutions on standard processes and advice to help local authorities comply with the directive and not lose the ability to invest in complex financial instruments where this is appropriate.	Green	Under the Prudential code arrangements, councils have a certain amount of freedom to borrow for capital purposes and this enables local determination of investment in both local infrastructure and in schemes that secure revenue streams and savings. We will continue to defend these freedoms, which are periodically reviewed. The HRA borrowing cap restricts many councils' ability to invest in housing. The MiFID II regulations restrict the ability of local authorities to invest in complex financial instruments unless they are able to demonstrate that they are suitable to be treated as professional investors; this is a critical point for Pension Funds.
	Comms:		57 episodes of national media coverage 80% of coverage was proactive, 80% of coverage was positive		
Inclusive growth, jobs and housing - councils central to revitalising local economies					
IG1	Councils have the levers and support to make the most of their cultural, sporting, heritage and tourism assets.	Alex Thomson Culture, Tourism & Sport	We have negotiated a further year of sector support with Arts Council England and Sport England, including leadership training for portfolio holders and officers. We have launched a new Culture Hub of best practice and published a Cllr handbook on libraries. We have also published a strategic planning/mapping toolkit and benchmarking framework for library services.	Green	Councils have the leadership skills and information they need to champion culture and sport locally. We continue to influence and lobby Government through our co-accountable role for the Libraries Taskforce; and have been appointed to a Government taskforce on the sustainability of public parks.
IG2	Councils increase their local digital connectivity, both broadband and mobile.	Alex Thomson People and Places	Following a meeting between the People and Places Board's and Sharon White, CX of Ofcom, the LGA publicly called for fines levied on mobile operators' by Ofcom to be handed over to councils to spend on boosting digital connectivity in local areas rather than being passed to HM Treasury. The Chairman of the People and Places Board met with the Digital Minister Matt Hancock and the new chairman of Openreach to discuss councils' role in rolling out improved mobile and broadband. Following our successful lobbying campaign highlighting inaccurate advertising of download speeds the Advertising Standards Authority's launched a consultation to amend broadband advertising guidance.	Green	The Board's efforts have helped establish local government as a credible and respected voice in the field of digital connectivity. Most recently, they supported councils to push back on negative campaigning by the communications industry which attempted to highlight the planning regime as a barrier to expanding connectivity.
IG3	Councils work with partners to maximise the value of local and national infrastructure investment, including transport powers (with Local Partnerships).	Eamon Lally EEHT	we have publish a report on congestion which features steps that the Government could take to work with councils to ensure that the traffic growth is both better managed, congestion is reduced and our air quality problems are tackled. We continue to lobby for funding (through road tax) to clear the £12 billion backlog in road repairs. through our media team we have been successful in getting this message across ahead of the budget.	Green	It was positive to see the Government has announced a £6.1 billion programme of road improvements as part of the wider £23 billion upgrade to the road network in England. The announcement of the Major Roads Network is very positive. The Government's support for Lane Rentals and super permits is helpful.
IG4	Councils have the power, funding and lead responsibility to integrate and commission back to work, skills and welfare support under a devolved model.	Eamon Lally City Regions and People & Places	work local was publish at the LGA Annual Conference and is the basis for our continuing work with councils and our lobbying with government	Green	Government has not yet bought in to complete devolution of the skills and employment function to local government, but our work now puts our discussions on a much better footing, particularly in terms of the future discussions on the industrial strategy
IG5	Councils unblock the barriers to house-building and drive the increase in housing supply the nation needs.	Eamon Lally EEHT	We continue to press for greater funding to planning services, for the HRA housing cap to be lifted and for councils to retain 100% of right to buy receipts. We have had a sympathetic hearing from the Prime Minister and we are now anticipating some move on these issues in the coming Budget. We are also working with councils to ensure they have the capacity to address housing issues, including barriers to building more homes. Through the Housing Improvement Programme we will be working with 41 councils in this financial year to support a range of initiatives.	Green	Our work has successfully influenced the government's white paper on housing, which remains the Government's housing strategy. We have seen a reversal of the policy on council housing rent policy, which will be set at CPI +1 from 2020 (this reverses the policy introduced in 2015 to cut rents by 1 per cent). we have seen off attempts to use high value assets to pay for the extension of right to pay. Councils have responded enthusiastically to the housing improvement programme which was substantially over subscribed
	Comms:		214 episodes of national media mentions 83% of coverage was positive, of all the coverage received 85% was positive		
Children, education and schools - councils can bring partners together to provide for children					
CE1	Develop a more proportionate inspection and improvement regime that is genuinely sector-led and more effectively supports improvement in children's services.	Ian Keating Children & Young People	As a result of our lobbying, Ofsted will be launching the new Inspection of Local Authority Children's Services (ILACS) framework in January 2018 and this should see a reduced inspection burden for those councils judged as 'requires improvement' or better.	Green	The 75% of councils judged to be 'requires improvement' or better should now be the subject of lighter touch, more proportionate inspections.
CE2	Share good practice to support councils deliver effective support to children and families in the early years.	Ian Keating Children & Young People	A resource pack for councillors on corporate parenting has been published to support councillors in their duties towards looked after children of all ages, including in the early years. We have commissioned a collection of best practice case studies on the delivery of children's centre services; these will be published in November 2017. An Early Years Conference is in the planning stages and will be held in January 2018.	Green	The actions identified will support councils to improve delivery of services and support for children and families in the early years through improved scrutiny and better identification and sharing of good practice. The case studies on children's centre services will also feed into work by the Department for Education on improving social mobility.

CE3	Councils have a role in promoting high educational standards for all children and young people, whatever type of school that they attend, accompanied by the appropriate resources, powers and flexibilities to support this role.	Ian Keating Children & Young People	The LGA continues to discuss a 'reset' in relations between central and local government on the council role in education with the Department for Education. While these discussions remain confidential, we are hopeful that the Secretary of State will be making a public announcement on the positive role that councils play in education, later in the year.	Amber	Government will be clear on the positive role that councils play in education and set out how they will ensure that councils have adequate levers to fulfil their remaining education duties.	
CE4	Raise the profile of CAMHS and the contribution that councils can make to improving the mental health outcomes for children and young people (through the LGA CAMHS campaign).	Ian Keating/Mark Norris Children & Young People	We have commissioned a consultant to research case studies for a guidance document on the role that councils can play in leading effective oversight and accountability of the commissioning and delivery of mental health and wellbeing services for children and young people. A first draft of the case studies is being produced for comment in October. A CAMHS campaign has been developed over the last months with an intended launch by the end of the year. We have been honing the objectives in light of emerging data on this area, as well as speaking to partner organisations and service users to develop resonant and impactful messaging.	Amber	Government will be clear about the positive role councils play in improving CYP mental health and delivering MH services. This will support the campaign which is calling for attention on early intervention and preventative work and the need for it to be properly resourced.	
Comms:		128 episodes of national media mentions 84% of coverage was proactive, 86% of overall cover was positive				
Promoting Health and Wellbeing - support citizens to live healthy, active lives						
P1	Councils have the power and tools to build safer and more resilient communities and develop sustainable delivery models for relevant services	Mark Norris Safer & Stronger	We ran a leadership essentials course for elected members in September on countering extremism and launched a member peer support network for Prevent. A session was held at the LGA conference on councils' leadership role in building community cohesion. A successful pilot community cohesion event for council officers took place in Birmingham in September. We have engaged with councils to inform our response to the Casey review of integration and cohesion. We have published guidance for councils on the introduction of public space protection orders to tackle anti-social behaviour. We have produced guidance for police and crime panels on the Policing and Crime Act 2017, and run two training sessions for panels including one specifically on scrutinising police and crime commissioners who have taken on responsibilities for the fire and rescue service. Our review of the future of community safety partnerships has been considered by the Home Office as part of their work to refresh the Modern Crime Prevention strategy, and we have participated in a Home Office roundtable event on tackling moped and scooter related crime. We have shaped and influenced the development of Home Office proposals for the reform of the National Referral Mechanism (NRM) for victims of modern slavery. Alongside Barnardo's we have secured a further £1.7m in funding from the government for the National FGM Centre for running the centre until March 2020. We have been invited to participate in a government task and finish group on reforming taxi/PHV legislation, and we updated our councillor handbook on taxi licensing. In conjunction with EEHT team, we have worked with DCLG after the Grenfell fire to ensure properties with dangerous cladding are identified and issues related to remedial work are addressed. We have done the same re large panel system built blocks which may need strengthening or the removal of gas supplies. We have lobbied DCLG over related capacity, legal powers and funding issues including in relation to private sector blocks. We have responded to consultation regarding the Review of building regulations and fire safety. We have shaped the Civil Contingencies Secretariat's submission to the Cabinet Office review of civil resilience started as a result of the Grenfell fire.	Green	Councils have been made aware of initiatives and good practices examples from other authorities on countering extremism and building community cohesion, and we have drawn on councils' experience to develop our work around community cohesion. Councils are better placed to introduce public space protection orders that are not criticised by organisations like the Manifesto Club. Police and crime panels are placed to scrutinise PCCs that take on fire governance. We have shaped government policy around crime prevention, moped and scooter crime and the reform of the NRM so that responsibility for supporting victims of modern slavery is not passed to local authorities, which are not well placed to take on that role. With Barnardo's we will continue to be able to support councils improve their response to FGM and other traditional harmful practices. We demonstrated to DCLG that councils had responded in a timely manner to requests to send in samples of their cladding for testing after the Grenfell fire, successfully lobbied DCLG to carry out full scale fire safety tests so councils know what combinations of cladding and insulation are unsafe, and have ensured DCLG's communications with councils over building safety issues are improved. We have also developed our knowledge around building control and regulations issues to be able to influence the review of building regulations and fire safety. We have made the case for new burdens funding for councils work to identify private residential high rise buildings with cladding that may need replacing.	

P2	Continue to make the case for the full integration of health and social care and promote councils' role in the planning and delivery of health and care systems	Mark Norris Community Wellbeing	The LGA campaigned at the highest levels to try and ensure that the HWBs do not have approval withheld from their Better Care Fund Plans solely due to non-compliance with national Delayed Transfer of Care (DToC) targets. Cllr Seccombe and the Chairman met the SoS to raise our concerns on the impact of having plans turned down on ASC budgets, and Cllr Seccombe has also raised our concerns with the Minister for Social Care. Mark Lloyd wrote to and met Simon Stevens and Sarah Pickup, the LGA representative on the Integration Programme Board has argued strenuously for a more pragmatic and reasonable approach. We kept councils informed of the situation and organised a number of phone conferences and meetings, including an emergency summit at NCASC, to explain the situation to councils and to gather information from them on the likely impact of having their plans turned down. In addition, we have also expressed strong concerns regarding the letter to all councils from Sajid Javid and Jeremy Hunt in respect of councils progress on using iBCF funds to reduce DToC - in particular the 32 councils that are subject review because of 'poor performance' in relation to DToC trajectories. Several sessions at NCASC focused on BCF, DToC and what the LGA can do to support councils and advocate on their behalf with NHSE, DCLG and DH. At the time of writing only a very small number of areas remain in escalation, with the risk that they will be subject to national direction in how BCF allocations are used locally. However, a large number of councils have revised their DToC to be compliant with national expectations as a result of continued pressure from NHSE. This raises the very real risk that a substantial number of areas will not achieve their DToC targets and face a review, with possible financial penalties or imposition of national direction when progress is reviewed.	Red	The immediate risk of substantial numbers of councils not having their BCF plan approved has reduced significantly but there is a high risk that many have accepted national expectations for DToC, which they will be unable to achieve. This means that they will be at risk of having their allocations reviewed or be subject to national direction at the review stage in November. More generally there is a risk that the national focus on DToC's reduces local areas ability to prioritise the most important issues for their health and care systems and has damaged relationships between health services and local government in many areas.
P3	Establish a sector-wide campaign to influence the 2020 spending review, continuing to evidence the financial pressures on adult social care and support implementation of the Care Act	Mark Norris Community Wellbeing	The LGA has held a series of meetings over the last year with core partners interested in the idea of a 'social movement' for social care. However, despite best efforts to progress this, work has not moved forward as originally hoped. Sarah Pickup is therefore in discussion with provider representatives with the suggestion that they assume the coordinating role (given their reach to individuals requiring care and their family members). The LGA would retain an interest in the work, as we have throughout, but would not lead the movement itself. The LGA continues to be a vocal and visible presence on adult social care funding and reform. For instance, and in addition to frequent media responses, at the National Children and Adult Services Conference in October, the LGA launched its comprehensive annual 'state of the nation' report on adult social care funding.	Amber	We continue to call publicly for adequate funding for adult social care in the 'here and now' and for the long-term, and for the Government to bring forward its consultation on the future of adult social care. We have now been told the consultation will be published "in the New Year". Through media work and policy work (such as the state of the nation report), as well as behind the scenes lobbying and influencing work, we are also trying to shift the Government's and NHS England's focus away from delayed transfers of care and onto addressing broader system-wide pressures.
P4	Lobby for investment in public health and make the case for investing in prevention to address issues like childhood obesity and STIs	Mark Norris Community Wellbeing	We launched the impact of homelessness on health: a guide for local authorities The publication provides information and ideas to support local authorities in protecting and improving their population's health and wellbeing, and reducing health inequalities, by tackling homelessness and its causes. We also published the "Must Knows for elected Members" on the theme of Prevention. Part of our series of guides aimed at elected members aimed at improving their awareness of prevention.	Green	Councils are made aware of the links between health and homelessness and to showcase examples of local practice between public health and housing

P5	Influence national strategies and policy related to vulnerable people, and support councils in their work around mental health, learning disabilities, loneliness, dementia, supported housing and other issues	Mark Norris Community Wellbeing	We have been lobbying government around the change in government policy on the payment for sleep-ins, by developing a picture of the costs implications for councils and care providers and pushing for funding for these additional costs. We launched our guide on the role of councils in the improving mental health 'Being Mindful of Mental Health' in June and are developing a mental health self-assessment tool for councils. We have influenced the Department of Health around their assurance of local authority suicide prevention plans and the Home Office work around the provision of appropriate adults for vulnerable people detained by the police, with the Home Office encouraging local partnership arrangements between the police and councils to fund provision.	Green	While we have made the case about the impact of the change in sleep-in costs on councils and the impact this might have on the provider market we have yet to shift government's approach. In the other areas we have been successful in advocating a sector-led approach around suicide prevention rather than the introduction of an inspection regime, and in persuading the Home Office not to introduce a new statutory requirement on councils to provide appropriate adults.
P6	Support councils around the oversight and implementation of the Armed Forces Covenant.	Mark Norris Community Wellbeing	We updated our joint report with Forces in Mind trust which was relaunched at annual conference, and published a report on meeting the public health needs of the armed forces. We have been implementing the joint action plan agreed with the MoD and DCLG. We also held an event with Wiltshire Council on the outcome of their peer review of their armed forces covenant work.	Green	Councils have been supported in their work around the armed forces covenant and the MoD are happy to progress the collaborative approach we have taken rather than seeking a top-down performance management approach.
	Comms:		63 episodes of national media coverage 90% of coverage was proactive. 95% of all coverage was positive		
Devolution - a radical re-think of governance and accountability					
D1	Councils get support to help them increase the powers and responsibilities devolved to them from Government	Alex Thomson City Regions and People and Places	The Combined Authority Chief Executive Network held their third meeting of the year in September. Following requests from the CA CEX Network, LGA officers have also begun work to convene thematic groups for senior combined authority officers covering the following areas: finance, housing and planning, employment and skills, and transport. The LGA has also agreed to commission a piece of research on behalf of the CA CEX network that looks at further fiscal devolution opportunities as well as the existing financial instruments available to CAs.	Amber	The LGA has been at the forefront of the debate on devolution, working with councils, combined authorities, special interest groups and independent organisations to make the case for devolving powers and funding to local areas. The Board has sought to influence Government policy at key points, such as the introduction of the Cities and Local Government Devolution Bill and announcements such as the Budget and Autumn Statement. Mayors were elected in 6 combined authorities in May 2017, but thus far the government has been reluctant to support proposals for devolution in areas that have not agreed to this form of devolved governance. Given this context and ongoing Brexit negotiations, the People and Places Board are to consider whether they would like to lead a new piece of work setting out the case for greater and appropriately funded powers and flexibilities for non-metropolitan areas in England outside the EU.
D2	Provide direct support to councils engaging in devolution and develop a suite of tools and activities to share learning	Alex Thomson City Regions and People and Places	The LGA continues to provide tailored capacity to support to 7 combined authorities: the West of England, Greater Manchester, the West Midlands, Cambridgeshire and Peterborough, Sheffield City Region, Liverpool City Region and the Tees Valley. The LGA has also provided support to aspiring CA areas who have expressed an interest in becoming CAs (Cheshire & Warrington and Lancashire). The self-evaluation diagnostic tool has been updated in light of the recently published NAO report on the progress of CAs. The LGA has begun discussions with the West of England CA and Cambridgeshire and Peterborough CA regarding the roll-out of the tool in their organisations. We have also established a Mayoral Hub, which provides support in arranging Ministerial meetings, commissioning bespoke policy briefings and research and advising on external support offers / promotions. The next mayoral event is planned for early 2018. We are also discussing with NALC how to take the devolution agenda from principal to parish and town councils forward and a scope for joint working is due to be developed.	Amber	The LGA's support offer on devolution is highly valued by the sector and utilised throughout it. The LGA has established itself as the obvious 'home' for the new directly elected mayors and a package of support has been put in place for mayors both as individuals and as a collective.
D3	FRAs and councils to lead delivery of fire service reform, working with partners including police and crime commissioners and health	Mark Norris FSMC	We have held a diversity masterclass for FRAs, as well as a leadership essentials course for FRA members. We have worked with Home Office and NFCC to draft a vision for the fire service document. We have supported the development of inspection methodology. We have lobbied the Home Office on the assessment of business cases supporting PCC assumption of FRA role. We have provided comments on the draft revisions to the fire National Framework. We have included fire funding in the LGA's budget submission. We have worked with the NFCC on fire safety issues arising from the Grenfell fire.	Green	Agreed targets for diverse recruitment and a clear agreed direction for fire reform process should emerge from the Vision when published. Ongoing promotion of diverse recruitment. To date inspection is in line with FRA views, subject to concern re cost and capacity, the complimentary role of peer support is retained as per FSMC aims.

