

	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 March 2018	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.	We have delivered 115 peer challenges by the end of March 2018. These include corporate, finance, communications and a range of service specific reviews and challenges. Of these 64 have been Corporate or Finance 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 sector led support as part of the end of year monitoring report.	Of the 64 Corporate or Finance Peer challenges delivered this year, 38 were from councils who were undertaking one for the first time. 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. This has helped reduce the numbers of councils yet to take up the offer.	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 77 councils by the end of March 2018 including 15 in the last quarter. This work is a key part of the LGA's core offer brokered through our Principal Advisers.	Green
E4	Provide change of control support to 20 councils.	25 councils received this support by the end of March 2018 including 5 in the last quarter. 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 14 councils by the end of March 2018.	Green
E6	Provide top team development support to at least 10 councils	We delivered this support to 16 councils by the end of March 2018 including 6 in the last quarter.	Green
E7	Provide service based or subject support to at least 45 councils	We provided this support to 45 councils by the end of March 2018 including 11 in the last quarter.	Green
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.	CfPS continue to provide a range of scrutiny support to councils. CfPS have provided 50 days of direct bespoke support for scrutiny development and improvement in councils during 17/18, with a total of 15 days support in Q4. Councils which have received more concentrated support include a scrutiny review at Uttlesford DC, support for the LGR in Dorset, finance scrutiny support in Northampton and training support for N.Kesteven. In addition CfPS provides access to a helpdesk telephone and email service, which permits officers and councillors to contact CfPS to ask advice on issues relating to governance and scrutiny. 52 councils received support through this service during 17/18, providing advice and responding to queries. This support ranges from signposting and basic advice on common scrutiny practice to providing complex and ongoing advice to scrutiny officers on a wide range of issues.	Green
E9	Hold Regular meetings between LGA Principal Advisors (PA's) and all councils to discuss challenges and support.	Principal Advisers and their staff, often supported by national and regional member peers, meet regularly with senior politicians and officers in all councils.	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.	Children: We have delivered three Children's Leadership Essentials courses in September and November of 2017 and in January 2018. They were attended by 58 Lead Members, their deputies and Chair's of Children's scrutiny. We have also delivered a bespoke one-day course for Lead Members in Children's Services in the West Midlands region and are planning a second for summer 2018. We launched two resource packs for councillors focusing on corporate parenting and support for care leavers. These outline the legislative and policy context that councils should be working in, highlight key lines of enquiry to support councillors in the oversight, scrutiny and development of services, and collate examples of best practice. During the year we have engaged in extensive discussions with Solace, ADCS and the DfE to develop an effective local, regional and national system to support sector-led improvement in children's services. Adults: We delivered a successful induction event for 13 new adult social care lead members from 8 regions in July followed by a Leadership Essentials course in November for adult social care lead members, attended by 19 members from 7 regions. A bespoke event on key issues was held in January for lead members in the North East and Yorkshire & Humberside, with regional lead member networks operating in four other regions. Our promotional material outlining all the current offers for local leaders was regularly updated throughout the year and a 'must know' on adult social care lead members' role in prevention was published in October. We published updated 'must knows' for new lead members of adult social care on integration, use of resources and performance and a new "must know" on Sustainability and Transformation Plans (STPs). The 'must knows' are a long-standing source of information and support that focus on the key issues facing portfolio holders, reviewed on a rolling basis. A guide for local authorities supporting Syrian refugees looking at the local authorities role in long term resettlement was published in November, focusing on key issues that support integration. Lead members with responsibility for adult social care report challenges around working with health and with reduced resources but the also the importance of sharing practice examples and experiences with other lead members in meeting these challenges	Green

E11	Provide bespoke support for at least 10 councils with the most severe performance challenges.	We provided this support to 14 local authorities by the end of March 2018 including 3 in the last quarter.	Green
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.	We delivered 4 OpA & Fire Peer Challenges in 2017/18. We also undertook a lot of work to engage the sector in the further development of the of a sector-led support offer but due to significant delays in rolling out the fire & rescue service inspection programme, development of a complementary sector led support and peer challenge programme was paused.	Green
