

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.
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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.	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. 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. The Standards guide is currently being developed and will be shared as a draft in Q3. 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. We have appointed a national advisor who will be working directly with councils and is supporting the capturing of best practice working with EsFA.	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

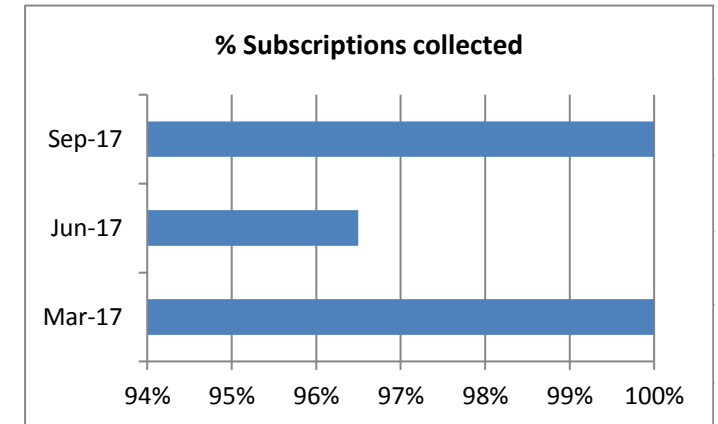
Our own Efficiency & Effectiveness

Membership

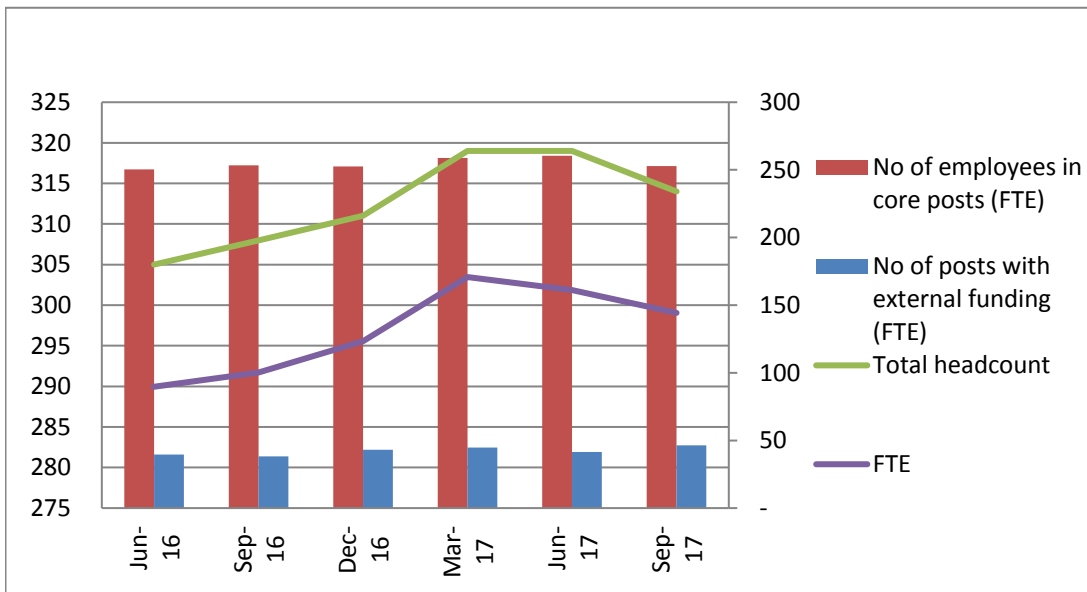
	Dec-16	Mar-17	Jun-17	
Membership	English Councils	350	350	349
	Other	86	86	66
No of English councils out of membership	3	3	4	
No of English councils on notice to withdraw	9	9	9	