Sector-led support, improvement and innovation: Councils are responsible for their own performance, effectiveness and efficiency, accountable above all else to their local Communities			
	Target	What have we delivered by end of September 2017	Has the target been achieved?
Enabling Improvement in Local Authorities - Peer Support			
E1	Deliver at least 110 peer challenges over a range of subjects including: corporate peer challenges, finance reviews, fire peer challenges, service specific peer challenges and place based peer challenges (at least 70 challenges to be corporate or finance peer reviews).	As at end of Q2, 35 peer challenges have been delivered. More than half of those have been corporate or finance peer challenges. The calling of the General Election did mean a number of peer challenges were postponed in the first quarter. 54 peer challenges are confirmed for delivery during Q3 and Q4 of 2017/18. A further 23 are in discussion. The majority of these are corporate peer challenges.	Amber
E2	Continue to proactively market peer challenge to those councils with zero/low take up. Share the analysis of those areas that have not engaged with DCLG as part of the end of year monitoring support.	Peer challenge continues to be proactively promoted by Principal Advisers and regional peers – particularly corporate or finance peer challenges. Councils that have not yet had, or signed up for, a corporate or finance peer challenge are regularly monitored by the Programme Manager and Principal Advisers, and shared with the Political Group Offices so engagement can be targeted. It is anticipated that 35-40 of the corporate peer challenges this year will be councils taking up the offer for the first time.	Green
E3	Provide tailored member/officer support to at least 75 councils e.g. one to one support for individual councillors.	We provided this support to 41 councils by the end of September 2017 - 25 in Q2. This work is a key part of the LGA's core offer brokered through our Principal Advisers.	Amber
E4	Provide change of control support to 20 councils.	20 councils received this support by the end of September 2017 - 2 in Q2. Following the May local government elections, a meeting was held immediately with the National Member Peers, Heads of Political Group Offices and Principal Advisers to identify councils where there was going to be or likely to be a change of control or change in leader, and steps were taken to contact all the relevant councils. As a result of this meeting and other local political changes since, peer and other forms of support have been put in place.	Green
E5	Provide support to at least 10 councils to manage and resolve issues between the political and managerial leadership.	This type of support was provided to 12 councils by the end of September 2017.	Green
E6	Provide top team development support to at least 10 councils	We delivered this support to 8 councils by the end of September 2017 - 4 in Q2. The support includes development sessions for Cabinets and senior management teams.	Amber
E7	Provide service based or subject support to at least 45 councils	We provided this support to 24 councils by the end of September 2017 - 12 in Q2.	Amber
E8	Through CfPS provide a range of support for scrutiny, to include; continuing national support, 50 days direct support to individual authorities and options around guidance and advice on finance scrutiny.	18 of the 50 days have been used so far this financial year, with a further 25 days provisionally allocated for the rest of the financial year leaving 7 days in hand.	Amber
E9	Hold Regular meetings between LGA Principal Advisers (PA's) and all councils to discuss challenges and support.	Principal Advisers and their staff hold regular meetings with all councils. This includes meetings with Chief Executives and other senior Directors, with Leaders and other key members. In addition, the team of national and regional lead member peers meet with senior members of the councils sometimes as part of the same meetings but also on occasion in separate meetings	Green
E10	Deliver a safeguarding adults programme to support councils in their lead roles and deliver a programme of support for children's social care.	A well received induction event for new lead members for adult social care was held on 18 July. This session outlined the policy issues and leadership challenges across the health and care system, with a focus on managing key risks, and the support on offer to meet the challenges. A leaflet outlining all the support available for local leaders of health and care facilitated easier access to the range of support available. Representatives from the following authorities attended; Greenwich, West Berkshire, Devon, Derbyshire, North Yorks and Cumbria. Leadership Essentials for ASC is scheduled for November. The first of three Children's Leadership Essentials courses took place on the 18th and 19th September. A West Midlands specific course has been arranged to take place on the 15th November and discussions continue with the North East region on a similar event that is planned for January.	Green
E11	Provide bespoke support for at least 10 councils with the most severe performance challenges.	We provided this support to 9 local authorities by the end of September 2017.	Amber
E12	Provide support to fire and rescue authorities, as required through a tailored peer challenge process which aligns with and complements the new independent inspection regime for fire and rescue services being introduced in Autumn 2017.	Support continues to be provided to Fire & Rescue Authorities through delivery of the OpA and Fire Peer Challenge programme. We have done a lot of work to engage the sector in the further development of the sector-led offer for Fire and Rescue, but due to delays in announcing the inspection provider and the subsequent inspection approach, this work, at end September, was still paused	Amber

E13	Provide support to at least 20 councils to improve the way they engage with their communities and establish a clear vision based on their residents' concerns about the priorities for the council.	By the end of September 2017 we had provided support to 23 local authorities.	Green
Efficiency and Productivity			
EP1	Develop opportunities for local authorities to enter more strategic procurement arrangements, saving councils at least £10m pa. To include: *Refreshing category strategies and/or support councils in implementing good practice in high spend areas, *Support 9 experts to strategically manage relationships with key suppliers on a national basis, *support councils to encourage innovation in local government procurement practice.	Published ICT and Energy category strategies. Finalised the National Procurement Strategy diagnostic, 60% councils responded to the diagnostic ensuring a good understanding of the key procurement issues. Results published on our website. We now have a full picture of good practice and areas for improvement for all regions. Published report on encouraging innovation in LG procurement, engaged with cross government group on same subject and engaged with sector at National Procurement Showcase event. Started initial consultation on NPS2018. Started Phase 2 work on Strategic Supplier Management project. Worked with Cabinet Office to identify high-spending councils following issues on a particular strategic supplier to LG. We have commissioned research which will be available in the New Year to capture the savings target.	Amber
EP2	Oversee the sector-led body established to put in place national contracts for provision of external audit service to councils.	Contracts with six audit firms now signed. These contracts will provide external audit services to over 98% of eligible bodies (7 councils having decided to make local appointments) and will deliver savings of over £6m in 2018/19, with an 18% reduction in audit fees to all councils opting in to the national scheme.	Green
EP3	Provide productivity and income generation experts to work with at least 25 councils, saving the councils or generating income of at least £25m .	So far this year, experts are working with 15 councils, contributing towards efficiency savings and/or income generation of £26.8 million. Councils are working on a wide variety of projects, including commercialisation, behavioural insights and re-negotiation of contracts. The feedback from both councils and experts has been positive with councils sharing their learning with the sector.	Amber
EP4	Help councils become more commercial and achieve savings or generate additional income of £10m . This includes advice, case studies, a commercial skills training offer and access to commercial expertise.	Commercial experts have been commissioned to work with 4 councils so far this year and are contributing towards an estimated £7.9 million in additional income for these councils. At the LGA conference in July we hosted a workshop on council commercial activities at which the updated LGA Enterprising Councils guidance was launched. Speakers from Essex County Council and Nottingham City Council shared the learning from their commercial work so far. The first two cohorts of the LGA/IOD Commercial Skills Training have been delivered to officers from 20 councils across the country. Due to high demand further cohorts have been booked to start in Roffey Park in October 2017 and Leeds in January 2018. We have updated the commercial page of the LGA website to include an interactive map of council commercial good practice and links to the LGA's commercial skills support offers.	Amber
EP5	Increase the efficiency savings councils make through sharing services by continuing to support councils to share services, refreshing the annual national shared services map and continuing to run a matchmaking service.	We relaunched the national Shared Services Map with 2017 figures in June. Shared service submissions continue to be received throughout the year and the efficiency savings figure (for Q2) now stands at £655m from 490 shared service arrangements. Engagement is on-going with Buckinghamshire and Bradford and a shared service expert has been allocated to Blackpool. Enquiries have been received from Wirral, Sefton/Knowsley and the Liverpool City Region (LCR) councils and a shared service expert is due to be appointed to the LCR project. Enquiries from Essex, Reading and Swindon are being re-visited.	Green
EP6	Support 8 councils to manage demand for services by understanding the behaviour of their customers and staff and develop "top tips" guide to use of behavioural insights to manage demand.	We have produced a behavioural insights webpage which contains examples of council activity in this area, guidance and tools and also the reports and outputs from the LGA Behavioural Insights Programme phase 1 projects. On-site work is underway in three of the four behavioural insights projects supported in phase 2 of this programme. These projects will be supported and monitored during 2017/18 with a view to publication of outcomes and lessons learned towards the end of the year.	Amber
EP7	Provide expert financial advice and assistance to 40 councils (as distinct from finance peer reviews) to help them address specific issues.	Support provided to 22 councils by our Financial Improvement & Sustainability Advisers (FISAs) as well as interventions from associates and commissioned training. A financial review has been carried out in a number of places including in Northamptonshire.	Amber
EP8	Working with FFL, CiPFA and others, help councils to be more proactive in dealing with fraud, to include supporting counter fraud initiatives in local government and researching and publicising learning from the DCLG Counter fraud pilots run in 2014/15 and 2015/16.	The LGA is supporting CIPFA in developing counter fraud guidance for local authorities. A contract has been awarded to the Counter Fraud Centre to assess the impact of the Counter Fraud Fund and a report is timetabled to be published before the end of the financial year.	Amber

EP9	Equip 10 councils to use design techniques to transform services and/or manage future demand including making use of digital or other opportunities.	The London cohort of the programme has recently completed. This has provided the following councils with design skills to apply to their service challenges: Brent, Hackney, Haringey, Islington, Kensington & Chelsea, Redbridge and Westminster. The programme has helped councils to redesign the following services: improved services for young care leavers, customer services in planning, homecare services, engagement with private landlords and gang prevention services. We are currently shortlisting councils for the next phase of the programme which will focus on applying design process and methods to tackle public health challenges with a focus on prevention.	Amber
EP10	Maintain and improve LG Inform, including: *ensuring that key financial data from the Audit Commission VfM profiles is made available to councils, *produce at least 6 ready-made reports for councils, on a range of subject areas including; housing/homelessness and economy *explore with DCLG the possibility of creating community cohesion bespoke reports * provide DCLG with free access to LG Inform and LG Inform Plus.	Business has continued as usual, with more data being added to LG Inform: this quarter the database reached 5,451 metrics in total. This quarter, improvements to help authorities include a new 'Outliers' method which enables users to identify areas of strong/weak performance for each area; and the addition of inflation factors for financial data to allow more robust comparisons over time. Good progress has continued with the project to deliver a new version of the Audit Commission's VfM Profiles. All data has now been added to the LG Inform database, and final developments for the new tool are concluding and being tested. It is on schedule to be launched at the end of October and replace the current tool. An LG Inform report on fly-tipping was published this quarter, and work has started on several new reports including: children in need and care, residents' satisfaction and finance. Work has also started with DCLG on a community cohesion report. It is hoped that this will be launched in Quarter 3, alongside DCLG's announcement of their Integration Strategy. DCLG have been given access to both LG Inform and LG Inform Plus, and training for their staff has been scheduled for early in the next quarter.	Amber
EP11a	Coordinate and promote open data standards. Develop at least 12 senior councillors through continuation of the data and digital leadership programme.	We ran six webinars in the first quarter for authorities based on the elearning modules delivered last year and designed to support better use of local data, including open data. These events were attended or watched subsequently by 491 individuals from 185 councils. Planning has started for the data and digital leadership module, building on a review of the event conducted last year. The event will be delivered in the final quarter. Work has continued to support authorities as they prepare for the General Data Protection Regulation. A community of practice was launched on the Knowledge Hub which has successfully engaged 471 members. The LGA has been facilitating and encouraging people to post and share opinions and resources with other authorities, and the group was one of the top ten most active groups in September. Work is underway on three GDPR events for councils in the early part of quarter 4.	Amber
EP11b	Ensure councils are well prepared to make effective, efficient use of digital technology and play a full part in digital aspects of various government strategies including: *continue to develop resources and good practice * work with the sector to build capacity in digital transformation of local authorities, *provide tailored support to councils promoting ambitious use of digital to provide efficient public services and local economic growth, *support the delivery of the National Cyber Security Strategy by widening digital and cyber resilience awareness across local authorities; hosting cyber security stakeholder group and developing by 31 July and coordinating the delivery, with others, of a plan to support cyber security work.	The LGA is working with 23 councils on the digital channel shift programme. We hosted a practical workshop for all project leads which was well attended and covered topics such as managing supplier and user engagement and testing. We have shared useful links and resources about digital best practice. We are working with the GDS Academy to promote digital academy courses to council staff and co-ordinating bookings with the GDS Academy. We are continuing to run the LG Cyber Security Stakeholder Group - chaired by Sarah Pickup, Deputy Chief Executive, helping to raise the profile of cyber security with senior officers and the representative bodies. We hosted a cyber security workshop at LGA conference in July, at the Member Peer Conference in September and at a Chief Executive Sounding Board in October. As set out in our objective and the MoU, we developed and shared our plan to support cyber security work with DCLG by 31 July 2017.	Amber
EP12	Update and further develop the on-line searchable database of innovation and other notable practice.	We continue to update the database of good practice with examples that are identified as a result of our improvement work with councils, particularly peer challenges. The examples of innovation featured in the innovation zone at the LGA annual conference in July are being added to the database.	Green
EP13	Run the Innovation Zone at the LGA Annual Conference, showcasing over 25 examples of innovative practice relevant to local authorities.	We successfully ran the Innovation Zone in July 2017, with 25 councils and 18 other organisations presenting their innovative practice directly, with other councils' and organisations' innovations referred to. Informal feedback from delegates and LGA colleagues suggests that this was our best Zone yet, and we are already looking at ways to better the Zone next year.	Green
EP14	Work with the Cabinet Office to extend the One Public Estate programme until 2020 and with a sustainable funding model thereafter, with the aim of covering 95% of the country.	As of phase 5 of the OPE the programme covers 255 councils who work in 63 partnerships. Phase 6 of the programme was launched in August '17 inviting applications from new areas to join. They were asked to submit expression of interest (EOIs) to obtain up to £50k to develop final applications by 3rd November. 16 EOIs were received involving 63 councils, should all be successful it would take coverage of the programme to 90%.	Amber

EP15	Jointly deliver, with the Cabinet Office, the Commissioning Academy Leadership Essentials courses attracting at least 20 councillors.	We already have 20 councillors registered to attend the next Commissioning Academy for Elected Members in October. We have also made arrangements to film the session and make the content available through an e-learning package to reach more councillors.	Amber
EP16	Work with Local Partnerships to help councils deliver efficiency savings, to include: *up to 10 councils receive help to arrange re-financing of their current PFI contracts and help realise up to £10m of annual saving, *help up to 15 councils achieve savings on the soft service elements of their PFI contracts with a target saving of £3-5m , *help up to 10 councils achieve guaranteed savings on current spend with a target saving of £5m , *work with 2/3 groups of Councils interesting in considering new forms of governance etc. and/or achieve significant financial savings, *training officers in up to 5 Councils on effective project and programme management.	We are supporting 11 councils on PFI re-financing projects - likely savings £1.4m. We are noticing an increasing interest in our work in this area. We have completed our business case with Torbay on options for strategic partnership with neighbouring councils, which could realise in the medium-term savings of circa £2.5m. We are currently working with 12 councils and are in early discussions with a further 24 on energy efficiency programmes. Likely savings circa £2m.	Amber
LEADERSHIP AND CAPACITY			
Effective joint political and senior officer leadership:			
LC1	Provide training and support for at least 30 leaders and chief executives to develop their leadership roles	We have identified a provider and designed an outline programme for a 24hr event. We are aiming to bring together the Leaders and CEXs from at least 15 different councils from across various areas and different tiers.	Amber
LC2	Provide top team development support to at least 10 councils	See E6	Amber
Strong Political leadership:			
LC3	Provide development opportunities for at least 700 councillors with leadership roles in their councils through a refreshed suite of leadership programmes.	By the end of September, just over 700 councillors had booked on or already attended our various political leadership development programmes.	Green
LC4	Support at least 60 ambitious and talented councillors with the potential to progress in their political careers through the Next Generation programme.	65 ambitious and talented councillors have been recruited via their political group offices at the LGA and will be attending their relevant group Next Generation programmes between now and March 2018	Green
LC5	Support and facilitate bespoke "Be a Councillor" programme with at least 20 councils and create a "toolkit" and diverse set of resources which councils could use to create their own local bespoke programmes to help attract new talent to stand for election	We have engaged with 10 councils since March 2017, with three local campaigns having been run already and discussions taking place with others to plan further campaigns. We have also developed partnerships with London Councils, Parliamentary Outreach and organisations with a focus on under-represented groups such as women and young people. Through these partnerships, we are developing a number of events which will take place in the coming months.	Amber
LC6	Review and provide new e-learning opportunities for all councillors - Ensure current offer reflects the needs of councillors. This includes a review of existing political leadership content for development into modules, identification of new material to be developed into blended learning and adaptation of modules from other providers.	The suite of councillor workbooks which leads onto e-learning modules where content is appropriate is undergoing a thorough review. new modules on Data Protection, Anti Bribery and Fraud Prevention, Stress Management and Dealing with Residents with Difficult Issues have been produced this financial year, and the following modules produced in this quarter: Data Protection, Anti Bribery and Corruption, Supporting Residents with Difficult Issues. Further modules are in the process of being scoped and designed.	Amber
Strong senior leadership and effective officer development:			
LC8	Continue to develop and support the cross public sector leadership development programme delivered in conjunction with SOLACE and central government and recruit at least 20 additional chief executives to the programme.	We have delivered the first pilot programme of IGNITE and reported back at LGA Conference in July. We have open applications for cohort 2 and are currently selecting delegates.	Amber
LC9	Develop and introduce programmes to support the leadership development of managers in councils in partnership with SOLACE, including: *a programme for senior managers who aspire to be CEX's *a programme that recognises and develops rising talent *a management development programme aimed at "middle" managers	We have opened applications for - Total Leadership, aimed at Directors looking to progress to CEX level; - Springboard, for rising talent, to develop their leadership skills and - TRANSFORM, for middle managers engaged in change programmes, to help them achieve their project successfully and are continuing to target and identify delegates for programme starts before the end of the calendar year.	Green
Graduate Recruitment:			