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.	We have provided support over 40 councils in 2017/18 plus support to both the West of England Combined Authority and West Midlands Combined Authority with media training and a comms review respectively during this year. We have delivered 6 three day communications reviews, 12 one day communication health checks, plus a range of more bespoke support to 23 councils including facilitating media training, providing on site strategy and crisis communications support, offering social media and place branding advice, and connecting councils with available online resources. In addition we delivered a free place branding event in London (attended by more than 100 delegates), and published the results of our latest heads of comms survey. We have continued to build our communications improvement best practice case study library.	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.	We have continued to provide support to councils on procurement in line with the Local Government Procurement Strategy. This has included publishing refreshed category strategies on Energy, ICT and Construction. We conducted research into the benefits, savings and developments in approaches to procurement that councils have achieved resulting from the national procurement strategy. We talked in-depth to eight councils of which four had identified savings of around £40m since 2014 as well as identifying additional social value and better outcomes from good procurement practice. We also commenced a process to refresh the national procurement strategy. Over 60% of councils responded to the diagnostic phase, providing a good understanding of key issues and challenges. Our publication Encouraging Innovation in Local Government Procurement has been extremely popular both in print and in download versions and there was huge interest in the publication at the LG procurement expo. We have been invited to join a cross government working group on this subject. We have started work on Phase 2 of the project. We organised a "procurement showcase" event in September with over 100 heads of procurement. We have engaged councils on a number of specific areas e.g. with Children's Services commissioners and procurement officers considering how we can work together on market sufficiency statements; learning the lessons from an annual benchmarking study on the provision and refurbishment of schools, where the current benchmark spend is £3.6bn combined capital value; etc. The collapse of Carillion in the final quarter of this year has helped to underpin our messages about strategic supplier relationship management and the importance of good contingency planning and sharing performance information. We started to engage with councils to identify contracts and strategic level issues for high-spend key suppliers and we have been working on high level contingency planning in relation to other key suppliers to local government particularly where financial and/or performance risks have been highlighted. Our fifth annual construction conference in February was very well attended by councils who were keen to share their experience of managing contractors/suppliers	Green
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 are now in place. These contracts provide external audit services to over 98% of eligible bodies and will deliver savings of approx. £8m in 2018/19, with a 23% reduction in audit fees to all councils opting in to the national scheme, with the quality of audit being maintained.	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 .	This year experts have worked with 25 councils contributing towards efficiency savings and/or income generation of £39.9m . Councils have deployed experts on a range of projects including market shaping in adult social care, economic growth, contract re-negotiation, etc. During the year we produced a video to promote the programme and spread the learning from the most successful projects across the sector. Wolverhampton City Council won the 2017 MJ Award for Governance following their use of the Productivity Experts Programme.	Green
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 were commissioned to work with 5 councils this year, contributing towards an estimated £9.3m in additional income for these councils. The first four cohorts of the LGA/IOD Commercial Skills Training have been delivered. Officers from 35 councils have attended the LGA's commercial skills training offer which is assisting councils to run and develop commercial ventures worth £11.75m . Due to high demand for this offer we are running a waiting list of interested officers for next year. We have also designed and delivered a commercial skills masterclass for elected members and have delivered two of these sessions. 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. We launched updated LGA Enterprising Councils guidance at the LGA conference in July, hosting a workshop on council commercial activities at which speakers from Essex County Council and Nottingham City Council shared the learning from their commercial work so far. We continue to organise and host the quarterly meetings of the Advanced Commercial Group comprising of 25 councils.	Green

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.	The annual refresh of the Shared Service map was launched in June. It evidenced an increase in efficiency savings of over £150m (£657m) and identified an additional 190 (486) extra collaborations from the previous year. The match-making service and shared service expert programme provided information and support to over 20 councils, five councils are in the application process and two shared service expert placements were made at Blackpool (currently on hold) and the councils of the Liverpool City Region Combined Authority. A number of the larger, well established service delivery partnerships have shown an interest in expansion and bespoke support packages have been offered.	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.	A total of 10 councils have been supported to undertake Behavioural Insights projects this year. The latest phase of the programme has seen support put in place for the following 7 organisations: East Sussex Fire and Rescue Service, Hartlepool Borough Council, Knowsley Metropolitan Borough Council, London Borough of Croydon, North East Lincolnshire Council, Warrington Borough Council and Worcestershire County Council. On-site work continues in the three behavioural insights projects supported in phase 2 of this programme. 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. In March 2018, the LGA hosted 100 council officers and members at an event entitled Using Behavioural Insights in Local Government. The main objective of the day was for Officers and Members to hear how behavioural insights has been applied to council services step by step, and to explain their lessons learnt. The event feedback showed that 93.8% of delegates were either very or fairly satisfied with the event. At the event we also launched the joint LGA/BIT guidance document providing practical "top tips" for how councils can use Behavioural Insights techniques to increase council revenue collection.	Green