* 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

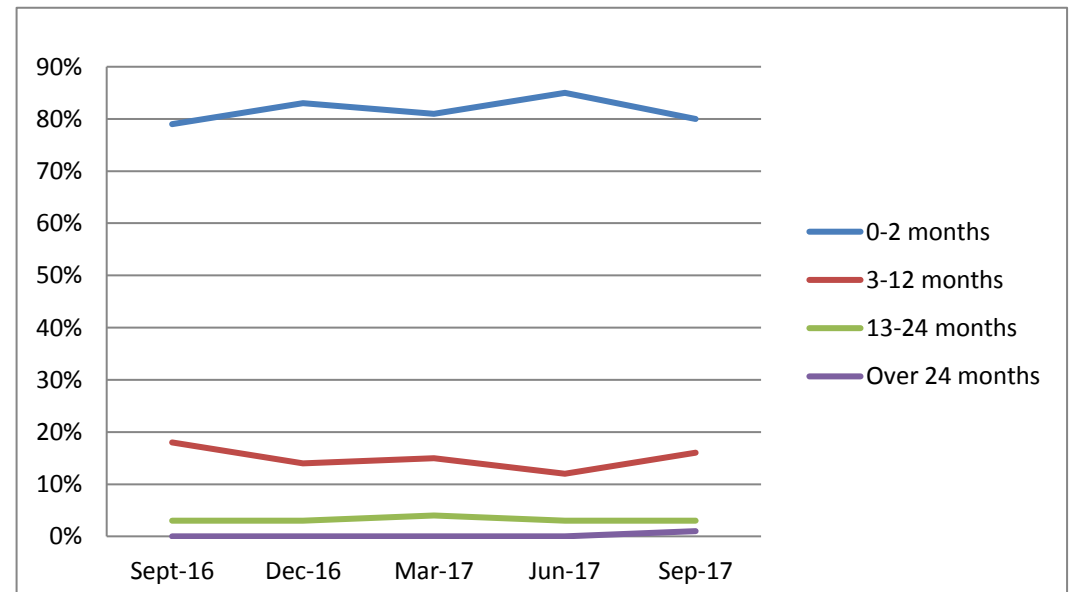
Our reputation	Mar-16	Mar-17	Target 17/18
Member authority satisfaction	75%	73%	>75%
Member authority informed	79%	85%	>79%
Member authority advocacy rating	82%	83%	>82%