LC10	Recruit at least 100 high calibre graduates in to local government	By the end of August 2017 we had reached the final stage of the NGDP interview process, matching trainees with local authorities for work starting in autumn 2017. Of the 140 trainees who attended the first round of interviews, 131 accepted offers of employment. We have continued to refine our recruitment process to focus on key issues in the sector, responding to councils' desire to employ intelligent graduates with a particular interest in local government. We have also finished commissioning a new learning and development programme this quarter to provide councils with high-level training for their trainees which offers the greater flexibility, lower costs and increased regional focus they value.	Green
LC11	Develop opportunities to create a trial interchange programme between NGDP and the Civil Service Fast Stream, with at least 5 graduates spending up to 6 months on each exchange.	Four graduates who are part of ngdp have been on or are scheduled to go on a civil service fast stream secondment during this period. It has been agreed that clearer messaging to host authorities regarding the interchange programme will help encourage more suitable placements to be considered.	Amber
LC12	Support a programme of trial secondments opportunities between central and local government, including less formal exchanges. The aim is to take forward at least 20 such opportunities by March 2018.	Progress on this deliverable stalled as a result of the Cabinet office withdrawing support for this as a priority. Further discussions have subsequently been held with DCLG and awaiting a response. Nevertheless, there have been 13 such secondment opportunities in place in the current year.	Amber
LC13	Help councils meet their public sector apprenticeships target: * running the Apprenticeship Campaign; *running the Apprenticeships Levy Khub, sharing learning and practice; * publishing an initial guide on apprenticeships standards for local government by July 2017 , * work with key partners to assist the development of new standard where needed and update the guide by March 2018, * providing a guide on apprenticeship procurement frameworks by October 2017 and support councils, * Support councils with workforce planning; delivering 4 cohorts of training offering 60 places to councils by March 2018; provide support to help match existing apprenticeship standards/frameworks to skills and job roles required in local government; work with relevant partner agencies to monitor the number of apprenticeships delivered.	<p>We are planning an apprenticeships campaign from this Autumn to raise awareness. We are continuing to capture councils progress and monitoring data and are aiming to have a report on progress by mid December 2017.</p> <p>We are continuing to share practice and support council networks across the English regions. In Qtr. 2 we delivered sessions at a range of events across the English regions to gather practice and share progress on councils approach to schools and use of standards.</p> <p>The Standards guide is currently being developed and will be shared as a draft in Q3.</p> <p>We are supporting the DfE Large Employer roadshows in October and November. We are currently planning the workforce planning support with a view to deliver the first cohorts in January 2018.</p> <p>We have appointed a national advisor who will be working directly with councils and is supporting the capturing of best practice working with EsFA.</p>	Amber
Workforce:			
LC14	Support 80 councils to transform their workforce and modernise the way they are managed through a range of HR/OD initiatives	We have worked with 36 councils to date providing a range of support around reviewing layers and spans of management, job evaluation, investigations, etc. More generally we have also agreed a programme of activities to support councils prepare for the workforce opportunities and challenges arising from the digitisation of services and automation (robotics) of jobs. This will include a research paper on digital leadership to be launched in Oct/Nov, case studies on councils redesigning jobs around automation, and a national conference (20 Mar 2018)	Amber
LC15	Directly negotiate a pay agreement for local government that addresses the challenge of the National Living Wage.	Technical evaluation of possible models for a new pay spine that meets the challenge of the likely level of the National Living Wage in 2020 has been completed. Consultation with councils on the principles that should inform a new agreement carried out over July/August. Initial discussions with the unions commenced in September. Further technical consideration of potential options is being carried out. Timing of any offer is likely to be delayed to take account of any changes to public sector pay policy which might be announced in the Budget	Amber
LC16	Provide sector specific advice on a range of employee relations and pensions issues.	We have provided advice to local authorities on specific queries on a wide range of issues and employment law developments such as holiday pay and overtime. This advice service has included producing employment law update advisory bulletins with tailored commentary on the implications for local authorities, as well as presenting on a podcast on developments in the public health workforce and on a webinar on gender pay gap reporting. We have also supported councils on the implications of the changes in case law with regard to sleep-ins and the NMW. We have also supported the local authority Health and Safety Practitioners Panel and facilitated its quarterly meeting. We have provided information on proposed consultations on exit payments and template letters and opt up information sheets for the Markets in Financial Instruments Directive (MiFID).	Amber
LC17	Build on the success of the "21st Century public servant" e-book "Walk tall" and support councils to take the work forward.	We have started working with 8 cross public service organisations to promote the practical examples of how the principles of the 21st Century Public Servant can be translated across services and organisational boundaries. A roundtable event will take place 17 October.	Amber
LC18	Support 20 councils through the "Creating performing organisations" programme.	Two workshops are planned for November. We are aiming to work with 20 councils on the programme of work by March 2018. The toolkit has been updated and shared with councils through regional networks.	Amber

LC19	Promote flexible working to councils as a way of recruiting and retaining skills and knowledge.	Our partnership with Timewise continues to promote flexible hiring and working across councils. We have worked with all 7 Nottinghamshire councils, and are currently working with Hackney council to develop a tool to incorporate flexible working as a way of recruiting more people with disabilities. An event was delivered for 55 councils in September.	Green
LC20	Roll out the "Come Back to Social Work campaign" with an ambition to facilitate the retaining of 100 social workers to return to the profession.	All regions have been fully engaged and expressed an interest in signing up to the programme with procurement documents drafted in preparation and micro site and communications content currently being planned for roll-out in the autumn.	Amber
LC21	Work with Central Government and National Partners to advise and support councils in addressing the workforce changes associated with public sector reform.	First draft of refreshed strategic workforce issues document developed. Revised draft of Public Health employer Standards available for consultation.	Amber
Strong Communities with Excellent Public Services			
SC1	Support areas with the development of their devolution bids as well as helping those areas where devolution deals have been agreed, capturing and sharing good practice, to include: * holding at least 4 meetings of the network of combined authorities and devolution areas, * providing tailored capacity support in up at least 6 combined authorities, * developing as part of our suite of peer challenges a self-evaluation diagnostic and trialling this in at least 3 areas, * producing a range of tools and web content to increase councils' understanding of and ability to successfully manage devolution, * provide bespoke support to new Mayors to ensure they are able to govern effectively, * work with NALC to identify principles and good practice for how principal authorities can work with local councils and jointly host a launch and workshop to present the outcomes and resulting guidance and/or recommendations by March 2018, * Deliver the second phase of the Leading Places programmes, supporting up to 5 partnerships to build and transfer best practice.	<p>The Combined Authority Chief Executive Network held their third meeting of the year in September. Following requests from the CA CEX Network, LGA officers have also begun work to convene thematic groups for senior combined authority officers covering the following areas: finance, housing and planning, employment and skills, and transport.</p> <p>The LGA has agreed to commission a piece of research on behalf of the CA CEX network that looks at further fiscal devolution opportunities as well as the existing financial instruments available to CAs.</p> <p>The LGA continues to provide tailored capacity to support to 7 combined authorities: the West of England, Greater Manchester, the West Midlands, Cambridgeshire and Peterborough, Sheffield City Region, Liverpool City Region and the Tees Valley. The LGA has also provided support to aspiring CA areas who have expressed an interest in becoming CAs (Cheshire & Warrington and Lancashire).</p> <p>The self-evaluation diagnostic tool has been updated in light of the recently published NAO report on the progress of CAs. The LGA has begun discussions with the West of England CA and Cambridgeshire and Peterborough CA regarding the roll-out of the tool in their organisations.</p> <p>The LGA has established a Mayoral Hub, which provides support in arranging Ministerial meetings, commissioning bespoke policy briefings and research and advising on external support offers / promotions. The next mayoral event is planned for autumn this year.</p> <p>We are currently in the process of discussing with NALC how to take this agenda forward and a scope for joint working is due to be developed.</p> <p>The second phase of the Leading Places Programme continues to progress in 15 areas. The LGA has also contributed to the development and delivery of the Local Growth Academy which is a leadership programme developed in partnership between HEFCE, UUK, the LGA and the NHS Confederation.</p>	Amber
SC2	Develop an improvement offer based on the LGA Housing Commission's key findings to help councils put housing at the centre of solutions to wider public service challenges. Work alongside DCLG to support councils to take a strategic approach to homelessness prevention and the implementation of the Homelessness Reduction Bill.	<p>Housing Advisers Programme launched and 72 bids received, final sifting complete and due to notify councils of decision in early October. Successful councils will receive expert support with a particular housing ambition/project, those unsuccessful will be offered advice onto other offers that may support them with their ambition.</p> <p>The LGA has also started two sector-wide projects looking to investigate, capture and present learning from councils innovating in 1) building new homes from HRAs, and 2) resolving issues with unimplemented planning permissions</p>	Green
SC3	Work with Local Partnerships to work with 3/4 Councils unsuccessful in the current bidding round and support them to achieve accelerated housing delivery in their area and publish a best practice guide.	<p>We are working with the West Midlands and Sheffield Combined Authorities on developing a pipeline of major Housing development sites. We published an updated Housing Delivery toolkit at the LGA Conference.</p> <p>There has been considerable interest shown in the housing delivery toolkit, downloaded by circa 100 local authorities.</p>	Amber

SC4	Work with Local Partnerships to work with 2 waste consortia with a particular focus on Combined Authorities. Hold best practice regional network events and aim to save £4m per consortia	The East Midlands waste consortia has started work involving 38 councils in the region. This continues to be a very valued service for councils. We are contributing to a conference to promote the previous six regional waste efficiencies reports and to promote the latest one - to be held on 8th November.	Amber
SC5	Support officers and members to strengthen councils' licensing and regulatory functions.	We have developed draft guidance on the use of CCTV in taxis and PHVs and are currently finalising this. We are updating our councillor handbook on gambling and working with the Gambling Commission to support councils in developing updated licensing statements. Officers have attended a number of regional workshops up and down the country to update officers and councillors on licensing issues. We have contributed an LA health and safety perspective to a review of mental health and the workplace, and provided local government input to a Ministerial working group on taxi and PHV licensing. Work continues on the national register of taxi and PHV licence refusals and revocations.	Green
SC6	Provide support to councils to assist them in tackling modern slavery	The modern slavery guide is now with our Expert Reference Group to provide feedback and commentary on the draft guide ready for publication in the Autumn. We are currently starting to plan a number of regional workshops on tackling modern slavery working with the independent anti-slavery commissioner's office.	Amber
SC7	Ensure that councils are making an effective contribution to the public health system.	We have prepared three new publications for launch at the National Children and Adult Services Conference in October aimed at elected members with this responsibility for public health on the theme of health and homelessness, ageing well and public health leadership on prevention.	Amber
SC8	Develop a programme to support councils to strengthen community cohesion and counter extremism, to include: * developing a leadership offer for councillors * bespoke training for councils * refreshed guidance around community cohesion and integration * identification and sharing of good practice * advice to support effective scrutiny	A Peer Champions Network of elected members has been set up to provide councillors with support around Prevent and counter-terrorism work. A session was held at the LGA conference on councils' leadership role in building community cohesion. A leadership essentials course was held in Leeds in September. A successful pilot community cohesion event for council officers took place in Birmingham in September.	Green
SC9	Strengthen fire and rescue authorities ability to drive up efficiency, increase collaboration with other emergency and the health services.	The LGA's FSMC has agreed its priorities for 2017-18 which includes particular priorities on collaboration, procurement and value for money. We have opened up sessions for bidding at our Annual Fire Conference where we can showcase work from the sector on these priorities. The Fire Reform Board has continued to meet to drive forward the Fire Reform programme. Members have discussed the publication of the draft Vision for the future of the service, which has been re-drafted following consultation with members. The LGA continues to engage with a number of Home Office groups on the fire reform programme in a range of forums, most notably the fire reform board. We are also a part of the external reference group on fire inspection, the professional standards body working group and the cross emergency service collaboration working group amongst others. We continue to support the work around fire/health collaboration, with regular attendance at the NFCC's Fire/Health Coordination Committee.	Amber
SC10	Work with DCLG to ensure that the national Troubled Families Programme is effectively implementing service transformation across Early help services. Explore with DCLG the possibility of developing a peer led methodology to self assess progress.	Discussions are ongoing with DCLG to scope this project and the potential for a peer led approach in this area.	Amber
SC11	Increase opportunities for the business community to work with local government at various levels, including: * establishing a forum for the CBI and other leading business organisations to meet with representatives, * establish a Town Centre Regeneration Network and promote examples of good practice.	LGA has established relationships with CBI and other business representative bodies and a joint work programme with the British Property Federation. The intention is to build on this for the town centre regeneration work. We have established relationships with key policy officials at DCLG ; supported DCLG in promoting the importance of town center regeneration good practice via the Innovation Zone at LGA conference (Warrington, North East Lincs and Derby). DCLG and LGA met in mid-July to scope the work further. Programme has slipped by a month owing to delays in securing partner interest and participation. However, partners have been engaged and are enthusiastic. 29th November confirmed as date for 1st event.	Amber

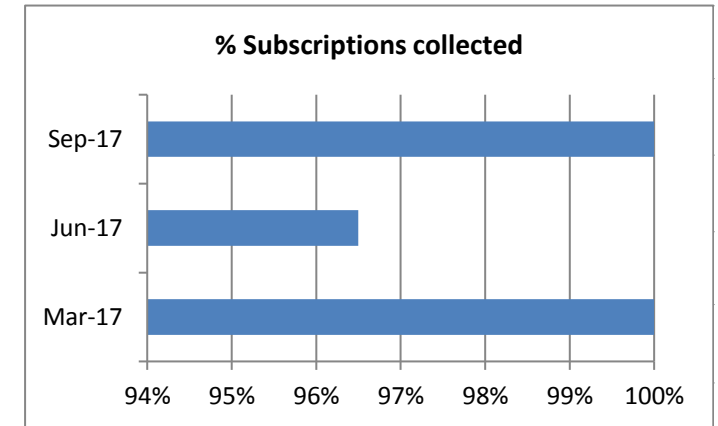
Our own Efficiency & Effectiveness

Membership

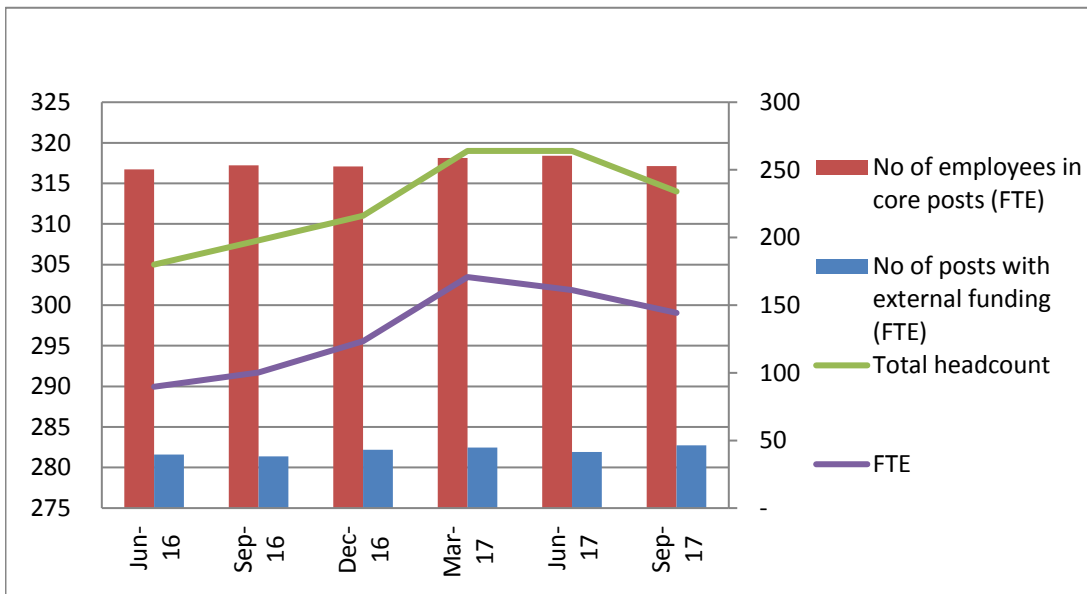
	Dec-16	Mar-17	Jun-17	
Membership	English Councils	350	350	349
	Other	86	86	66
No of English councils out of membership		3	3	4
No of English councils on notice to withdraw		9	9	9

* decrease in "other" membership is due to several NALC and National Park authorities leaving LGA membership which are not included as a council out of membership

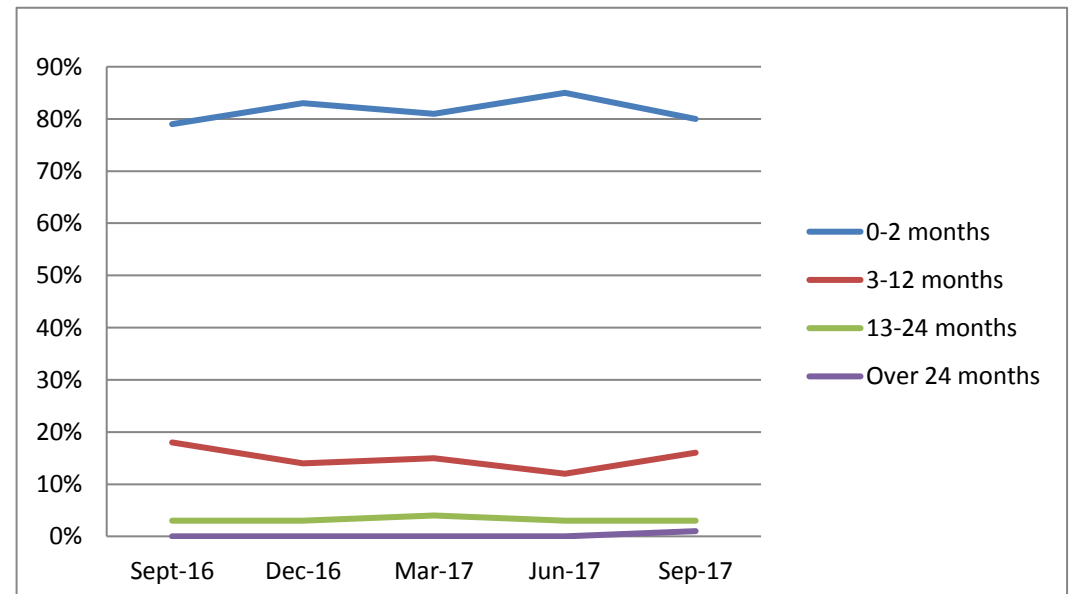
Our reputation	Mar-16	Mar-17	Target 17/18
Member authority satisfaction	75%	73%	>75%
Member authority informed	79%	85%	>79%
Member authority advocacy rating	82%	83%	>82%