EP7	Provide expert financial advice and assistance to 40 councils (as distinct from finance peer reviews) to help them address specific issues.	We have supported 40 councils through a combination of our Financial Improvement & Sustainability Advisers (FISAs), who are former finance directors charged with providing high level bespoke support to councils, and through various other means. This is in addition to the Finance Peer Reviews that have taken place during the year and further enhancement of analytical tools available free to councils on our LGInform data platform	Green
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.	We have supported CIPFA in developing counter fraud guidance for local authorities. A contract was awarded to the Counter Fraud Centre to assess the impact of the Counter Fraud Fund. A draft report is currently being reviewed by the programme board (including MHCLG rep). The report includes 9-10 stand alone case studies of distinct areas of counter fraud initiatives, significant savings, innovative projects and good practice that can be replicated and shared across the sector.	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.	We have worked with 20 councils this year. Over the past 12 months 7 councils have completed the London cohort of the DiPs programme helping councils to redesign the following services: young care leavers, customer services in planning, homecare services, engagement with private landlords and gang prevention services. In addition 13 councils (in two cohorts: northern and southern) have been supported to apply design processes and methods to tackle their public health challenges with a focus on prevention. Particular highlights from the northern cohort of the programme have included: Barnsley Council - working to reduce the rate of teenage pregnancy; Calderdale Metropolitan Borough Council - to improve health of patients prior to elective surgery; City of Bradford Metropolitan District Council - harnessing the built environment to support wellbeing across their communities for the future; North Tyneside Council to encourage the local over 55 population into physical activity. Particular highlights from the southern cohort include Epping District Council - reducing the A&E admissions from the over 75 population locally; West Sussex working to reduce the rate of teenage pregnancy amongst the local care leaver population by 10%; LB Southwark increasing the take up of healthchecks; and Huntingdonshire District Council using design methods to reduce the rate of obesity in Ramsey.	Green
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.	Over the course of the year we continued to maintain and improve LG Inform, and have delivered the following: * the new LG Inform VfM tool, which replaces the Audit Commission VfM Profiles - this was successfully delivered on time and a large amount of financial data has already been updated * a total of six ready-made reports for councils - these were on sexual health, reproductive health, local demographics, fly-tipping, fire benchmarking and children in need and care; one on housing/homelessness is nearing completion and will be launched before the end of April 2018 * a community cohesion report - this was created in partnership with MHCLG, and they have indicated they would like us to launch it in June/July 2018 after the end of their consultation on the Integration Strategy * access to LG Inform and LG Inform Plus for MHCLG staff - this was provided and training for staff was also delivered. New data has been added throughout the year, with the database now containing over 8,500 metrics in total. We continue to support authorities to use the data, and have run a series of free training events in London and around the country, plus a series of webinars.	Green

EP11a	Coordinate and promote open data standards. Develop at least 12 senior councillors through continuation of the data and digital leadership programme.	<p>We have successfully delivered a programme of work to promote open data standards and better use of data.</p> <p>In relation to open data, we have supported a number of workshops and delivered several online tools and publishing aids for priority open data standards identified by MHCLG, DCMS and Cabinet Office - these were data standards for elections, library services, brownfield land and land plans.</p> <p>Following the pilot training event on data and digital leadership that we ran in April 2017, we have developed it further and now have a proposed approach and agenda for a councillor data and digital training event to be run in early 2018-19.</p> <p>Other work we have conducted to support the sector in making better use of data includes:</p> <ul style="list-style-type: none"> * Development of an online data maturity self-assessment tool to help councils think about how they might improve their use of data - we created a specification by working with groups of authorities, and have now commissioned the tool which is available in draft pilot form. * Development of an online knowledge sharing resource to bring together resources that will help councils use information intelligently for more informed, evidence-led decision making (stage one) - we commissioned work to gather the content, and an external scrutiny and planning workshop was held to develop the specification * Continued support for the sector preparing for GDPR - we ran a highly active Knowledge Hub group of 920 registered users from nearly 200 councils. We also ran three comprehensive briefing days involving sector and information governance experts, which were attended by 300 delegates. In addition, we released a podcast for every session and workshop of the local government GDPR briefing event held in London for those unable to attend in person. * Review of the data experts programme - we developed and published a number of case studies describing the data projects funded under last year's programme and the challenges and benefits accrued, in order to help other authorities learn from them. 	Green