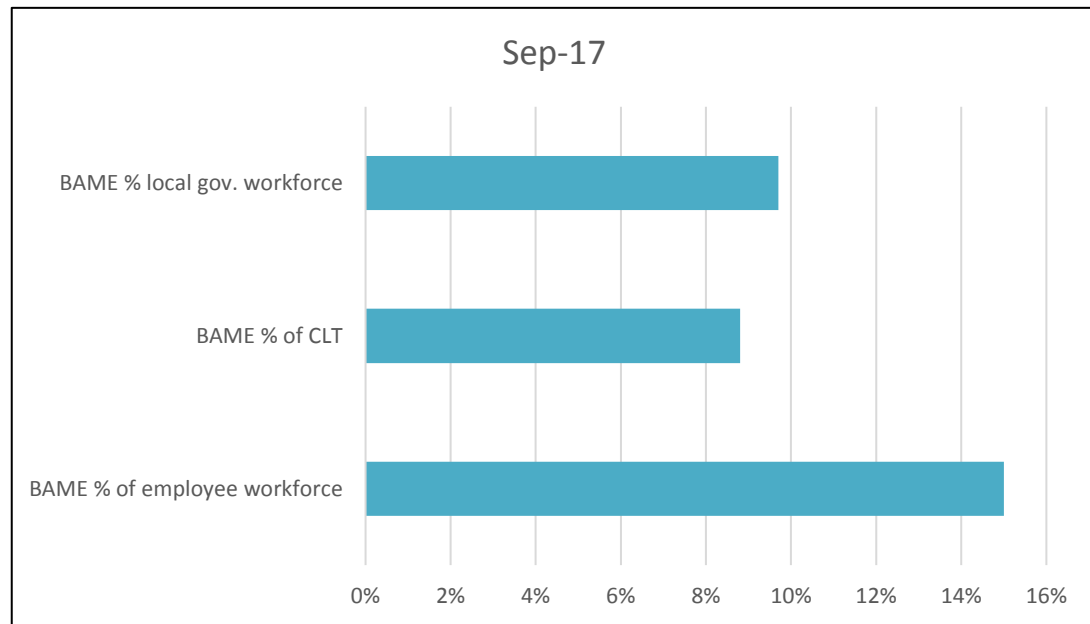
Financial Sustainability



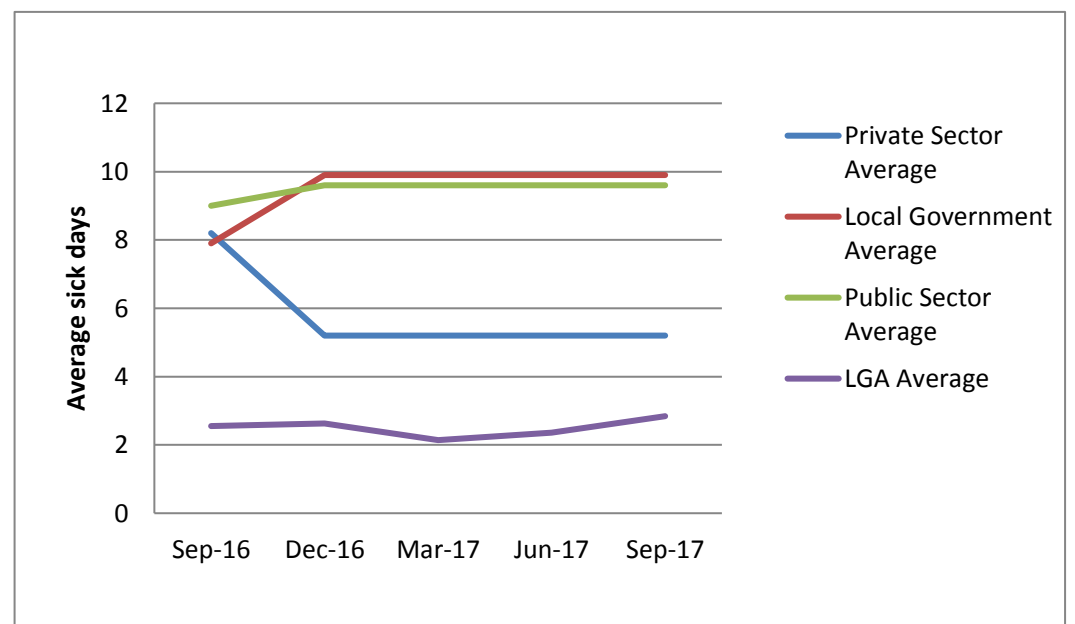
Debtors



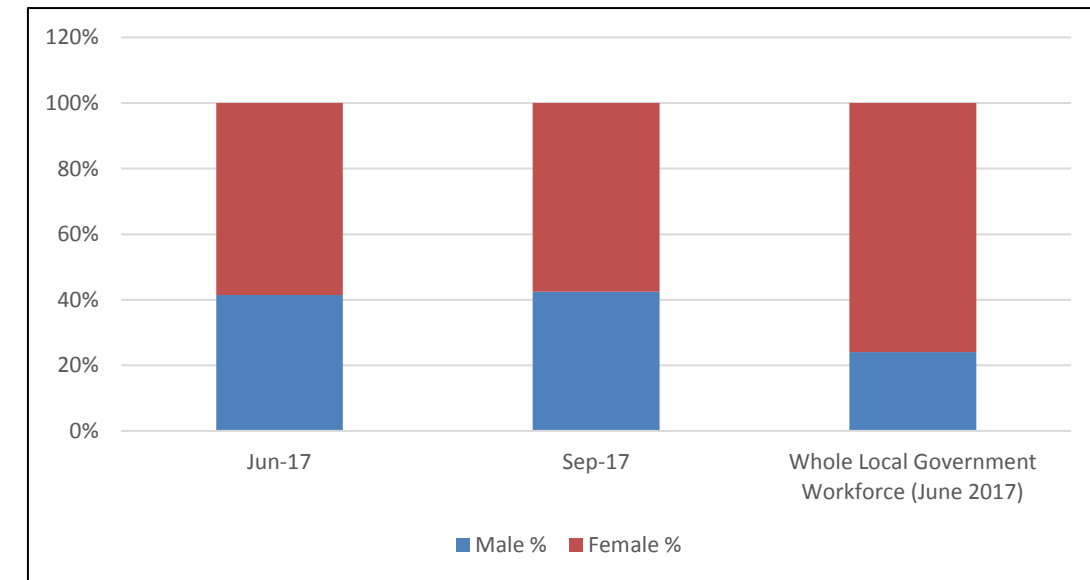
Workforce profile with percentage of BAME employees