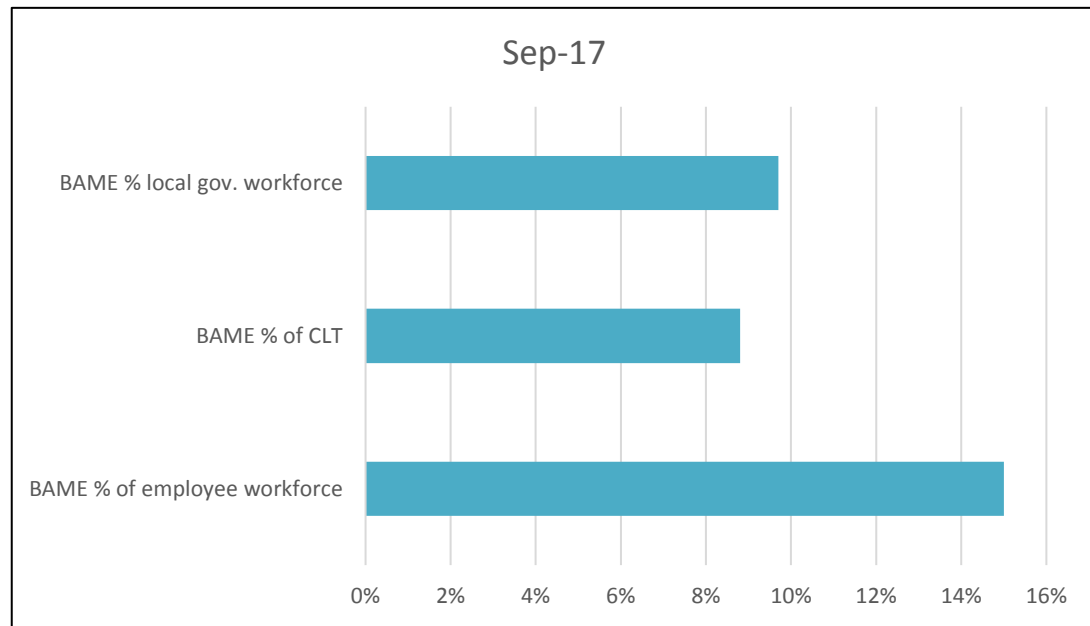
Financial Sustainability



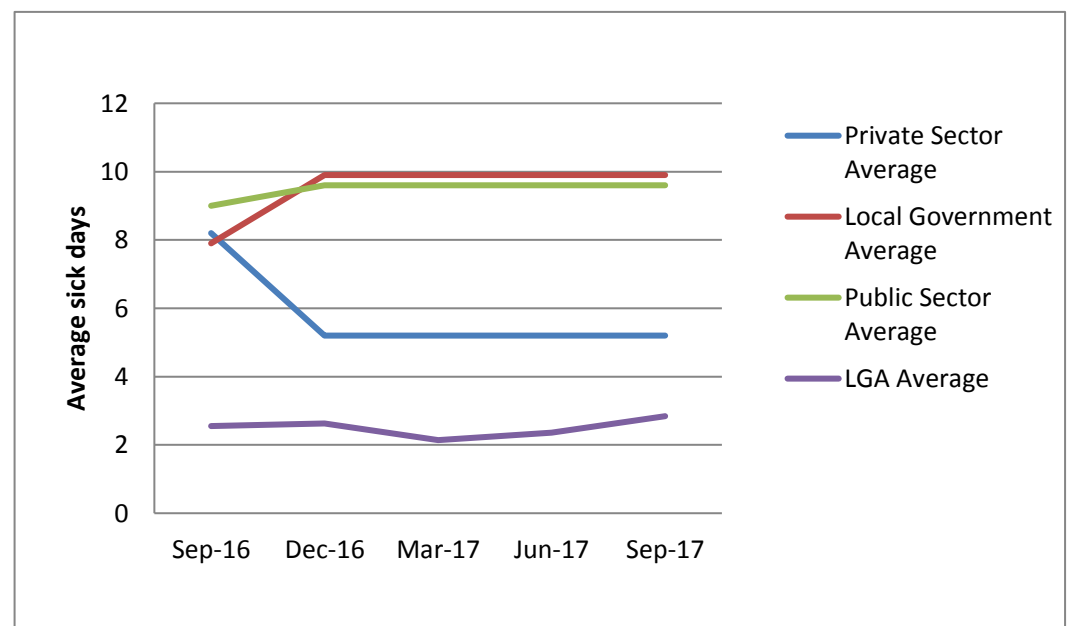
Debtors



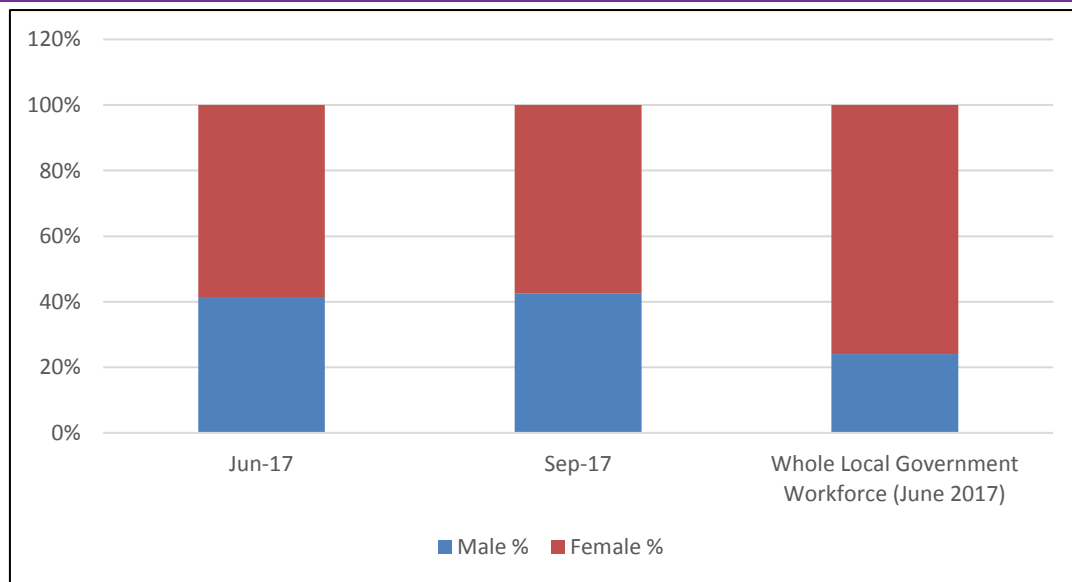
Workforce profile with percentage of BAME employees



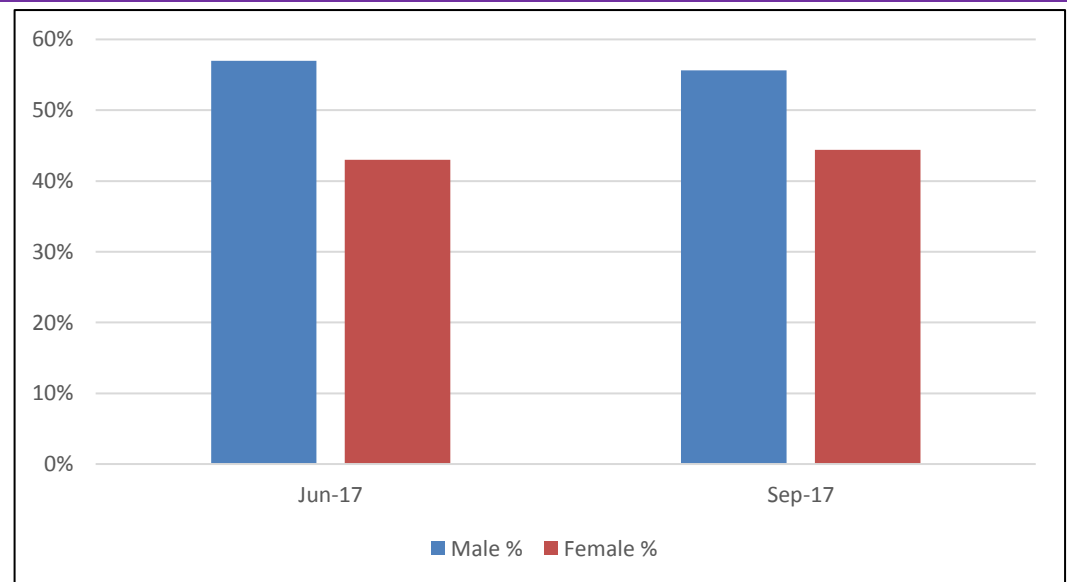
People Management/Sickness Information



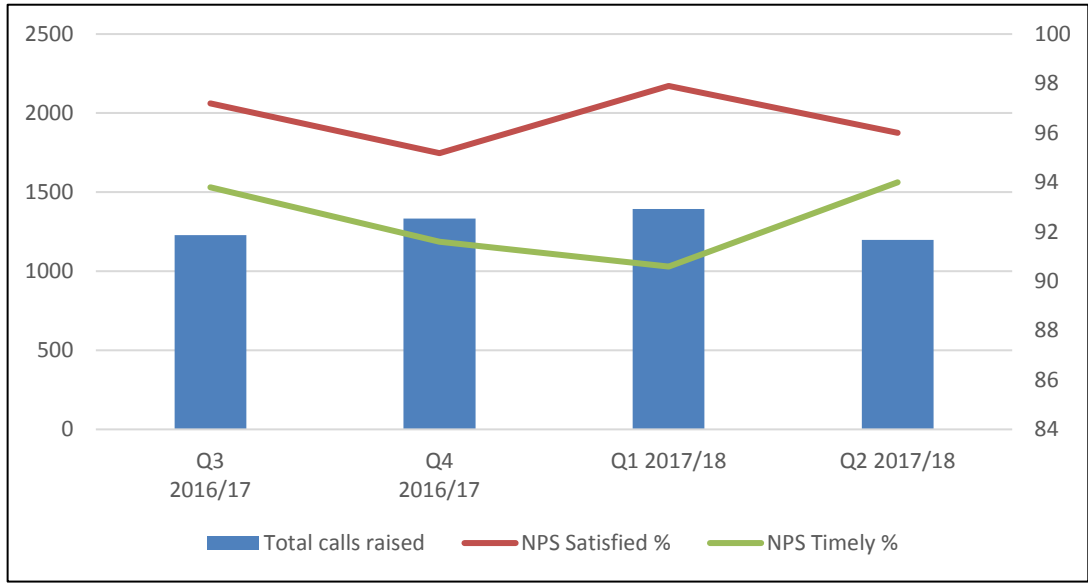
Organisational gender split











Corporate Leadership Team gender split



Brent IT service desk resolution times



Major Projects Summary

Project	Overall Status	Milestones	Budget	Risks	Headline
Layden House refurbishment					<p>Stage 4 designs complete and main contractor appointed. Majority of planning conditions discharged. Oversail licence and confirmation by Islington that design does not encroach on public highway both secured. On track for handover to main contractor end November 2017. Completion due end February 2019.</p> <p>Main risks:</p> <ol style="list-style-type: none"> 1. Unknown issues could cause increase in construction costs. Ongoing discussions with Islington on "green roof" could have structural implications. Issues with neighbouring landowners currently being progressed.
Local Government House Refurbishment					<p>Works complete subject to snagging and LGA back in occupation. Managing agents now marketing floors 1-3. Local Partnerships first commercial tenant.</p> <p>Main risks</p> <ol style="list-style-type: none"> Possible delays in securing tenants for commercial floors.

- RED** Project will miss milestones or targets, or deliverables will be compromised. Replan or descope required
- AMBER** There is a chance that project will miss targets, deadlines or deliverables will be compromised unless specific action taken
- GREEN** Everything under control
- BLACK** N/A

Major Projects Milestones

MILESTONES					
Project	Milestone	Completion	Revised date	Status	RAG
Layden House	Procurement of consultant team	Jul-15		Completed	●
	LGA approval of concept design	Jul-15		Completed	●
	Completion of stage 1 feasibility study	Oct-15		Completed	●
	Completion of stage 2 concept design	Nov-15	Nov-15	Completed	●
	Completion of stage 3 and 4 designs	Apr-16	Sep-16	Completed	●
	Issue planning applications options 1 & 2	11/12/2015		Completed	●
	Planning approval	18/04/2016	12/07/2016	Completed	●
	Issue 1st stage tender	Jan-16	Jan-17	Completed	●
	Review tender returns	Mar-16	Apr-17	Completed	●
	Issue ITT to shortlist	May-16	Jul-17	Completed	●
	Appoint stage 2 contractor	Aug-16	Sep-17	Completed	●
	LGA decant from Layden House		Oct-17	Completed	●
	Start on site	Jun-16	Nov-17	On track	●
	Project completion	Feb-17	Feb-19	On track	●
	Overall				●
Local Government House	Procurement of consultant team	Jul-15		Completed	●
	LGA approval of concept design	Jul-15		Completed	●
	Completion of stage 1 feasibility study	Oct-15		Completed	●
	Completion of stage 2 concept design	24/12/2015		Completed	●
	Planning submission	17/06/2016		Completed	●
	Planning decision	11/08/2016		Completed	●
	Completion of stage 3 design	Apr-16	Oct-16	Completed	●
	Appoint stage 1 contractor	Oct-16		Completed	●
	Relocate to Layden House	31/10/2016		Completed	●
	Handover to contractor	14/11/2016		Completed	●
	Roof and plant - planning submission	16/11/2016		Completed	●
	Planning decision	26/01/2017	Jan-17	Completed	●
	Stage 2 procurement	Jan-17	Jan-17	Completed	●
	LGA (Props) & Leadership Board sign off	Mar-17	Jan-17	Completed	●
	Appoint main contractor	Mar-17	Jan-17	Completed	●
	Practical completion	Aug-17	Oct-17	Completed	●
	Decant to LG House	31/08/2017	Oct-17	Completed	●
Overall				●	

LGA STRATEGIC RISK REGISTER – SUMMARY - October 2017

Ref	Category	Description of risk	Score (1-5)		RAG	Mitigation	Owner
			I	L			
SR1	Effectiveness	The LGA's dependence on central government grant undermines its ability to lobby and represent the sector effectively.	4	1	4	Clearly report and account separately on grant funded activity. Continue to develop commercial income streams to reduce dependence on DCLG Grant for improvement activity in the medium term.	SP/VV
SR2	Effectiveness	The priority to maintain membership levels reduces the LGA's ability to drive sector led improvement.	4	2	8	Pro-active marketing of improvement and leadership programmes; political intelligence to enable early targeting of support.	DS DH HGO'S
SR3	Effectiveness	Overemphasis on the problems facing councils leads to failure to set ambitious priorities and seize the strategic opportunities for the sector.	5	2	10	Maintain focus on potential big wins and opportunities for local government	CX
SR4	Reputation	The LGA, is seen as the main opposition to central government, potentially impacting adversely on relationships and effective lobbying.	5	3	15	Continue to build and maintain effective, good quality political relationships; sensitive media/membership messaging	HGOs DH
SR5	Reputation	Consistent messaging about the crisis in local government damages the LGA's reputation as an effective voice for the sector.	3	3	9	Ensure that all communications activity balances gains and good news stories with challenges	DH
SR6	Reputation	Greater political uncertainty and financial challenge makes it difficult to deliver consensus.	4	2	8	Monitor through HGOs Ongoing political engagement programmes	CH HGOs
SR7	Reputation	The LGA is excluded from or included in Brexit negotiations leading to new burdens on councils and possible loss of funding	4	3	12	Continue to work with members to determine their requirements Maintain ongoing relationship and dialogue with government departments	IH
SR8	Reputation	A councils fails and the LGA is implicated	4	1	4	Monitor through PA's and Performance Support Panel (PSP) Regular updates to DCLG, Chief executive and updates to perm sec.	DS
SR9	Membership	The LGA does not engage with the new Combined Authorities and metro mayors leading to fragmentation of the sector and the loss of a single voice for local government.	2	2	4	Tailored offer to mayoral candidates; groups to actively engage with CAs/metro mayoral candidates to ensure that LGA is seen as their membership body;	HGOs IH

SR10	Membership	LGA's membership base is reduced as Councils can no longer justify subscription and through proposed restructures of Fire & Rescue Authorities and Welsh councils.	4	3	12	Monitor restructure proposals and consider options to retain FRAs; increase associate membership scheme, including to PCCs. Monitor through HGOs and PAs; Membership benefits packs. Work with council groupings to ensure they feel properly represented	CH PA's HGO's
SR11	Resource management	Further reductions in income and failure to deliver against commercial targets, set against the pension deficit, make the LGA/IDeA financially unsustainable.	5	2	10	Action to manage pension funds; use property assets and returns to minimise revenue contributions to fund deficits; work to sustain government funding streams prioritise income generating activity and property investments; cultural change programme to engender greater commercial understanding with visible senior and political champions.	SP CH JG
SR12	Resource management	The LGA's high dependence on its property portfolio makes it vulnerable to high construction costs and a downturn in the property market.	4	2	8	Close monitoring of costs and project risks for refurbishment projects; continued focus on other commercial opportunities.	SP CH JG
SR13	Organisation	Loss of key staff reduces the LGA's ability to delivery on the expectations of its membership.	3	1	3	Succession planning and staff appraisal and development	CH
SR14	Organisation	ICT systems failure means that LGA is unable to deliver its priorities and services and flexible working model breaks down	5	2	10	Brent disaster recovery plan regularly reviewed and updated. Close monitoring of ICT contract	CH

KEY

Score	RAG	Management action
1 to 5	Green	Accept and monitor periodically
6 to 10	Yellow	Monitor regularly and take action if becomes more serious.
11 to 15	Amber	Management action to address. Regular reports to SMT and Leadership Board.
16 to 20	Red	Urgent action to address. Ensure political leadership briefed.

Appointments to Outside Bodies for 2017/18

Purpose of report

For information.

Summary

This report sets out the outside bodies to which the LGA has appointed members for the 2017/18 meeting cycle.

Recommendation

That the LGA Leadership Board notes the list of outside bodies and representatives which the LGA has appointed to the 2017/18 meeting year.

Action

Officers to progress any actions arising as appropriate.

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Appointments to Outside Bodies for 2017/18

Background

1. The Local Government Association (LGA) benefits from a wide network of member representatives on outside bodies across a wide range of LGA member structures. These appointments are reviewed on an annual basis across the organisation to ensure that the aims and activities of those outside bodies remain pertinent to the LGA.

The Review Process

2. In the summer, all boards undertook a review of the bodies to which they appoint members to take account of bodies that have been abolished, new organisations that have been created and the LGA's priorities as set out in the Business Plan.
3. Following this review, all Boards have agreed a refreshed list of outside bodies and the elected members which would represent the LGA on these bodies for the 2017/18 meeting cycle. In doing so, boards seek to ensure that all groups recognised by the association are fairly represented and that the political balance is broadly reflected. The political group offices also have oversight of the process.