EP11b	<p>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:</p> <ul style="list-style-type: none"> *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. 	<p>We have continued to work with and support those councils that received funding under the Digital Transformation Programme (15 council led projects to use digital tools and approaches to support their work on national programmes of transformation including; Troubled Families, the integration of health and social care and welfare reform) and the Digital Channel Shift programme (21 projects using digital technology to ensure that residents who choose to can access council services more quickly and easily). This included hosting a series of workshops to bring together projects to help share learning and to tackle common issues and working with some individual councils on bespoke digital projects. In addition we are helping the sector meet the challenges of the new homelessness legislation - using the digital assets and learning developed by the Kent councils (led by Tunbridge Wells) to create a funded programme to pilot these online forms in 2018/19.</p> <p>We continue to capture and publish detailed case studies and reusable assets from those projects completing their work - this will include case studies from the Digital Transformation programme. In addition we secured 106 places for officers on the GDS Digital Academy - these courses provide officers with an opportunity to learn about Agile project and programme management techniques helping them deliver digital projects in their own councils.</p> <p>We continued to support the delivery of the National Cyber Security Strategy. We produced and agreed a plan to increase awareness of the importance of cyber resilience to councils. This included the LGA's ongoing hosting of the LG Cyber Security Stakeholder Group, workshops at the LGA Annual Conference and our annual member Peer Conference, presentation to members on the Improvement & innovation Board, the creation of a webpage with case studies and links to existing resources (NCSC, CiSPs, etc.).</p> <p>We continued to host quarterly meetings of LGDC, the LG Cyber Security Stakeholder Group and the LG PSN Programme Board - all bringing together officers from councils to share good practice, lobby and influence government on issues that impact on councils. We also helped the sector respond to the WannaCry cyber security ransomware attack - this included getting advice and guidance out to councils, signposting councils to the NCSC and CiSPs.</p> <p>We prepared and submitted a successful bid to Cabinet Office for funding for a cyber security programme for 2018/19 - this funding will be used to map out existing cyber security arrangements in all English councils and then provide support to help those councils that need it.</p>	Green
EP12	Update and further develop the on-line searchable database of innovation and other notable practice.	<p>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 database includes approx 1,000 examples. The examples of innovation featured in the innovation zone at the LGA annual conference in July have been added to the database. In the past 12 months the database has attracted the following: Total visits: 24,226, Page views: 71,336, Unique visitors: 19, 217 (of the 24,226 total visits) and Returning visitors: 2,160</p>	Green
EP13	Run the Innovation Zone at the LGA Annual Conference, showcasing over 25 examples of innovative practice relevant to local authorities.	<p>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 this year. In Quarter 4, we assessed the 117 entries to participate in the Zone for the coming year.</p>	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.	<p>OPE has undertaken a major expansion on 2017/18 through two funded rounds. The expansion has seen the programme grow to include 318 councils/ 90% of councils. As part of efforts to develop a sustainable funding model for post 2020 the programme delivered a Sustainable Pilot Grant programme as part of its sixth phase. This saw c.£1.8m of funding issued to OPE partnerships on a repayable basis.</p> <p>An additional £4.7m of funding was sourced for the programme in February 2018 which enabled additional funding to be distributed to OPE partnerships, funding additional OPE projects and increasing outputs to be delivered. The additional funding also enabled the programme to work with the Department of Health to establish a pilot to support the delivery for homes for NHS staff on NHS land. The pilot was in response to an announcement by the Sec. of State for Health and Social Care who stated an ambition to delivery 3,000 new affordable homes for NHS staff its NHS Trust Land.</p> <p>Discussions are underway with HMCLG over a potential 7th phase of the programme which will have a greater focus on housing delivery.</p>	Green
EP15	Jointly deliver, with the Cabinet Office, the Commissioning Academy Leadership Essentials courses attracting at least 20 councillors.	20 councillors attended the Commissioning Academy for Elected Members in October. We made arrangements to film the session and plan to make the content available through an e-learning package to reach more councillors.	Green