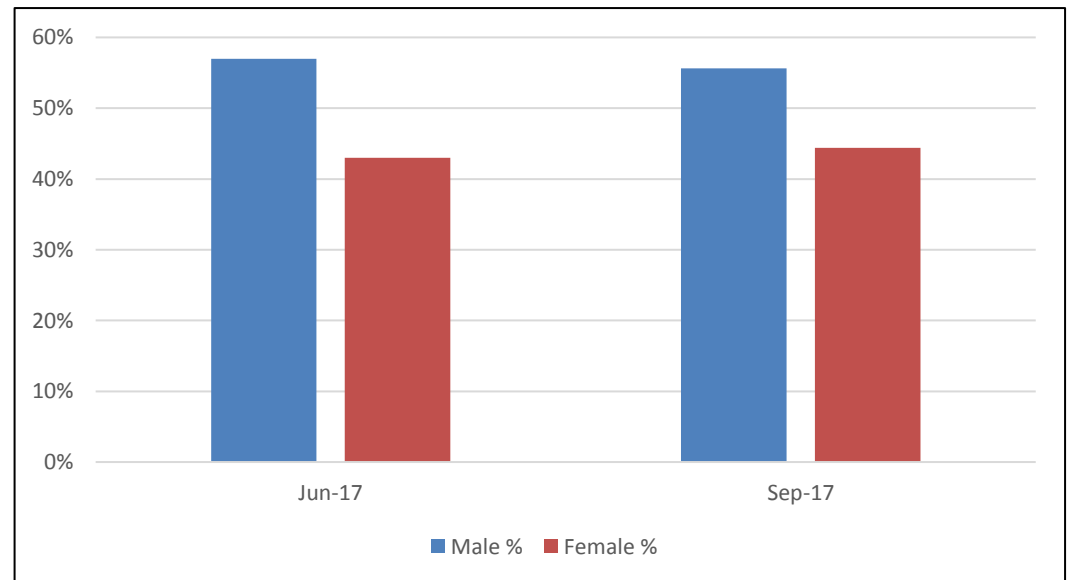
People Management/Sickness Information



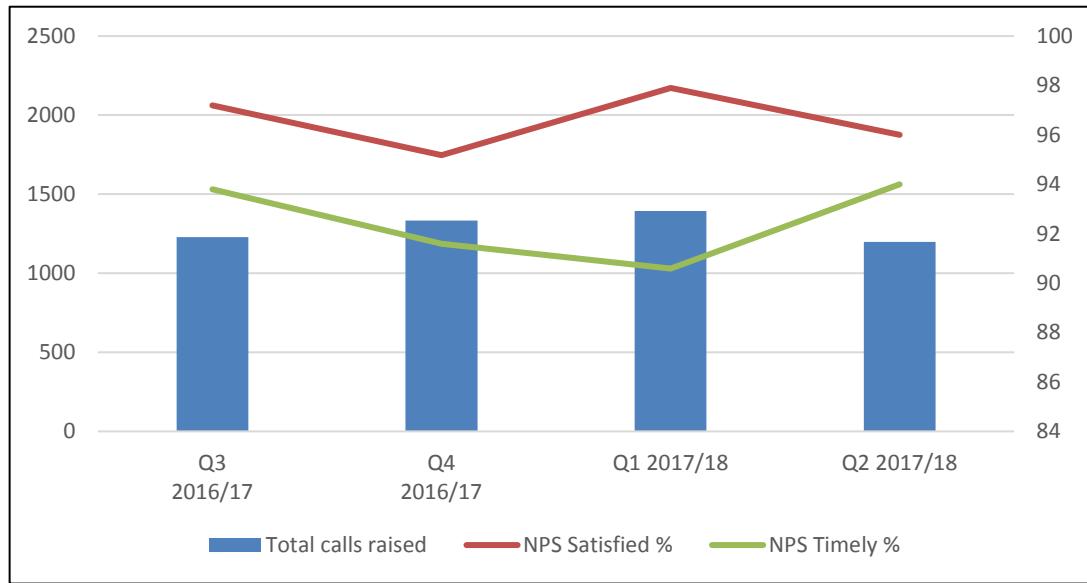
Organisational gender split











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.