Appointments

4. The Leadership Board is asked to note the LGA's appointments for the 2017/18 meeting year, as required by the LGA's Outside Bodies Procedure. These are set out as follows:
 - 4.1 **Appendix A:** Appointments by LGA Boards.
 - 4.2 **Appendix B:** Appointments independent of the LGA Board process, but with political group, oversight. This includes central body appointments, negotiating bodies and European and international bodies.

Next Steps

5. All members appointed to represent the LGA on an outside body will be fully informed of the arrangements for those outside bodies, including meeting frequency, meeting location, membership and terms of reference.

Implications for Wales

6. Elected members from Welsh Councils are appointed to sit on the LGA's governance structure and therefore are also eligible to represent the LGA on outside bodies.

Financial Implications

7. There are no financial implications arising directly from this report, which is before Members for information only. Reasonable travel and subsistence costs will be paid by the LGA for expenses incurred by a Member appointee whilst carrying out a representative role on an outside body on behalf of the LGA.

Appendix A: LGA Board Outside Body Appointments 2017/18

Children and Young People Board

Organisation	Background	Representatives
National Youth Agency	The Agency aims to advance youth work to promote young people's personal and social development, as well as their voice, influence and place in society.	1 place <ul style="list-style-type: none"> Cllr Ryan Brent (Con), Portsmouth City Council
Adoption Leadership Board	The ALB was jointly developed by Government, local authorities and the voluntary sector to provide national leadership to the adoption system, improve its performance and tackle the key challenges it currently faces.	1 place <ul style="list-style-type: none"> Cllr Lucy Nethsingha (Lib Dem), Cambridgeshire County Council
Children's Improvement Board	The CIB is a partnership between the LGA, the Association of Directors of Children's Services (ADCS), the Society of Local Authority Chief Executives (SOLACE) and the Association of Independent LSCB Chairs (AILC), bringing together senior political and officer leadership to consider issues related to performance and improvement in children's services.	1 place <ul style="list-style-type: none"> Cllr Richard Watts (Lab), London Borough of Islington
Improving Mental Health for Looked After Children: Expert Group	This expert group is a project within the Social Care Institute for Excellence. It has been commissioned by the Department of Health to improve the mental health and emotional wellbeing support for children and young people in the care system by developing care pathways, models of care, quality principles and innovative products and plans.	1 place <ul style="list-style-type: none"> Cllr Gillian Ford (Ind), London Borough of Havering
Howard League for Penal Reform Advisory Board on decriminalising children in residential care	The Howard League has launched a two-year programme of work to end the criminalisation of children living in residential care. The work will be supported by this Advisory Board, chaired by the Rt Hon Michael Gove MP. The project follows research, published by the Howard League in March 2016, which found that children living in children's homes were being criminalised at higher rates than other boys and girls, including those in other types of care. The programme of work will explore best practice within	1 place <ul style="list-style-type: none"> Cllr Roy Perry (Con), Hampshire County Council

	the police service and the residential care sector and builds on the charity's work to keep as many boys and girls as possible out of the criminal justice system.	
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Culture, Tourism and Sport Board

Organisation	Background	Representatives
British Board of Film Classification – Consultative Council	The British Board of Film Classification classifies films on behalf of Local Authorities and videos / DVDs under the terms of the Video Recordings Act. Its "Consultative Council" is a requirement of the Board's designation under the Video Recordings Act.	1 place <ul style="list-style-type: none"> • Cllr Faye Abbot (Lab), Coventry City Council
Tourism Alliance	The TA seeks to establish and maintain a favourable operating environment for all businesses involved in the delivery of tourism, particularly in England. The LGA has a non-voting place on the Board.	1 place <ul style="list-style-type: none"> • Cllr Geraldine Carter (Con), Calderdale Council
British Destinations	Operates as a trade association representing the wider interest of local authority sponsored tourism. Membership includes local government authorities of all types and sizes from across the UK, regional and local tourist boards and commercial organisations.	1 place <ul style="list-style-type: none"> • Cllr Geoff Knight (Ind), Lancaster City Council
London Marathon Events Limited	The London Marathon Charitable Trust primarily provides capital funding for building or facilities projects that inspire increased participation in physical activity, sport and play. It prioritises projects that target individuals or groups that currently have low levels of activity and children and young people outside of school hours. Since its founding in 1981, The Trust has awarded in excess of £66.5 million to more than 1,200 projects in London and beyond.	1 Place <ul style="list-style-type: none"> • Cllr Sonya Crisp (Lab), York City Council

Theatres Champion (UK Theatre)	UK Theatre is the UK's leading theatre and performing arts membership organisation. They promote excellence, professional development, and campaign to improve resilience and increase audiences across the sector. UK Theatre supports organisations and individuals in the performing arts at any stage of their career, through a range of training, events and other professional services. Whether it's through sharing knowledge, bringing you together with the right people or providing practical advice, UK Theatre provides support.	1 Place <ul style="list-style-type: none"> • Cllr Michelle Tanfield (Con), East Cambs District Council
Libraries Taskforce	Leadership for Libraries Taskforce was set up by the Department for Culture, Media and Sport (DCMS) and the Local Government Association (LGA) in 2015. The Taskforce's role is to provide leadership and help to reinvigorate the public library network in England. The Taskforce was set up to enable libraries in England to exploit their potential and be recognised as a vital resource for all.	1 Place <ul style="list-style-type: none"> • Cllr Mike Bell (Lib), North Somerset Council

Community Wellbeing Board

Organisation	Background	Representatives
Prime Minister's Dementia Challenge 2020 – Meaningful Care Oversight Group	The Meaningful Care Oversight Group will identify and propose pragmatic, achievable, high impact changes to improve the care that people receive after having a diagnosis of dementia. It will achieve this by bringing together key partners from across the health and care system to oversee the work of three time limited Task and Finish Groups.	1 place <ul style="list-style-type: none"> • Cllr Graham Gibbens (Con), Kent County Council
Think Local Act Personal Programme Board	The Programme Board oversees the work of the Think Local Act Personal (TLAP) Partnership. TLAP are a national partnership of more than 50 organisations committed to transforming health and care through personalisation, coproduction and community-based support. The LGA are members of the Think Local Act Personal partnership – known as TLAP.	1 place <ul style="list-style-type: none"> • Mayor Kate Allsop (Ind), Mansfield District Council
Mental Health Crisis Care Concordat	The group oversees the implementation of the Mental Health Crisis Concordat. It meets twice a year and chaired by Ministers at Home Office and Department of Health.	1 place <ul style="list-style-type: none"> • Cllr Doreen Huddart (LIB DEM), Newcastle City

Organisation	Background	Representatives
		Council
Cabinet Office Covenant Reference Group	Board with a wide range of representatives and co-chaired by a service-user. The Board reviews Government progress on addressing issues relating to learning disabilities and is developing a new national action plan. Meets quarterly.	TBC

Environment, Economy, Housing and Transport Board

Organisation	Background	Representatives
Canal & River Trust Council	Canals and rivers managed by British Waterways in England and Wales, transferred to a charitable trust - now named Canal & River Trust - in April 2012. Within the governance structure of the Trust, a Council has a remit to safeguard the long-term values and purposes of the Trust. The Council helps to shape policy, raise and debate issues, and provide guidance, perspective and a sounding board for Trustees. The full Council will meet two times a year.	1 place <ul style="list-style-type: none"> • Cllr Roger Lawrence (Lab), Wolverhampton City Council
Planning Advisory Service Board	The PAS Governance Board was set up to provide sector leadership to ensure the support offered by PAS is responsive to councils' needs and supports exchange of good practice. The aim is to support on-going improvement in plan making and decision taking including helping councils to avoid designation on performance on major applications. The Board consists of the LGA, DCLG Directors and representatives of SOLACE, ADEPT and the Planning Officers Society. Meets quarterly.	3 places <ul style="list-style-type: none"> • Cllr Adele Morris (LIB DEM), Southwark Council • Cllr Stephen Parker (CON), Hart District Council • Cllr Jon Clempner (LAB), Harlow Council

<p>HS2 Environmental Forum</p>	<p>A forum for Government departments and statutory bodies to advise on environmental policy for the HS2 project. Meets quarterly.</p>	<p>2 places</p> <ul style="list-style-type: none"> • Cllr Martin Tett, Buckinghamshire County Council (Con) • Cllr James Lewis (Lab), Leeds City Council
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Safer and Stronger Communities Board

Organisation	Background	Representatives
<p>Criminal Justice Council (CJC)</p>	<p>The Council meets quarterly to:</p> <ol style="list-style-type: none"> 1) Keep the criminal justice system under review; 2) Advise the Government on the form and manner of implementation or criminal justice reforms and to make proposals to it for reform; and 3) Advise on the framing and implementation of a communication and education strategy for the criminal justice system. 	<p>1 place</p> <ul style="list-style-type: none"> • Cllr Chris Pillai (Con), Calderdale Metropolitan Borough Council
<p>Advisory Board for Female Offenders</p>	<p>The Board is a ministerial chaired board and meets quarterly to bring together key stakeholders and partners to provide expert advice and challenge around the multiple and often complex needs of female offenders.</p>	<p>1 place</p> <ul style="list-style-type: none"> • Cllr Kate Haigh (Lab), Gloucester City Council
<p>National FGM Centre Advisory Group</p>	<p>The Advisory Group meets quarterly to provide advice and support to the development of the National FGM Centre, a joint project between the LGA and Barnado's.</p>	<p>2 places</p> <ul style="list-style-type: none"> • Cllr Jo Beavis (Con), Braintree District Council • Cllr Anita Lower (Lib Dem), Newcastle Upon Tyne Council
<p>National Oversight Group on Domestic Abuse</p>	<p>The National Oversight Group is chaired by the Home Secretary and meets approximately quarterly to oversee progress against the</p>	<p>1 place</p> <ul style="list-style-type: none"> • Cllr Simon Blackburn (Lab),

	recommendations from HMIC's reviews of the police response to domestic abuse.	Blackpool Council
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Fire Services Management Committee

Organisation	Background	Representatives
Strategic Resilience Board	The Board aims to deliver a sector-led approach to sustaining New Dimension capabilities into the future through establishment of an assurance framework and body managed by CFOA through the FRS National Resilience Board.	2 places <ul style="list-style-type: none"> • Cllr Ian Stephens (Ind), Isle of Wight Council • Cllr Les Byrom CBE (Lab) Merseyside Fire and Rescue Authority
On-call Steering Group (formerly CFOA, RDS and Operational Training Working Group)	The Group meets to discuss work practices for retained duty systems and develop recommendations.	1 place <ul style="list-style-type: none"> • Cllr Simon Spencer (Con) Derbyshire Fire and Rescue Authority
Fire Service College Engagement Forum	The Fire Service College is responsible for providing leadership, management and advanced operational training courses for senior fire officers from the UK and foreign fire authorities. The Forum ensures stakeholder involvement in the activities of the College.	2 places <ul style="list-style-type: none"> • Cllr John Edwards (Lab) West Midlands Fire and Rescue Authority • Cllr Mark Healey MBE (Con), Devon and Somerset Fire and Rescue Authority
Joint Emergency Services Interoperability Programme Board (JESIP)	This Board oversees the work of the Joint Emergency Services Interoperability Programme (JESIP). This was established to address the recommendations and findings from a number of major incident reports and help the emergency services improve how they work together.	1 place <ul style="list-style-type: none"> • Cllr Nick Chard (Con), Kent Fire and Rescue Authority
Emergency Services	This Board sits underneath the Steering Group and was established by	1 place

Mobile Communication Programme (ESMCP) Customer Group	DCLG and NFCC leads to provide a considered Sector view, act as a sounding board for papers, ideas and requests arising from ESMCP, and be a conduit for consultation with Fire stakeholders	<ul style="list-style-type: none"> tbc
Arson Prevention Forum	The Arson Prevention Forum is a partnership of stakeholders with a shared objective of achieving a sustained reduction in the number of deliberate fires and related deaths, injuries and property damage.	1 place <ul style="list-style-type: none"> Cllr Judith Hughes (Lab), Kirklees Metropolitan Council
National Occupational Committee	This group, which includes meeting with skills for justice, discuss National Occupational Standards and developing qualifications for the Service.	1 place <ul style="list-style-type: none"> Cllr Thomas Wright (Lab), Tyne & Wear Fire and Rescue Authority
Emergency Service Collaboration Working Group	Chaired by PCC Philip Seccombe, a regular forum encouraging greater collaboration between the emergency services; and overseeing an overall programme of work in order to establish a network of users and commission research.	2 places <ul style="list-style-type: none"> Cllr John Robinson (Lab), Durham County Council Cllr Mark Healey MBE (Con), Devon and Somerset Fire and Rescue Authority
HMICFRS FRS Inspections – External Reference Group	HMICFRS established the External Reference Group to develop their proposals for an inspection regime for the fire and rescue service. Now that HMICFRS have been appointed as the inspectorate it will advise on the development of the inspection programme.	3 places <ul style="list-style-type: none"> Cllr Rebecca Knox (Con), Dorset and Wiltshire Fire and Rescue Service Cllr David Acton (Lab), Trafford Metropolitan Borough Council Cllr Keith Aspden (Lib Dem), North Yorkshire Fire and Rescue Service
Professional Standards Body Project Board	The Board oversees the work to create a professional standards body for the fire and rescue service.	1 place <ul style="list-style-type: none"> Cllr John Bell (Con), Greater Manchester Fire and Rescue Authority

Appendix B: 2017/18 Outside Appointments Coordinated Centrally

A: WORKFORCE EMPLOYER BODIES

<u>NATIONAL EMPLOYERS ORGANISATION FOR SCHOOL TEACHERS (NEOST)</u>			
8 LGA member seats			
	<u>Number of places 2017-18</u>	<u>2017-18 Councillor</u>	<u>Authority</u>
CONSERVATIVE	3	Cllr Roger Philips (core)	Herefordshire Council
		Cllr Rory Love	Shepway DC
		Cllr Susie Charles	Lancashire CC
	<i>Substitute</i>	Cllr Ryan Brent	Portsmouth City Council
LABOUR	3	Cllr Richard Watts	LB Islington
		Cllr Anntoinette Bramble	LB Hackney
		Cllr Sian Timoney	Luton BC
	<i>Substitute</i>	Vacancy	Vacancy
LIBERAL DEMOCRAT	1	Cllr Adam Paynter	Cornwall
		<i>Substitute</i>	Cllr Simon Shaw
INDEPENDENT	1	Cllr Helen Carr	LB Brent
		<i>Substitute</i>	Cllr Colin Mann

<u>JNC FOR TEACHERS IN RESIDENTIAL ESTABLISHMENTS</u>			
4 LGA member seats			
	<u>Number of places 2017-18</u>	<u>2017-18 Councillor</u>	<u>Authority</u>
CONSERVATIVE	2	Cllr Roy Perry	Portsmouth
		Cllr Roger Phillips	Herefordshire Council
	<i>Substitute</i>		
LABOUR	2	Cllr Richard Watts	LB Islington
		Cllr Anntoinette Bramble	Hackney
	<i>Substitute</i>	Cllr Sian Timoney	Luton BC

SOULBURY COMMITTEE

5 LGA member seats

	<u>Number of places 2017-18</u>	<u>2017-18 Councillor</u>	<u>Authority</u>
CONSERVATIVE	2	Cllr Roy Perry	Portsmouth
		Cllr Roger Philips	Herefordshire DC
	<i>Substitute</i>		
LABOUR	2	Cllr Richard Watts	Islington
		Cllr Anntoinette Bramble	Hackney
	<i>Substitute</i>	Cllr Sian Timoney	Luton
LIB DEM		Cllr Simon Shaw	Sefton
	<i>Substitute</i>	Cllr Adam Paynter	Cornwall

JNC FOR YOUTH AND COMMUNITY WORKERS

5 LGA member seats

	<u>Number of places 2017-18</u>	<u>2017-18 Councillor</u>	<u>Authority</u>
CONSERVATIVE	2	Cllr Natasha Airey	Windsor and Maidenhead
		Cllr Roy Perry	Portsmouth
	<i>Substitute</i>	Cllr Roger Phillips	Herefordshire Council
LABOUR	2	Cllr Richard Watts	LB Islington
		Cllr Anntoinette Bramble	LB Hackney
	<i>Substitute</i>	Cllr Sian Timoney	Luton BC
LIB DEM	1	Cllr Simon Shaw	Sefton
	<i>Substitute</i>	Cllr Adam Paynter	Cornwall

NJC FOR LOCAL AUTHORITY FIRE AND RESCUE SERVICES

NJC FOR BRIGADE MANAGERS OF LOCAL AUTHORITIES' FIRE & RESCUE SERVICES

10 LGA member seats

	<u>Number of places 2017-18</u>	<u>2017-18 Councillor</u>	<u>Authority</u>
CONSERVATIVE	4	Cllr Roger Philips	Herefordshire Council
		Cllr Rebecca Knox	Dorset CC
		Cllr Nick Chard	Kent & Medway FRA
		Cllr Mark Healey	Devon & Somerset FRA

	<i>Substitute</i>	Cllr Roger Reed	Bucks & Milton Keynes FRA
LABOUR	4	Cllr Fiona Twycross	LFEPA
		Cllr Judith Hughes	West Yorkshire
		Cllr John Edwards	West Midlands
		Cllr Sian Timoney	Luton
	<i>Substitute</i>	Cllr Bruce Grocock	Notts
LIBERAL DEMOCRAT	1	Cllr Stuart Bray	Hinckley & Bosworth/Leics
	<i>Substitute</i>	Cllr Roger Price	Hampshire
INDEPENDENT	1	Cllr Ian Stephens	Isle of Wight
	<i>Substitute</i>	Cllr Don Davies	North Somerset

JNC FOR CORONERS

6 LGA member seats

	<u>Number of places 2017-18</u>	<u>2017-18 Councillor</u>	<u>Authority</u>
CONSERVATIVE	2	Cllr Roger Phillips	Herefordshire Council
		Cllr Barry McLeod-Cullinane	LB Harrow
	<i>Substitute</i>	Cllr Gareth Barnard	Bracknell Forest Council
LABOUR	2	Cllr Simon Blackburn	Blackpool
		Cllr Sharon Taylor	Stevenage
	<i>Substitute</i>	Cllr Sian Timoney	Luton
LIB DEM	1	Cllr Simon Shaw	Sefton
	<i>Substitute</i>	Cllr Adam Paynter	Cornwall