EP16	Work with Local Partnerships to help councils deliver efficiency savings, to include: 1. up to 10 councils receive help to arrange re-financing of their current PFI contracts and help realise up to £10m of annual saving, 2. help up to 15 councils achieve savings on the soft service elements of their PFI contracts with a target saving of £3-5m , 3. help up to 10 councils achieve guaranteed savings on current spend with a target saving of £5m , 4. work with 2/3 groups of Councils interested in considering new forms of governance etc. and/or achieve significant financial savings, 5. training officers in up to 5 Councils on effective project and programme management	<p>Working with Local partnerships we have:</p> <p>1) reached financial close on the refinancing of 2 PFI projects in Q4 saving £3.3m. We continue to support 9 councils through the refinancing of their PFI contract. During the 2017/18 financial year we reached financial close on 6 refinancing projects, saving in excess of £11.5m.</p> <p>2) supported 5 councils achieve savings in excess of £2m relating to the calculation of PFI insurance premium risk share. This is an issue impacting a significant number of projects across the PFI sector, and therefore was the focus of the team replacing the savings in relation to soft services elements of PFI projects which is specific to each contract.</p> <p>3) are currently working with 15 councils and are in early discussions with a further 32 on energy efficiency and renewable generation programmes. Likely savings/income identified with the 15 councils are circa £3.24m per annum</p> <p>4) undertook an assurance review of two councils' transformation proposals (estimated savings £1m pa) and delivered, for a unitary council, a Business Case for strategic partnerships with neighbouring councils (estimated savings of £2.5m pa)</p> <p>5) provided PFI contract management training to 15 officers; developed a second PFI training course (on lifecycle issues and contract expiry) which we will run in the 2018/19 financial year.</p>	Green
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	57 Leaders and Chief Executives have been developed through our programmes.	Green
LC2	Provide top team development support to at least 10 councils	See E6	Green
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.	798 councillors have participated on our political leadership programmes in 2017/18. This is another record year in terms of attendance figures.	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 councillors have now completed the Next Generation programme for 2017/18. Applications for Cohort 13 in 2018/19 open at the LGA Annual Conference.	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	<p>We are working with over 20 councils through the "Be a Councillor" programme, ranging from initial conversations to developing local bespoke campaigns, and in some cases working in partnership with councils and organisations which have a focus on under-represented groups. A toolkit has been created to support councils in their local bespoke programmes.</p> <p>We have developed partnerships with Parliamentary Outreach and organisations with a focus on under-represented groups such as women and young people. Further resources are in development and build on good practice from councils as well as organisations with a focus on under-represented groups.</p>	Green

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.	- During the year the suite of councillor workbooks, which lead onto e-learning modules where content is appropriate, has undergone thorough review. New modules on Data Protection, Anti Bribery and Fraud Prevention, Stress Management, Dealing with Residents with Difficult Issues and an introduction to Housing have been produced this financial year. A new GDPR module will be finalised shortly. A new workbook has been delivered on local government finance and the workbook on working with town and parish councillors has been revised. A workbook on commissioning of council services is in final format awaiting final signoff from Cabinet Office with a view to publication April 2018. We are considering whether the Commissioning workbook should be turned into an e learning module. Currently over 8250 "sign ups" access the material.	Green
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.	Over the course of the year we have delivered 2 full IGNITE programmes with a total of 23 CEXs taking part.	Green
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 worked in partnership with SOLACE to develop three programmes to support the leadership development of managers in councils: - the Total Leadership programme for aspiring CEXs is ongoing with 12 delegates taking part. - the Springboard programme for rising talent, has taken the maximum of 20 delegates. - the Transform programme, for middle managers, has 11 delegates and is dealing with real life transformational projects in participants' own local authorities.	Green
Graduate Recruitment:			
LC10	Recruit at least 100 high calibre graduates in to local government	130 graduates recruited through Cohort 19 were appointed and started their positions in councils by the end of December. Recruitment is well underway for cohort 20, with around the same number of places applied for and a record number of applications	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.	There have been 5 secondments involving NGDP and the Civil Service Fast Stream. There has been feedback from councils that it is often not desirable for their trainees to leave the council for 6 months as part of an interchange programme. Clearer messaging to host authorities about the benefits of the interchange programme have been put in place but interest in an interchange from councils remains relatively low. We are introducing more options for councils to do interchanges/secondments between councils for 2018/19.	Green
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 MHCLG and at 31 March 18 we were awaiting a response. Nevertheless, there have been at least 13 such secondment opportunities in place in the current year.	Amber