**LOCAL GOVERNMENT SERVICES EMPLOYERS NJC, also inc:
CHIEF EXECUTIVES NJC, CHIEF OFFICERS NJC WORKSHOPS FOR THE BLIND**

9 LGA member seats

	<u>Number of 2017-18</u>	<u>2017-18 Councillor</u>	<u>Authority</u>
CONSERVATIVE	4	Cllr Roger Phillips	Herefordshire Council
		Cllr James Jamieson	Central Bedfordshire Council
		Cllr Lynne Duffy	Wychavon DC
		Cllr Paul Bettison OBE	Bracknell Forest Council
	<i>Substitute</i>	Cllr Hilary Carrick	Cumbria CC
LABOUR	3	Cllr Sharon Taylor	Stevenage
		Cllr Simon Blackburn	Blackpool

		Cllr Sian Timoney	Luton
	<i>Substitute</i>	Cllr Dave Allan	Sunderland
LIBERAL DEMOCRAT	1	Cllr Simon Shaw	Sefton
	<i>Substitute</i>	Cllr Adam Paynter	Cornwall
INDEPENDENT	1	Cllr Goronwy Edward	Conwy
	<i>Substitute</i>	Cllr Hannah Dalton	Epsmon and Ewell

LOCAL GOVERNMENT PENSIONS COMMITTEE

9 LGA member seats

	<u>Number of places 2017-18</u>	<u>2017-18 Councillor</u>	<u>Authority</u>
CONSERVATIVE	4	Cllr John Fuller	South Norfolk DC
		Cllr Denise Le Gall	Surrey CC
		Cllr James Jamieson	Central Bedfordshire Council
		Cllr David Renard	Swindon BC
	<i>Substitute</i>	Cllr Lynne Duffy	Wychavon DC
LABOUR	3	Cllr Kieran Quinn	Tameside
		Cllr Sharon Taylor	Stevenage
		Cllr Simon Blackburn	Blackpool
		<i>Substitute</i>	Cllr Alan Waters
LIBERAL DEMOCRAT	1	Cllr Michael Headley	Bedford
	<i>Substitute</i>	Cllr Simon Shaw	Sefton
INDEPENDENT	1	Cllr Goronwy Edward	Conwy
	<i>Substitute</i>	Cllr Hannah Dalton	Epsmon and Ewell

CEEP UK EXECUTIVE

3 LGA member places

	<u>Number of places 2017-18</u>	<u>2017-18 Councillor</u>	<u>Authority</u>
CONSERVATIVE	2	Cllr David Simmonds CBE	LB Hillingdon
		Cllr Roger Phillips	Herefordshire Council
		<i>Substitute</i>	Cllr Kevin Bentley
LABOUR	1	Cllr Dave Allan	Sunderland
	<i>Substitute</i>	Cllr Kevin Small	Swindon

CEEP UK GENERAL ASSEMBLY

10 LGA member places			
	<u>Number of places 2017-18</u>	<u>2017-18 Councillor</u>	<u>Authority</u>
CONSERVATIVE	4	Cllr David Simmonds CBE	LB Hillingdon
		Cllr Roger Phillips	Herefordshire Council
		Cllr James Jamieson	Kettering BC
		Cllr Kevin Bentley	Essex CC
	<i>Substitute</i>	Cllr Linda Robinson	Wychavon DC
LABOUR	4	Cllr Sue Murphy	Manchester
		Cllr Dave Allan	Sunderland
		Cllr Sian Timoney	Luton
		Cllr Peter Brookes	Greenwich
	<i>Substitute</i>	Cllr Alan Dean	Liverpool
LIBERAL DEMOCRAT	1	Cllr Simon Shaw	Sefton
	<i>Substitute</i>	Cllr Adam Paynter	Cornwall
INDEPENDENT	1	Cllr Goronwy Edward	Conwy
	<i>Substitute</i>	Cllr Hannah Dalton	Epsmon and Ewell

<u>CEMR – EMPLOYERS’ PLATFORM</u>			
3 LGA member places – NO SUBSTITUTES			
	<u>Number of places 2017-18</u>	<u>2017-18 Councillor</u>	<u>Authority</u>
CONSERVATIVE	2	Cllr David Simmonds CBE	LB Hillingdon
		Cllr Kevin Bentley	Essex CC
LABOUR	1	Cllr Dave Allan	Sunderland

B: EUROPEAN APPOINTMENTS

Organisation	Representatives
Committee of the Regions (CoR) (2015-20)	<p>15 full member places:</p> <ul style="list-style-type: none"> • Kevin Bentley Essex Con * • Joe Cooney Pendle Con • Dee Sharpe East Riding Con • David Simmonds LB Hillingdon Con • Harvey Siggs Mendip Con • Judith Wallace N. Tyneside Con • Stephen Alambritis LB Merton Lab • Sir Albert Bore Birmingham Lab • Judith Hughes Kirklees Lab • Kevin Peel Manchester Lab • Emily Westley Hastings Lab • VACANCY ---- Lab • Andrew Cooper Kirklees Indep • Doreen Huddart Newcastle Lib * • Maggie Lishman Burnley Lib <p>15 alternate places:</p> <ul style="list-style-type: none"> • Paul Findlow Cheshire East Con • Suzanne Grocott LB Merton Con • Teresa Heritage Hertfordshire Con * • Linda Robinson Wychavon DC Con • David Shakespeare Wycombe DC Con • Martin Veal Bath&NE Somt Con • Sanchia Alasia LB Barking Lab • Simon Blackburn Blackpool Lab • Zahid Chauhan Oldham Lab • Jon Clempner Harlow Lab * • Sarah Russell Derby Lab • Claudia Webbe LB Islington Lab * • Gillian Ford LB Havering Indep • Geoff Knight Lancaster Indep • Sally Morgan Teignbridge Lib <p>(*) denotes appointments pending ratification by EU</p>
Council of European Municipalities and Regions (CEMR) (2013-16)	<p>(a) Policy Committee</p> <p>4 full member places:</p> <ul style="list-style-type: none"> • Cllr David Simmonds (Con, London Borough of Hillingdon) • Cllr Vince Maple (Lab, Medway) • Cllr Marianne Overton (Ind, Lincolnshire)

	<ul style="list-style-type: none"> • Cllr Flo Clucas (Lib Dem, Cheltenham) <p>4 alternate places:</p> <ul style="list-style-type: none"> • Cllr Musawar Arshad (Con, Pendle Borough Council) • Cllr Elaine Atkinson (Con, Poole) • Cllr Simon Blackburn (Lab, Blackpool) • Cllr Judith Blake (Lab, Leeds) <p>(b) Vice-President (<i>ex officio member of Executive Bureau</i>)</p> <ul style="list-style-type: none"> • Cllr David Simmonds (Con, LB Hillingdon) <p>(c) Finance Committee</p> <ul style="list-style-type: none"> • Cllr Vince Maple (Lab, Medway)
<p>Congress of the Council of Europe (2016-20)</p>	<p>13 full member places:</p> <ul style="list-style-type: none"> • Cllr Elaine Atkinson (Con, Poole Council) • Cllr Andrew Dawson (Con, Cheshire West and Chester) • Cllr Richard Dodd (Con, Northumberland Council) • Cllr Andrew Leadbetter (Con, Exeter Council) • Cllr Robert Saunders (Con, East Hampshire Council) • Cllr David Simmonds (Con, London Borough of Hillingdon) • Cllr Simon Blackburn (Lab, Blackpool Council) • Cllr Eunice Campbell-Clark (Lab, Nottingham Council) • Cllr Peter John (Lab, London Borough of Southwark) • Cllr Bryony Rudkin (Lab, Ipswich Council) • Cllr John Warmisham (Lab, Salford Council) • Cllr Martin Fodor (Green, Bristol Council) • Cllr Peter Thornton (Lib Dem, South Lakeland Council) <p>13 alternate places:</p> <ul style="list-style-type: none"> • Cllr Kevin Bentley (Con, Essex Council) • Cllr Susie Charles (Con, Lancashire Council) • Cllr Lynne Hack (Con, Reigate and Banstead Council) • Cllr Dee Sharpe (Con, East Riding of Yorkshire) • Cllr Mark Winnington (Con, Staffordshire Council) • Cllr Ebrahim Adia (Lab, Bolton Council) • Cllr Tom Beattie (Lab, Corby Council) • Cllr Barbara Cannon (Lab, Allerdale Council) • Cllr Syeda Khatun (Lab, Sandwell Council) • Cllr Shabir Pandor (Lab, Kirklees Council) • Cllr Varinder Singh Bola (Lab, London Borough of Redbridge) • Cllr Linda Gillham (Ind, Runneymede Council) • Cllr Helen Carr (Lib Dem, London Borough of Brent)

<p>European Structural and Investment Funds Growth Programme Board (2014-20)</p>	<p>3 places:</p> <ul style="list-style-type: none"> • Cllr Philip Atkins (Con, Staffordshire County Council) • Cllr Sir Albert Bore (Lab, Birmingham City Council) • Cllr Ian Stewart (Lib Dem, Cumbria County Council 7 South Lakeland District Council)
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C: INTERNATIONAL APPOINTMENTS

Organisation	Representatives
<p>United Cities and Local Governments (UCLG)</p>	<p>1 place</p> <ul style="list-style-type: none"> • Lord Porter of Spalding (Con, South Holland District Council)
<p>Commonwealth Local Government Forum (CLGF)</p>	<p>1 place:</p> <ul style="list-style-type: none"> • Cllr Nick Small (Lab, Liverpool City Council)

D: OTHER APPOINTMENTS

Organisation	Representatives
<p>Centre for Public Scrutiny</p>	<p>4 places:</p> <ul style="list-style-type: none"> • Cllr Tony Jefferson (Con, Stratford-on-Avon District Council) • Cllr Tony McDermott MBE (Lab, Halton Borough Council) • Cllr Sebastian Bowen (Ind, Herefordshire Council) • Cllr Anthony Rowlands (Lib Dem, St Albans City and District Council)
<p>Local Authorities' Mutual Investment Trust (LAMIT)</p>	<p>6 places:</p> <ul style="list-style-type: none"> • Cllr Elizabeth Eyre (Con, Worcestershire County Council) • Cllr Paul Findlow (Con, Cheshire East Council) • Cllr Tom Beattie (Lab, Corby Borough Council) • Cllr Sian Timoney (Lab, Luton Borough Council) • Cllr Adrian Naylor (Ind, Bradford Metropolitan Borough Council) • Cllr Richard Kemp CBE (Lib Dem, Liverpool City Council)
<p>Local Partnerships</p>	<p>4 places</p> <ul style="list-style-type: none"> • Cllr Kevin Bentley (Con, Colchester Borough Council) • Cllr Graham Chapman (Lab, Nottingham City Council) • Cllr David Sprason (UKIP, Leicestershire County Council) • Councilman Edward Lord OBE JP (Lib Dem, City of London Corporation)

The Selector Panel	<p>4 places</p> <ul style="list-style-type: none">• Cllr Stephen Parker (Con, Hart District Council)• Cllr Sue Whitaker (Lab, Norfolk)• Cllr Ray Morgon (Residents Group, LB of Havering)• Cllr Paul Tilsley CBE (Lib Dem, Birmingham City Council)
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Chief Executive's Report – December 2017

Purpose

For discussion and direction.

Summary

The LGA business plan for 2017/18 centres on six external priorities:

- Britain's exit from the EU;
- Devolution and funding for local government;
- Inclusive growth, jobs and housing;
- Children, education and schools;
- Adult social care and health; and
- Supporting councils.

Part 1 of the six-weekly Chief Executive's report sets out the LGA's main achievements against those priorities. Part two focusses on our internal priority – *a single voice for local government* - including membership and our media outreach activities.

Recommendation

That the LGA Leadership Board notes the Chief Executive's report for November 2017.

Action

As directed by members.

Contact officer: Mark Lloyd
Position: Chief Executive
Phone no: 020 7664 3213
Email: mark.lloyd@local.gov.uk



Chief Executive's Report – December 2017

Achievements against our external priorities

Priority 1 – Britain's exit from the EU

- 1.1. **Committee of the Regions Inquiry:** we submitted a response to a recent Committee of the Regions inquiry on the effect of Brexit on local areas, highlighted the LGA's work and the potential risks and opportunities for local councils.
- 1.2. **Trade & Customs White Papers:** we submitted responses to the Government's recent Trade & Customs White Papers highlighting the vital role councils play in the customs regime as well as supporting trade and investment.
- 1.3. **Migration Advisory Committee Inquiry:** we submitted a response to the MAC inquiry into EEA-works in the UK labour market. Please contact Brexit@local.gov.uk for further information.
- 1.4. **CLG Select Committee Inquiry into Brexit and Local Government:** the LGA submitted a response to the ongoing Communities and Local Government Select Committee inquiry. The published submissions, including from a number of other local authorities, can be found [here](#).
- 1.5. **CCN and ADEPT Annual Conferences:** Cllr Kevin Bentley, Chair of the Brexit Task and Finish Group, spoke on the LGA's approach to Brexit and the potential risks and opportunities for the sector at both the recent CCN and ADEPT Annual Conferences.
- 1.6. The EU (Withdrawal) Bill began its Committee Stage in the House of Commons. Ahead of the first two days of committee, we issued a briefing to MPs highlighting our lines of the Bill.

Priority 2 – Devolution and funding for Local Government

- 2.1 **Autumn Budget:** we provided an on-the-day briefing on 22 November. A report on the announcements relevant to local government is tabled separately.
- 2.2 Following the Budget announcement, our Senior-Vice Chair Cllr Nick Forbes gave evidence to the Treasury Committee where, in a session on housing policy, he discussed our response to the Budget announcements on housing and planning, and the policies needed to tackle the housing crisis. We also circulated a media statement reiterating Cllr Forbes's key recommendations to the Committee.
- 2.3 **2018/19 Local Government Finance Settlement:** following comments by the Leadership Board, Executive and Lead Members of Resources Board, the response to the technical consultation on the 2018/19 Local Government Finance Settlement was submitted to Government in October.
- 2.4 **Business Rates Retention:** the Steering Group, the Responsibilities Working group and the System Design Working Group have all held meetings. The Responsibilities Working Group reviewed and agreed its previous decisions on which grants could be funded through further business rates retention. As there is uncertainty around the Government's overall policy direction on the responsibilities aspect of the reforms the group has agreed there is no longer a need to continue to meet for the time being. The systems design working group reviewed its forward work plan. Papers for those meetings are available on the [LGA business rates retention hub](#).
- 2.5 **Fair Funding Review:** the Fair Funding Technical Working group met on 17 November. Discussions focussed on various options for reflecting income from council tax in formula, as well as the potential and limitations of having a single-formula based needs assessment. Papers are published on our business rates retention [hub](#). There was a local government workshop for all members of the joint DCLG / LGA steering and working groups to discuss the Fair Funding Review on 27 November.

Separately, officers are in the process of doing the extra work agreed by Leadership Board and Executive in October.

- 2.6 **Business Rates Reliefs:** we have worked with DCLG and local authorities to develop a better understanding of the status of implementation of the three business rate relief schemes announced in Spring Budget 2017. The Government now regularly publishes a list of councils that have implemented some or all relief schemes
- 2.7 **MiFID II:** the Markets in Financial Instruments Directive reclassifies local and public authorities from professional investors to retail investors from 3 January 2018, limiting the options available to authorities for both pensions investments and for treasury management purposes. Following the publication earlier this year of the Financial Conduct Authority's policy statement on implementation, we have produced a guidance note for councils outlining the steps they need to undertake if they wish to elect to retain their status as a professional investor. This [note](#) has been published on our website and was produced following consultation with a range of colleagues in the local government and financial sectors.
- 2.8 Cllr David Simmonds, hosted a briefing event for Conservative Vice-Presidents in the House of Commons. The briefing event was an opportunity to highlight our calls for local government to be fully funded ahead of the Autumn Budget.
- 2.9 We briefed MPs and Peers ahead of debates on finance and devolution for district councils.

Priority 3 – Inclusive Growth, Jobs and Housing

- 3.1 **Industrial Strategy:** we produced a briefing on the Government's White Paper industrial strategy welcoming the recognition of the crucial role of place and recognising the strengths and opportunities that each area brings and the vital contribution of local government. We reinforced that councils need to be able to draw on the right powers and adequate funding to deliver successful and inclusive economies.
- 3.2 **DCLG consultation on planning for the right homes in the right places:** we [responded](#) to the DCLG consultation on this important area, raising concerns about the proposed model for calculating local housing need, and calling for it to be optional.
- 3.3 **Proliferation of telephone kiosks:** we hosted a workshop for DCLG and local authorities to understand and explore the issues associated with the recent increases in prior approval applications for new telephone kiosks, and the associated advertising, in city centre locations.
- 3.4 **Air quality evidence:** we submitted evidence to the APPG on air quality and the joint EFRA, Transport, Health and Environmental audit select committee inquiry into air quality. Cllr Adele Morris, Deputy Chair of Environment, Economy, Housing and Transport Board, gave evidence to both committees, making it clear we welcome the Government's decision to allow local areas to determine the best solutions to improve air quality but we need more powers, proper funding and robust national action to ensure local plans are successful.
- 3.5 **Air quality seminar:** we convened a seminar of authorities that have been required to formulate air quality plans to improve nitrogen dioxide levels. The seminar allowed authorities to share information and gain outside perspectives on the plans they have formulated. It will also inform our work on the subject in the future.
- 3.6 **Submission to accessibility action plan:** we submitted a response to the DFT's accessibility action plan, offering views on specific issues like shared space, pavement parking and community transport. We also made it clear that the Government needs to focus its efforts on accessibility and give the work a sense of priority and hierarchy.

- 3.7 **Supported Housing:** DCLG and DWP have launched a consultation on the future funding of supported housing, including a new ring-fenced DCLG grant for councils in relation to short term accommodation for vulnerable people. We welcomed confirmation that the Local Housing Allowance rates will not apply to supported housing or wider social housing. We invited councils to help shape our response at an event on 4 December.
- 3.8 The Committees of Advertising Practice (CAP) have that **broadband speed claims** used in advertising should be based on the download speed available to at least 50 per cent of customers at peak time and described as “average”. This is one of the aspects of our Up to Speed campaign and in our response we said these changes are long overdue, highlighting the importance of good digital connectivity for our residents and the need for greater honesty and openness about download and upload speeds.
- 3.9 **Autonomous and Electric Vehicles Bill:** received its Second Reading and began its Committee Stage in the House of Commons. We issued briefings ahead of both debates.
- 3.10 There were debates in both Houses of Parliament on **Universal Credit** and the problems affecting the rollout of the scheme. We issued briefings ahead of both debates.
- 3.11 We issued a briefing to Peers ahead of a debate in the House of Lords on the **rural economy**.
- 3.12 We issued a briefing to MPs ahead of a debate in the House of Commons on **temporary accommodation**.

Priority 4 – Children, education and schools

- 4.1 **NCAS:** The Chairman and Children and Young People Board office holders attended this year's National Children and Adult Services Conference on 11-13 October in Bournemouth. The conference provided many opportunities to discuss issues across the spectrum of children's and adults' services and how to respond locally. Members were encouraged to share their experiences and examples throughout the event.
- 4.2 **Youth Justice Board:** Cllr Richard Watts has written to Charlie Taylor, Chair of the Youth Justice Board, to express concern over the safety of those in youth custody. This was followed by our press release calling for an action plan from Her Majesty's Prison and Probation Service to address the problem swiftly. Officers have also met with the Youth Justice Board to raise this issue.
- 4.3 **Children's Services:** Cllr Richard Watts, Chair of the Children and Young People Board, has spoken at several Parliamentary events to highlight the £2 billion funding gap facing children's services and the need for additional resources to enable sufficient investment in vital early help services. Recent examples include the All Party Parliamentary Group on Families in the Early Years, a roundtable organised by the Children's Services APPG and a conference hosted by the Westminster Education Forum.
- 4.4 **Solace summit:** Cllr Richard Watts jointly chaired a session at the recent Solace summit focussing on children's services funding and improvement. Discussions focussed on the £2 billion children's social care funding gap, as well as the shape of a new model of sector led children's improvement and the LGA's Bright Futures publication which was launched in October.
- 4.5 **Home-schooling:** the Government has announced new guidance for councils and parents who choose to home-school their child. These new, tougher rules will clearly set out the action councils can take if they believe a youngster is not being educated properly or is at risk. We have warned that, whilst councils have a legal duty to ensure home-educated children receive a suitable education, they currently have no actual powers to visit children in their homes to check, unless the parents give their consent or there is a serious safeguarding concern. We will also continue to push for a legal duty on

parents to register home-schooled children with their council to help monitor how children are being educated, and prevent children from disappearing from the oversight of services designed to keep them safe.

- 4.6 We issued a briefing on **school places and fair funding for schools**, ahead of a debate in the House of Lords

Priority 5 – Adult Social Care and health

- 5.1 **Opposition Day Debate:** we briefed MPs ahead of an Opposition Day Debate on social care on 25 October, highlighting, amongst other things, the scale of funding pressures and their consequences, the urgent need to see the Government's proposals for the future sustainability of care and support, and the importance of not over-focusing on delayed transfers of care and instead looking at wider challenges across the care and health system. A transcript of the debate is available [here](#).
- 5.2 **ILC Commission:** On 24 October Cllr Gillian Ford was an expert witness at the ILC Commission on Music and Dementia at the House of Lords.
- 5.3 **Better Care Fund:** On 7 November, Margaret Wilcox, President of the Association of Directors of Adult Social Services and Cllr Izzi Seccombe, Chair of the LGA Community Wellbeing Board and I sent a joint letter, to update the Chief Executives, Directors of Adult Social Services and Lead Members for Adult Social Care of all councils with adult social care responsibilities to update them on recent developments on the Better Care Fund and Improved Better Care Fund and the action we are taking to support councils through the Care and Health Improvement Programme.
- 5.4 **Delayed Transfers of Care:** On 9 November the latest monthly delayed transfers of care (DToCs) figures were published, found [here](#), showing the number of delays attributable to adult social care has fallen. Councils have reduced the number of delayed transfers of care attributable to social care since July by 7.2 per cent. This compares to the NHS reducing delays by 3.4 per cent. In our [response](#) we said this is a testament to the huge ongoing efforts by councils to get people out of hospital and back into the community.
- 5.5 **Extension of NHS seasonal influenza vaccination to include social care workers:** NHS England announced in October that they will fund up to £10m for this flu season to support the delivery of flu immunisation for social care workers that offer direct patient/client care. The LGA have been working with NHSE colleagues to ensure the scheme successfully protects staff and patients/clients and contribute to the resilience of the health and social care system in the coming winter.
- 5.6 **Mental Health Foundation:** Officers attended the schools mental health advisory group meeting hosted by the Mental Health Foundation. The group is providing strategic support to the Mental Health Foundation to roll out peer education training programme to young people in schools. Cllr Gillian Ford will attend these meetings in future.
- 5.7 **Sleep-in shift pay compliance scheme:** the Government have [launched](#) a new voluntary compliance scheme in which social care providers can work with HMRC to assess how much they owe in back pay for underpaying workers for sleep-in shifts. Employers will not have to settle any back payments until March 2019, which allows the sector time to further understand the size and potential impact of the historic liability. In our [response](#) we warned that this does not end the uncertainty, and called on the Government to provide genuinely new funding to deal with any back-payment.
- 5.8 We submitted written evidence to the joint Health/EFRA/Environmental Audit/Transport Committee inquiry into **air quality**.
- 5.9 Cllr David Simmonds, gave evidence to the **Environmental Audit Committee** on disposable packaging, highlighting councils' progress in dealing with plastic bottle and paper waste.

- 5.10 We issued a briefing to MPs calling for £2.3 billion funding gap facing adult social care by 2020 to be filled, ahead of a debate in the House of Commons on **social care**.
- 5.11 We issued a briefing to MPs ahead of a debates in the House of Commons on **supported housing and children's oral health**
- 5.12 We issued a briefing to Peers on the challenges facing **adult social care**, ahead of a debate in the House of Lords on the comprehensive care of older people.
- 5.13 We issued a briefing to Peers ahead of a debate in the House of Lords on the challenges facing problem **gamblers**.

Priority 6 – Supporting Councils

- 6.1 **Innovation Zone:** we are inviting councils and organisations through various means to put their innovations forward by Friday 26 January so that we can consider showcasing them in our Innovation Zone at the LGA Annual Conference from 3 – 5 July in Birmingham. Visit our [website](#) if you are interested in showcasing your work.
- 6.2 **Sector-led improvement peers:** held a very successful Conference for Member Peers at Manchester Town Hall. The conference was a key occasion to thank peers for the contribution they make to the success of sector-led improvement and provided an important opportunity to engage peers on the key issues facing the sector, helping to inform the LGA's improvement work going forward.
- 6.3 **Political leadership programme:** over 784 delegates have so far registered this financial year to attend our political leadership programmes, putting us on track to break our previous records. So far this financial year, 244 authorities have registered - a new record for this time of the year of the programme.
- 6.4 Following feedback from Member Authorities, introduced new **masterclasses to our political leadership development** offer. This includes Collaborative Partnerships and Emergency Planning and Civil Resilience.
- 6.5 Our **e-learning offer** now has over 8,250 sign ups and the number of training options available continues to grow. We have launched a number of new e-learning modules for councillors, including most recently data protection, anti bribery and corruption, and supporting residents with difficult issues.
- 6.6 **National Graduate Development Programme (ngdp):** 130 graduates have been placed in councils. This is a significant increase on the 2016 intake (95). Registration is now open for councils wishing to take part in ngdp next year and applications are open for candidates to apply. So far this year there are nearly 2,500 applications, which is a significant increase at this stage last year.
- 6.7 **LG Inform - Value for Money (VfM):** worked with Public Sector Audit Appointments (PSAA) to develop this [tool](#) as a replacement for PSAA's existing VfM Profile. It has been designed to help auditors, authority officers and the public understand the costs of delivering local services by providing an overview of comparative spend and performance over time and relative to others.
- 6.8 **'Encouraging Innovation in Local Government Procurement':** launched this [publication](#) in September and it has had a great response.
- 6.9 **Energy Category Strategy:** launched this [publication](#). It includes information about making savings and achieving more social value through our £773 million collective spend on energy.
- 6.10 **Commercialisation:** working with Central Government's Commercial Function and have agreed that councils can now access their commercial/procurement related training sessions free of charge. More

details are on the [Knowledge Hub](#).

- 6.11 **Digital:** continuing to promote the free delegate places for council officers on Government Digital Service's Digital Academy this year. There are a range of courses at different locations across the country, which provide training in how to apply an agile approach to digital projects, and help design and build digital services that better meet users' needs.
- 6.12 **Support for library services:** published a new [strategic planning and needs mapping tool](#) to help library services to identify local needs and develop a strategy for addressing them. We have also developed a sector-led [benchmarking framework](#) to help library services to assess their performance against best practice.
- 6.13 **Support for Culture and Sport Portfolio holders:** Sport England and Arts Council England are contributing £110,000 towards five Leadership Essentials sport events, two Leadership Essentials culture events and three culture peer challenges. Over the last five years, almost 300 Portfolio holders have attended the Leadership Essentials events and over twenty-five councils have received either sport or culture peer challenges.
- 6.14 **Return to Social Work:** in partnership with central government, launched [Return to Social Work](#) programme which will look to retrain 100 social workers for both adults and children who have left the profession.
- 6.15 **#OurDay:** On 21 November, member councils across the country joined us on Twitter for #OurDay, highlighting all of the work that councils do for their communities. We were trending in the number one spot across the UK and first worldwide in the English language. We managed to achieve over 45,000 tweets from nearly 14,000 contributors, reaching more than 31 million people.

Internal Priority – A single voice for local government

LGA Membership

7. The total number of councils on notice remains at eight. These are:
- West Sussex County Council
 - East Staffordshire Borough Council
 - London Borough of Richmond
 - Hartlepool Borough Council
 - Leicestershire County Council
 - Essex County Council
 - Lincolnshire County Council
 - Southend Borough Council
8. Four councils remain out of membership – the London Boroughs of Bromley, Wandsworth and Barnet and Gosport Borough Council.

Chief Executive	
<i>18 October – 7 December 2017</i>	
19 October	Society of Local Council Clerks Conference
30 October	National Association of Local Councils Conference
1-3 November	Society of Local Authority Chief Executives Conference
8 November	District Councils Network Chief Executive Group
9 November	Leicestershire County Council
16 November	Norfolk Chief Executives
20 November	County Councils Network Conference
21 November	Lister Hospital – Hertfordshire County Council
24 November	Association of County Chief Executives and Society of Metropolitan Chief Executives
1 December	MJ Future Forum North
<i>Forward plan</i>	
10 January	Havant & East Hampshire
16 January	North East Chief Executives
30 January	Bradford MBC
2 February	South West Councils
Deputy Chief Executive	
<i>18 October – 7 December 2017</i>	
30 October	Hertfordshire County Council
1-3 November	Society of Local Authority Chief Executives Conference
6 November	Surrey County Council
24 November	Association of Local Authority Treasurer Societies
1 December	East of England Chief Executives
Director of Communications	
<i>18 October – 7 December 2017</i>	
2 November	Hillingdon
6-8 November	Stevenage
27-29 November	West Midlands Combined Authority

Media

Devolution and funding for local government
Lord Porter interviewed live on Channel 4 News and Sky News with the LGA's response to the Budget
Tax match could raise £400m for roadworks (Telegraph, Times, i paper, Sun on Sunday, Mail Online)
Cllr Martin Tett on tax match for roads funding (LBC, Sky News Radio)
Fly-tipping costs councils £58 million (BBC Online, Telegraph, Mail, Sky News Online, LBC Online,
Cllr Marianne Overton on how pool halls and sports clubs could close due to lack of funding (LBC, Talk Sport, Talk Radio, BBC Online)
Cost of care will take up most of council tax within two years (Mail, Times, Sky News)
Council tax debt (BBC Online, Mirror Online, BBC Victoria Derbyshire programme, BBC Radio 4's Today programme, BBC Radio 1, BBC Radio 2, BBC Radio 5 Live)
Devolve industrial strategy powers and funding or risk leaving areas, say councils (Share Radio)
Councils to spend £1bn on commercial property to generate income and plug funding gaps (Guardian)
Inclusive growth, jobs and housing
Theresa promises £10bn for Help to Buy (BBC Online, Sunday Times)
Theresa May announces £2bn for council home expansion (BBC Online, Independent Online, Guardian Online, i paper, FT, Times)
Cllr Martin Tett: It's about priorities (Guardian)
Lord Porter on council housebuilding (BBC Radio 5 Live)
One million private renters 'risk homelessness' (Observer, Mirror)
Cllr Martin Tett on house borrowing (BBC News, BBC Radio 5 Live, i paper)
Response to Shelter report on homelessness (BBC Online, Metro Online)
Lord Porter about how local authorities must play role in solving housing shortage (FT)
Right to Buy is doomed unless we get more power, say councils (Times Online, BBC Online)
Cllr Peter Fleming on Sky News Radio and Cllr Marianne Overton on BBC Radio Berkshire about Right to Buy
Lord Porter on front page of Telegraph business section about how housing borrowing cap should be lifted (Telegraph)
Lord Porter interviewed on Sky News and Channel 4 News to call for councils to be given greater freedoms to encourage housebuilding
Cllr Martin Tett about councils to be given financial freedoms to encourage more housebuilding (BBC News, BBC Online)
Government housing benefit cut is making homelessness worse, councils warn (Independent)
Hammond considers council freedoms to boost social housing (FT Online, Independent Online, Mirror)
Hammond's Budget big five: cuts, pay, housing, roads and students (Observer)
Opinion: Give councils more borrowing powers to build (Guardian Online)
Hammond to pledge 300,000 homes a year (Mirror Online)
One in seven renters spending more than half their income in rent (Independent Online,

BBC Online)
Budget 2017: Plans to fix 'broken housing market' get mixed response (Times, Telegraph, FT Online)
LGA calls for Hammond's plans to boost housebuilding to go further (FT)
700,000 approved homes in Britain are 'still waiting to be developed' (Express)
New home plots: First-time buyer developments could spring up around the country (Sun)
Children, education and schools
Cllr Richard Watts interviewed on BBC Radio File on Four about home schools
Regulators ask online gaming sites to remove cartoon advertisements (Mail, Guardian Online, Times, Telegraph, Sun Online, Independent Online, BBC Online)
Children's services at tipping point, record number of children in care (Guardian, Sun, Independent, Mirror, i paper, Times, ITV Online, BBC Victoria Derbyshire, Good Morning Britain, BBC Breakfast, BBC News)
Cllr Richard Watts on BBC Radio 5 Live about children in care
Cllr Richard Watts on Education, Health and Care plans (BBC Radio 4 You and Yours programme)
Children who need mental health support face 'postcode lottery' (Guardian Online, Telegraph)
Benefits cuts causing surge in demand for children's services (Independent)
More children than ever need our help, but they are being ignored (Guardian Online)
Vulnerable children have to reach crisis to get help (BBC Online)
LGA Vice Chairman Cllr David Simmonds on Sky News about record numbers of children at risk of neglect or abuse in England and £2 billion funding gap facing children's services by 2020 (Sky News Online, LBC Online)
Government must close children's services funding gap (Independent)
LGA Vice Chair Cllr Howard Sykes on BBC Radio 5 Live about impact of closure of youth centres on communities
Adult social care and health
Budget backlash over NHS and social care cash (Observer)
Councils forced to use emergency cash to pay for social care as funding shortfall grows (Independent)
9 out of 10 councils will run out of care home places (Mail, Mirror, Express Online)
Home first model aims to stop patients being stranded (BBC Online)
Lord Porter NCASC speech (Guardian Online)
Number of older homeless people on the rise (Independent, Express, Mirror, Mail Online)
Loneliness epidemic (Independent, Express)
Drug overdoses rise where cuts are deepest (Observer)
DTOCs (Times, BBC Radio 4 Today)
Lack of choice means families had to settle for care homes (Mail)
Social care crisis yet billions go abroad (Express)
Council spend doubles on social workers from agencies (BBC Online, BBC Radio 5 Live)
Public health cuts lead to contraceptive care service closures (i paper)
Care homes warn sleep-in back pay could bankrupt them (Mirror Online)
Cllr Izzi Seccombe on BBC Radio 4's World at One about funding for substance misuse treatment

'Wake-up call' of alcohol death figures among over-50s (Guardian, Times)
Cost of care homes increased by a quarter since 2012 (LBC)
Hammond urged to tackle underfunding of dementia care (Express)
Cllr Izzi Seccombe on LBC about social care cuts linked to excess deaths (Independent Online twice, Sun Online, Metro Online)
Government accused of 'dragging feet' on social care review (Independent Online)
Budget 2017: NHS funding plan 'not enough', say bosses (Telegraph Online)
Opinion: Have there been two decades of failure to reform social care? (BBC Online)
Supporting councils
Cllr Martin Tett on Sky News Radio about councils preparing for winter by stockpiling 1.5 million tonnes of salt and other measures (BBC Online, Telegraph, Independent, i paper, Express)
Cllr Gerald Vernon-Jackson on BBC Radio 4 You and Yours about leisure services
Councils put brakes on Uber rollout (Sunday Times)
Security bolstered at Christmas markets (Telegraph, Mirror Online, Mail Online, Star)
Car owners to face fines for passenger littering (BBC Online, Metro Online)
On the spot fines for litter louts (Times, Telegraph, Mirror Online)
LGA call for FOBTs maximum betting stakes to be reduced (Mail, Telegraph, Guardian, ITV News, Talk Radio)
Councils and fire chiefs warn people not to buy cheap fireworks (Mail Online, ITV Online)
Cllr Simon Blackburn on Sky News Radio and LBC about warning people not to buy cheap fireworks
Nearly 40 per cent of battery-powered smoke alarms fail to activate in fires (BBC Radio 4, Telegraph, Mirror, Sun on Sunday, Mail Online, ITV Online, BBC local radio)
Cllr Peter Fleming on BBC Breakfast, BBC Radio 2 and BBC Radio 5 Live news bulletins about how almost 40 per cent of battery-powered smoke alarms fail to activate in fires
Return to Social Work programme (Evening Standard)
#OurDay 2017 preview (Guardian Online)

LGA Forward Plan

Purpose of report

For discussion and direction.

Summary

The LGA Leadership Board is responsible for driving the Association's activities and business, taking a lead in developing and overseeing delivery of the business plan and identifying the emerging and key issues to highlight to the LGA Executive.

As part of this, Members are invited to consider which items they would like to see on future agendas of the LGA Leadership Board, LGA Executive and Councillors' Forum.

Recommendation

That the LGA Leadership Board endorses the Forward Plan and specifies topics and items for future meetings of the LGA Executive, Leadership Board and Councillors' Forum.

Action

Officers to brief members and officers in line with steer.