LC13	<p>Help councils meet their public sector apprenticeships target:</p> <ul style="list-style-type: none"> * 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. 	<ul style="list-style-type: none"> * We supported 18 network events working with councils on shared procurement, workforce planning/skills mapping and sharing best practice approaches to increase take up. We have supported two-rounds of 7 national large employer roadshows in Qs3&4. We also delivered two national apprenticeship events in January in London and Manchester and had over 70 councils attending. * We have focused on supporting councils through the on-line knowledge platform KHUB where we now have nearly 250 active members. We have also launched a new 6-weekly newsletter providing information and updates to our KHub members. * We developed the best practice guide and published knowledge bites of practice and progress on the KHUB. We have continued to support standards development and mapped the progress of trailblazers and shared on the KHUB. We have worked with SOLACE on a leadership training programme for middle manager apprenticeships at level 5. As IfA have developed an on-line standards guide and update service we have not continued to produce a specific guide for councils but we now encourage through skills audits the sharing of practice around the use of standards and the identification of the gaps (actual standards themselves and local provision). * The procurement guide was produced in draft form in August and finalised in October and circulated to all councils. * We have continued to support councils with workforce planning and work with partners to monitor delivery. a. We have mapped progress of 85% of large local authorities and identified barriers and blockages and are working with ESFA to provide additional targeted support. A second survey was launched in February/March 2018 to obtain more up-to-date figures on apprenticeship starts, including a breakdown of schools starts. Almost 60% of councils have responded so far and this work is ongoing in April/May. b. We have rolled out a self assessment tool "apprenticeship maturity model" to help councils to identify how they can make positive changes internally to increase apprenticeship take up and have had over 60 councils completed it. c. We have developed a bespoke consultancy offer to compliment the maturity model with ESFA which will help those councils who have the greatest need. We are awaiting additional funding to deliver this support. d. We have helped South West Councils become a regional End Point Assessment organisation for local authorities in the South West through funding the development of their online portal, with a view to potentially replicating this approach in other regions. 	Green
Workforce: LC14	Support 80 councils to transform their workforce and modernise the way they are managed through a range of HR/OD initiatives	<p>The LGA Workforce team has provided a range of support to 89 councils in the year to help them prepare for the workforce opportunities and challenges arising from their transformation activities.</p> <p>Our work also supported councils on technical developments (e.g. IR35, gender pay gap guidance linked to equalities and inclusion), organisational development using organisational design to support high performing teams (DMA), effective behavioural competencies (PACE), reviewing layers and spans of management, job evaluation, investigations, etc. We have also provided advice and analysis on future workforce trends and practices including the workforce opportunities and challenges arising from the digitisation of services and automation (robotics) of jobs and on Brexit.</p> <p>We have also provided a range of support to HR professionals to ensure their effectiveness to support and deliver organisational transformation (Aprire programme for HR Business Partners, Peer into the Future programme for future HR Directors).</p>	Green
LC15	Directly negotiate a pay agreement for local government that addresses the challenge of the National Living Wage.	<p>A pay agreement has been agreed covering the period April 2018 to March 2020. The key events stages were:</p> <ul style="list-style-type: none"> - Joint technical work to model options (June 2016 to June 2017; unions submitted pay claim (June 2017); - Employer consultation meetings (June-August 2017); - Employers' offer made (December 2017; and union consultation (Jan to March 2018). <p>Agreement was subsequently reached in early April.</p> <p>The learning from the whole process was that unlike 'typical' pay awards, the challenge of the NLW meant that the direct workforce costs for individual councils will vary to a greater degree as a result structure of the organisation, including the type of services that continue to be delivered in-house.</p>	Green
LC16	Provide sector specific advice on a range of employee relations and pensions issues.	<p>We have provided advice to local authorities on specific queries on a wide range of issues and employment law developments such as the definition of on-call time under the Working Time Directive and trade union facility time reporting. This advice service has involved producing employment law update advisory bulletins with tailored commentary for local authorities, including on the Taylor report on employment law reforms and it's outcome, as well as podcasts, for example on gender pay gap reporting. We have continued to support councils on the implications of the changes in case law with regard to sleep-ins and the NMW and have held, and presented at, our annual employment law update. We have also supported the local authority Health and Safety Practitioners Panel, facilitated its quarterly meetings and cascaded HSE consultations and safety alerts. We have provided information on proposed consultations on exit payments.</p>	Green

LC17	Build on the success of the "21st Century public servant" e-book "Walk tall" and support councils to take the work forward.	<p>We have worked with eight cross public sector organisations to promote take up of the 21st Century Public Servant principles across services and organisations.</p> <p>A successful roundtable attended by senior representatives across NHS, Social Care, Police, Fire, Civil Service and local government was held in October 2017 on supporting further collaboration cross public services. This led to production of a range of case studies which are now on the website and promotion through a national "21st Century Public Service" event in March 2018 attended by 77 delegates across 50 Councils, with representatives from NHS, Police and MH&LG. Evaluation was overwhelmingly positive with 100% satisfaction from respondents.</p> <p>We are currently evaluating the impact of the work and resources available, capturing the new learning in order to design the next phase of work in supporting increased productivity at a local level across public services.</p>	Green
LC18	Support 20 councils through the "Creating performing organisations" programme.	The "Creating performing organisations" programme has supported 21 councils in the use of the PACE toolkit in 2017-18. A further manager workshop was delivered in March 2018 to 43 managers and another workshop is planned for 2018-19. The PACE toolkit will be further developed in 2018-19 to improve access and widen participation.	Green
LC19	Promote flexible working to councils as a way of recruiting and retaining skills and knowledge.	We have continued to promote flexible working and flexible hiring to councils as a way of recruiting to hard to fill roles and improving retention. A tool has been developed for managers to assess the roles they have vacant for more flexible ways of operating in an attempt to improve recruitment of people with disabilities. This tool was promoted at an event which the LGA ran on Flexibility and Disability.	Green
LC20	Roll out the "Return to Social Work campaign" with an ambition to facilitate the retaining of 100 social workers to return to the profession.	The Return to Social Work Programme has now completed. The Campaign was successful in attracting over 300 applications for the Programme. Whilst not all had the level of experience we were looking for, we were able to recruit 61 onto the scheme. Candidates have finished their training and placements and are currently being matched for interviews with councils. Many candidates have already taken up job offers and the Programme is now being evaluated.	Amber
LC21	Work with Central Government and National Partners to advise and support councils in addressing the workforce changes associated with public sector reform.	<p>We have worked with a range of Govt Depts. and national partners over the year including MHCLG, DHSC, PHE, NHSE, HEE, Skills for Care, regional employers etc. The LGA has been closely involved in the development of Social Work England and we have joined the NHS Social Partnership Forum.</p> <p>During the year:</p> <ul style="list-style-type: none"> - an online consultation on the refreshed national workforce strategy has been launched and is active; the Employer Standards for Public Health have been finalised and published on the LGA website and the LGA is currently involved in the governance and drafting of the national health and care workforce strategy; - We published a guide to workforce challenges in integration with NHS Employers and Skills for Care. A report on comparisons of market pay levels in the private sector with comparable local government jobs has been prepared. A report on social worker pay levels has been prepared in partnership with the Epaycheck pay database. - The LGA has contributed to working parties on the sexual health workforce and a capability framework for people working with frailty. The LGA has contributed to development of a report on the economic value of social care work. 	Green

SC1	<p>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:</p> <ul style="list-style-type: none"> * 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 CA CEX network has met four times and future work programmes are in place to support this network on a quarterly basis. At its request we have also established three new thematic networks to share and support learning and improvement between CAs on finance, housing and planning and skills and employment and we are exploring the creation of further networks on Communications, Governance/Scrutiny and Economic Development.</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. This includes, for example, political leadership support, communications support and grant improvement support for projects and capacity for the elections. The LGA has also provided support to aspiring CA areas.</p> <p>* A decision was taken by the CA CEX network to update the self-evaluation diagnostic tool so that there are options for both established and aspiring CAs. The LGA is also working with the CAs to create a peer led improvement offer to complement the diagnostic. This peer led offer should be ready for late 2018/19.</p> <p>* The online Devolution Hub continues to attract approx. 2,000 visits a month. It is updated with the latest information on devolution and tools, including an updated register of the powers secured through devolution deals to date, a devolution area map, and the contact details of all combined authorities including websites and twitter handles. Linked to the Hub, the LGA sends out a devolution email bulletin with news as well as links to tools and events. It has a cohort of over 1500 subscribers that are part of 'The Devolution Network'.</p> <p>* The LGA has continued to deliver its mayoral offer. The Mayoral Forum has had two meetings - both of which were well attended by the Mayors and government departments. There are plans to continue these meetings, aiming for quarterly, with the addition of Ministers in 2018/19. We have procured research into combined authority financial freedoms and fiscal devolution on behalf of the CA CEX Network, which is currently underway.</p> <p>* A joint LGA and NALC guide titled "One Community - Supporting effective partnership working between parish and town councils and principal authorities" was completed by March 2018. It will be officially launched on 16th May at a joint event which, at the time of writing, has 83 attendees from a mixture of principal and town and parish councils signed up to attend.</p> <p>* Phase 2 of the Leading Places programme supported fifteen local partnerships across England to develop collaborative responses to shared challenges through a framework of action learning, external facilitation and national events. It concluded with a national event in March attended by two hundred delegates from across a range of sectors. An evaluation of Leading Places Phase 2 was carried out by Dr Peter O'Brien (available at: local.gov.uk/leading-places) and the programme provider is also developing a</p>	Green