Contact officer: Paul Goodchild
Position: Member Services Manager
Phone no: 020 7664 3005
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LGA Forward Plan

LGA Leadership Board LGA Executive Councillors' Forum

January

LGA LEADERSHIP BOARD 24.01.18	
Item	Summary / Purpose
LGA Business	
LGA Budget	To provide an outline LGA budget prior to this being agreed in March.
Local Government Finance Settlement	To consider a summary of LGA activity on the LG Finance Settlement.
Treasury Management	To consider the performance of treasury management over the year.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
LGA Membership	To agree a proposed approach to the LGA membership offer for the following year.
LGA Members' Allowances	To seek Members' view on whether to convene an Independent Remuneration Panel to review the LGA's Scheme Members' of Allowances.
Venues for LGA Annual Conference and Exhibition	To consider options for the location of the LGA Annual Conference and Exhibition in future years.
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
Part 2: Confidential	
Commercial Advisory Board minutes	To note the minutes of the previous Commercial Advisory Board
Brexit	To update on and steer the LGA's Work Programme on Brexit.
18 Smith Square and Layden House Update	To update on the 18 Smith Square and Layden House refurbishment projects.
Audit Committee Minutes	To note Audit Committee minutes of its last meeting

COUNCILLORS' FORUM 25.01.18	
Item	Summary / Purpose
Minister of State for Housing and Planning, Alok Sharma MP (TBC)	The Minister of State for Housing and Planning, Alok Sharma MP will address the Forum (TBC).
Chairman's Report	To present the Chairman's monthly report.
Chairs of Boards Reports	To present the Chairs of Boards' monthly reports.
Digest of the last meeting	To note the digest of the last meeting.

LGA EXECUTIVE 25.01.18	
Summary / Purpose	
LGA Budget	To provide an outline LGA budget prior to this being agreed in March.

Local Government Finance Settlement	To consider a summary of LGA activity on the LG Finance Settlement.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
LGA Members' Allowances	To seek Members' view on whether to convene an Independent Remuneration Panel to review the LGA's Scheme Members' of Allowances.
Note of LGA Leadership Board	To highlight key issues from the LGA Leadership Board meeting.
Note of the last LGA Executive	To agree the note of the last meeting.

March

LGA LEADERSHIP BOARD 07.03.18	
Item	Summary / Purpose
LGA Business	
LGA Budget	To agree the LGA's Budget for recommendation to the Executive.
Annual Conference & Exhibition	To provide a first progress update on arrangements for Annual Conference.
Brexit	To update on and steer the LGA's Work Programme on Brexit.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
LGA Political Balance and Combined Authority Elected Mayors	To consider the position of Combined Authority Elected Mayors in the LGA's political balance calculations as directed by June 2017 Leadership Board meeting.
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
Part 2: Confidential	
Commercial Advisory Board minutes	To note the minutes of the previous Commercial Advisory Board
Brexit	To update on and steer the LGA's Work Programme on Brexit.
Layden House Update	To update on the Layden House refurbishment project.

COUNCILLORS' FORUM 08.03.18	
Item	Summary / Purpose
TBC	TBC
Chairman's Report	To present the Chairman's monthly report.
Chairs of Boards Reports	To present the Chairs of Boards' monthly reports.
Digest of the last meeting	To note the digest of the last meeting.

LGA EXECUTIVE 08.03.18	
Summary / Purpose	
LGA Budget	To agree the Budget as recommended by the Leadership Board.
Note of LGA Leadership Board	To highlight key issues from the LGA Leadership Board meeting.
Note of the last LGA Executive	To agree the note of the last meeting.

April

LGA LEADERSHIP BOARD 11.04.18	
Item	Summary / Purpose
LGA Business	
LGA General Assembly	To consider and endorse the proposed format and agenda for the General Assembly.
LGA Proportionality Timetable	To agree the process and timetable for confirming changes to LGA proportionality.
Pay Policy Statement	To review the LGA's Pay Policy Statement
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
Communications Update	To consider communications activity over the past year (3 rd and 4 th quarters).
Annual Perceptions Survey	To note the results of the Perceptions Survey and agree headline principles for a revised action plan.
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
Part 2: Confidential	
Commercial Advisory Board minutes	To note the minutes of the previous Commercial Advisory Board
Brexit	To update on and steer the LGA's Work Programme on Brexit.
Layden House Update	To update on the Layden House refurbishment project.

There is no Councillors' Forum or LGA Executive in April.

Note of last LGA Leadership Board meeting

Title: LGA Leadership Board
Date: Wednesday 18 October 2017
Venue: Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street,
London, EC1M 5LG

Attendance

An attendance list is attached as **Appendix A** to this note

Item Decisions and actions

1 Apologies and Declarations of Interest

No declarations of interest were made.

Apologies were received from Cllr Izzi Seccombe OBE.

2 Brexit

Cllr Kevin Bentley, Chairman of the LGA's Brexit Task and Finish Group, introduced the report and updated the Leadership Board on the Group's current work. This included the exploration of potential options for what would happen to local government's role in law making when the UK left the EU.

Currently regional and local government had a direct input into EU laws through the Committee of the Regions, but there was a question as to how our rights and responsibilities would continue once laws had been transferred back to the UK. The LGA would continue to lobby the Government to address the issue.

Regarding structural funding, it was confirmed that discussions were underway on what would happen to this funding when the UK had withdrawn from the EU. The LGA was lobbying to ensure that the funding to councils would stay at least at the same level, but it was currently not clear on what form the funding would take.

Discussions were also taking place on how councils' services would operate at air and sea ports post-Brexit, and a delegation would be visiting London Gateway on 20 November to talk to officials there. Discussions were also ongoing regarding waste collection and disposal which were heavily regulated.

In the discussion which followed Members raised the following points:

- The LGA's work to enshrine the current role of the Committee of the Regions in UK law was supported. It was important for local government to have a say on laws which would impact upon their constituents. As the UK did not have a written constitution there would have to be an ongoing conversation on how best to achieve this. There should also be early thinking on governance of future

arrangements. These points would be part of ongoing dialogue with the Government via the Secretary of State.

- In addition to the customs process at ports of entry to the UK, there were also questions on how the process would be scaled, with a potential requirement for more staff. It would be useful for the LGA to gather examples of council functions at ports in order to scope out the issue and the potential impact.
- There was a question on the extent to which structural funds would be impacted upon by the amount of money negotiated by the Government as part of the settlement with the EU.

Decision

The LGA Leadership Board **noted** and **agreed** the LGA's ongoing work on Brexit.

3 LGA 2018/19 Budget Framework

Jonathan Gratte, Strategic Finance Manager, introduced the report which set out a proposed 2018/19 Budget Framework for the LG Group companies, and set out how budget ownership would be formalised in future. It was highlighted that the proposed Framework used the prior Financial Strategy from January 2017 as the basis for 2018/19 and the new Medium Term Financial Plan.

Regarding formalisation of budget ownership, the Strategic Finance Manager explained the proposal for budget holders to sign and return budget delegation letters to demonstrate that they had been involved in the process, and that they understood and took ownership for the budget allocated to them. An example of the budget delegation letter and a memo setting out the timescale and detailed processes was included in the report.

In response to a Members' question, it was confirmed that the LGA's investment strategy as set out in the report would mean that property capital values would exceed pension liabilities within a few years.

Decision

The LGA Leadership Board **agreed**:

- a) the 2018/19 Budget Framework for the LG Group companies, using the Financial Strategy from January 2017 as the basis; and
- b) the formalisation of budget ownership as set out in the report.

Action

Formalisation of budget process to be taken forward by the Strategic Finance Manager as agreed. (**Jonathan Gratte**)

4 LGA Subscriptions

Claire Holloway, Head of Corporate Services, introduced the report which set out the current position in relation to LGA subscriptions. Potential options for setting subscriptions for 2018/19 were highlighted, and members noted that the LGA had held subscription fees at the same level for a number of years.

In the discussion which followed the following points were raised by Members:

- In response to a question, it was confirmed that collective legal actions on behalf of local authorities only named LGA member authorities, and therefore non-member authorities would not receive benefits from these. However some areas of LGA work, such as audit fees, was to the benefit of the whole sector.
- It was also confirmed that authorities who left membership of the LGA would keep pension liabilities for a further five years.

Decision

The LGA Leadership Board **agreed** that there should be no change in LGA subscriptions for 2018/19.

Action

Subscription fees for 2018/19 to be communicated to all member authorities. (**Claire Holloway**)

5 Communications Strategy and Plan - 2017/18 - 2019/20

David Holdstock, Director of Communications, introduced the report which presented the refreshed Communications Strategy and Plan for 2017/18 to 2019/20. The report set out the performance against targets for the previous period, as well as priorities and work for the next three years.

Members noted the ways in which communications had been further integrated across the LGA, and the development of the communications support and improvement offer to member councils.

In the discussion which followed, the following points were raised by Members:

- It was confirmed that the directorate had an income target of over £2million, which would be delivered through sponsorship and income from events and conferences, as well as a variety of other communications activity.
- The communications work of the LGA was recognised as a particular strength, particularly regarding the reputational work on behalf of the whole sector.

Decision

The LGA Leadership Board **approved** the communications strategy and plan for 2017/18 to 2019/20.

6 Communications Report (April 2017 to September 2017)

David Holdstock, Director of Communications, introduced the report which updated the Leadership Board on the LGA's communications activity and progress with corporate campaigns for the first six months of 2017/18. It was highlighted that during the period there were two periods of purdah prior to the local elections on 4 May 2017, and the General Election on 8 June 2017, which had placed some restrictions on communications activity during this time.

Decision

The LGA Leadership Board **noted** the communications activity for the period April 2017

to September 2017.

7 The Fair Funding Review and Business Rates Retention

Nicola Morton, Head of Local Government Finance, introduced the report which provided an update on progress with the Government's Fair Funding Review and business rate retention reforms. It also set out a draft LGA work plan on the Fair Funding Review, which included approaches to need.

Members noted that the LGA's Task and Finish Group on Business Rates Retention would be meeting to help develop the LGA's position on the Fair Funding Review and further business rates retention, and the joint LGA / DCLG technical working group (now known as the Fair Funding Review Working Group) had also recently met. It was expected that DCLG would shortly publish the consultation on the Fair Funding Review to date. The Government were also planning to commission research and modelling on the differences in costs of providing children's services.

The LGA work plan on the Fair Funding Review was highlighted, and additional work was proposed for Members' discussion. This would potentially include an LGA model to analyse the implications of approaches to reflecting council tax in the Fair Funding Review, and an LGA model which provided a worked example of how transition between funding shares would work under a number of different scenarios.

Regarding business rate retention, the joint LGA / DCLG officer Steering Group had met recently. The Government had not announced any primary legislation on further business rates retention, and therefore 100 per cent retention would not be possible before 2019/20. DCLG may roll in specific grants before this time.

In the discussion which followed the following points were raised by Members:

- Concern was raised that there was a lack of certainty over what the Government would implement and when. The result of the Fair Funding Review would also not be sustainable with the current levels of local government funding.
- Concern was also raised that the Government would change the business rates system before transitioning further business rates retention to local government. There was also a question over whether appeals would be moved to local government, of which there was currently a large backlog.
- It was currently LGA policy not to take a view on the Fair Funding formula, but it may be possible to shift this if the LGA was able to move to a cross-party agreement. For example there may be some elements of the formula which all political groups and types of authority could agree would be beneficial. It may be possible to come to consensus on some issues through the Leadership Board and the Task and Finish Group.

Decision

The LGA Leadership Board noted the updates in the report, and the LGA's work plan on the Fair Funding Review subject to the comments above and comments from the LGA Executive the following day.

Action

Work plan to be amended following comments from Leadership Board above, and any comments from the LGA Executive. (**Nicola Morton**)

8 DCLG Technical Consultation on the 2018/19 Local Government Finance Settlement

Nicola Morton, Head of Local Government Finance, introduced the report which set out the key points contained in the Government's technical consultation on the 2018/19 local government finance settlement, and included the LGA's draft response for comment.

The consultation covered a number of issues, including council tax referendum principles, and adjusting for the business rates revaluation, but the biggest changes were to the New Homes Bonus (NHB). The initial threshold below which the NHB would not be paid was set at 0.4% for 2017/18, but the baseline for 2018/19 would not be set until the time of the provisional settlement, and therefore the implication was that this would be increased.

The draft consultation response had been developed with input from the LGA's Resources Board, the County Councils Network, the District Councils Network, the Special Interest Group of Municipal Authorities, and from treasurer societies. Following comments from the Leadership Board and the LGA Executive the response would be submitted.

In the discussion Members raised the following comments:

- The LGA has welcomed the principle of four year settlements, but the Government were now consulting on changing the rules on the NHB. There was also currently no clarity on funding levels for 2020/21 and beyond which would impact upon councils' financial planning. Issues such as the current level of inflation and the potential lifting of the public sector pay cap had not been anticipated at the start of the four year settlement period.
- It was suggested that the LGA should more strongly oppose changes to the NHB which would make it dependent on appeals. There would also be pressures on the valuation of properties; councils who had NHB removed following the development of a business plan to build more housing would be placed in a difficult position.
- There were concerns that there was no reference in the consultation to the 168 councils who would be moving to negative revenue support grant (RSG) in 2018/19.
- Regarding Welsh local authorities, it was confirmed that the consultation related only to English local government, but the LGA was liaising with the Welsh LGA on the Welsh settlement.

Decision

The LGA Leadership Board:

- a) **Noted** the Government's consultation document; and
- b) **Agreed** the LGA's draft response, subject to the comments above and the views of the LGA Executive on 19 October 2017.

Action

Consultation response to be amended subject to the comments of Leadership Board and the LGA Executive prior to submission. **(Nicola Morton)**

9 Chief Executive's Report - October 2017

Mark Lloyd, Chief Executive, introduced the report which set out the LGA's main achievements against the business plan priorities since the last meeting in September. In doing so, he drew attention to the LGA's lobbying on the Local Government Finance Settlement; the Number 10 Housing Summit held on 17 October 2017; the NCAS conference, which had taken place in Bournemouth the previous week; and continuing discussions on delayed transfers of care (DTCOC).

In the following discussion, comments included:

- The Chairman reported that the Number 10 Housing Summit had been a successful meeting and positive for local government. Points raised by the LGA on planning fees and their use, and house building generally, had been well received by all attendees. The LGA's demand for Councils to be able to borrow more money to build homes and retention of receipts from 'Right to Buy' were also made.
- Regarding the Chancellor's Autumn Budget, plans were discussed for the LGA's usual on the day briefing, plus other media activity.
- The Leadership Board thanked all staff who had been involved in the organisation of the NCAS conference, which had been a very successful event. It was suggested that more opposition councillors be encouraged to attend in future.

Decision

The LGA Leadership Board **noted** the Chief Executive's report for October 2017.

10 LGA Forward Plan

Decision

The LGA Leadership Board **agreed** the forward plan.

11 Note of the last Leadership Board

Decision

The LGA Leadership Board **agreed** the minutes of the previous meeting on 13 September 2017.

12 Note of the last Commercial Advisory Board

Decision

The LGA Leadership Board **noted** the minutes of the previous Commercial Advisory Board held on 11 September 2017.

13 Layden House Refurbishment - Appointment of Main Contractor

Claire Holloway, Head of Corporate Services, introduced the report which updated the Leadership Board on the tender evaluation process for a main contractor for the refurbishment of Layden House.

Local Government Management Board had reviewed the full tender evaluation report at their meeting on Monday 16 October, and had subsequently made recommendations to the Leadership Board to endorse the appointment of a main contractor, and to confirm funding for the refurbishment project.

Decision

The LGA Leadership Board:

- a) **Endorsed** LGMB's recommendation for a main contractor for the refurbishment of Layden House; and
- b) **Confirmed** funding for the refurbishment project as set out in the report.

Action

Decision to be communicated to the City of London procurement team who would draw up contracts. (**Claire Holloway**).

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Lord Porter of Spalding CBE	South Holland District Council
Senior Vice-Chair	Cllr Nick Forbes	Newcastle upon Tyne City Council
Vice-Chairmen	Cllr David Simmonds CBE	Hillingdon London Borough Council
	Cllr Howard Sykes MBE	Oldham Metropolitan Borough Council
	Cllr Marianne Overton MBE	Lincolnshire County Council
Deputy-Chairmen	Cllr Sue Murphy CBE	Manchester City Council
	Cllr Peter Box CBE	Wakefield Metropolitan District Council
	Cllr Michael Payne	Gedling Borough Council
	Cllr Lib Peck	Lambeth London Borough Council
	Cllr Ruth Dombey OBE	Sutton London Borough Council
	Cllr Peter Reeve MBE	Huntingdonshire District Council
	Cllr Sean Anstee	Trafford Metropolitan Borough Council
	Cllr Paul Carter CBE	Kent County Council
	Cllr Peter Fleming OBE	Sevenoaks District Council
In attendance	Cllr Kevin Bentley	Colchester Borough Council
Apologies	Cllr Izzi Seccombe OBE	Warwickshire County Council

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LGA location map

Local Government Association
 18 Smith Square
 London SW1P 3HZ

Tel: 020 7664 3131
 Fax: 020 7664 3030
 Email: info@local.gov.uk
 Website: www.local.gov.uk

Public transport

18 Smith Square is well served by public transport. The nearest mainline stations are: Victoria and Waterloo: the local underground stations are **St James's Park** (Circle and District Lines), **Westminster** (Circle, District and Jubilee Lines), and **Pimlico** (Victoria Line) - all about 10 minutes walk away.

Buses 3 and 87 travel along Millbank, and the 507 between Victoria and Waterloo stops in Horseferry Road close to Dean Bradley Street.

Bus routes – Horseferry Road

- 507** Waterloo - Victoria
- C10** Canada Water - Pimlico - Victoria
- 88** Camden Town - Whitehall - Westminster - Pimlico - Clapham Common

Bus routes – Millbank

- 87** Wandsworth - Aldwych
- 3** Crystal Palace - Brixton - Oxford Circus

For further information, visit the Transport for London website at www.tfl.gov.uk

Cycling facilities

The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also available at 18 Smith Square. Please telephone the LGA on 020 7664 3131.

Central London Congestion Charging Zone

18 Smith Square is located within the congestion charging zone.

For further details, please call 0845 900 1234 or visit the website at www.cclondon.com

Car parks

Abingdon Street Car Park (off Great College Street)
 Horseferry Road Car Park
 Horseferry Road/Arneway Street. Visit the website at www.westminster.gov.uk/parking