SC2	<p>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>	<p>We worked with councils supporting 41 projects through the Housing Advisers Programme, including support to increase housing delivery, to plan for particular populations (such as older people and students), and to prevent homelessness and source temporary accommodation.</p> <p>We completed a good practice project looking at how councils can ensure the timely build out of sites with planning permission - working with 10 councils.</p> <p>We completed a project looking at innovations by councils in delivering homes through Housing Revenue Accounts, working with 8 councils.</p>	Green
SC3	<p>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>	<p>We supported a number of local authorities in pulling together and submitting HIF bids in Q3 2017. This led to a number of successful HIF bids, with all of the bidding authorities supported by Local Partnerships securing successful outcomes in a very competitive bidding round.</p> <p>We also undertook a range of other work to support housing delivery, including:</p> <ul style="list-style-type: none"> • We provided a methodology for generating a Growth Board led Housing Deal, together with early consensus building between the eight councils in a County, on shared objectives. • We provided capacity and capability to enable the delivery of housing development schemes, together with detailing mapping of capacity deficits for GMCA and its constituent councils. • We defined a blended package of 10 council owned brownfield sites, undertook soft market engagement and advised on routes to market for a Met Council. • We have provided capacity and technical expertise to support a Metropolitan council currently undertaking direct development of house building identifying estimated savings/ revenue in the range of £8-12m over the next 4 years. • We have updated the housing delivery toolkit launched at the LGA conference - 175 councils have now downloaded the toolkit 	Green
SC4	<p>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</p>	<p>We have worked with the East Midlands Waste consortium involving 38 councils in the region. The EM regional efficiencies report is finished and signed off internally and by the authorities. It has identified £8 million in savings p.a., derived from 19 authority case studies. The report will be launched in May.</p> <p>During the year preparatory work was undertaken to develop a second consortia which will figure in our 2018/19 spend.</p> <p>A successful Chartered Institute of Waste Management (CIWM) launch event to promote the previous six regional waste efficiency report was held in November.</p>	Green

SC5	Support officers and members to strengthen councils' licensing and regulatory functions.	<p>During the year we worked with the Gambling Commission to ensure councils are supported in updating their gambling statements. We updated our councillor handbook on gambling licensing ahead of councils' updating their statements of principles.</p> <p>We continued to develop the new national register of taxi/PHV refusals and revocations and to contribute to a DfT taxi/PHV Ministerial working group.</p> <p>During the year officers attended a number of regional workshops to update councillors and officers on licensing issues and delivered a successful annual licensing Conference in February.</p> <p>Officers have also supported councils with a range of ad-hoc issues relating to regulatory issues</p>	Green
SC6	Provide support to councils to assist them in tackling modern slavery	In December we published a comprehensive guide for councillors on modern slavery, produced with the Independent Anti Slavery Commissioner and with input from an Expert reference group. The aim of the guide is to help councils recognise modern slavery in their area, refer it appropriately, support victims and work in partnership on the issue. After publishing the guide we held five regional events in London, Newcastle, Manchester, Bristol and Nottingham to promote the work. We engaged with approximately 300 attendees from around 100 councils. We are now considering how we can capture the learning coming out of these events.	Green
SC7	Ensure that councils are making an effective contribution to the public health system.	<p>This year we have developed a series of best practice publications, showcasing the best in public health activity with over 230 local authorities featured. Case studies include: childhood obesity, digital public health, working with developers to create healthy communities, social prescribing and tackling drug related deaths and suicide prevention.</p> <p>The LGA launched its fifth annual public health report in March, a description of the opportunities and challenges 5 years since public health transferred to local government from the NHS.</p> <p>The LGA held its annual public health conference and exhibition in March. Over 250 delegates and speakers were in attendance, with key speakers and local authorities presenting on how they are addressing the key public health challenges in their areas.</p>	GREEN
SC8	<p>Develop a programme to support councils to strengthen community cohesion and counter extremism, to include:</p> <ul style="list-style-type: none"> * 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 	<p>We have delivered a programme of work to help councils on community cohesion and counter extremism</p> <ul style="list-style-type: none"> • A session was held at the LGA conference on councils' leadership role in building community cohesion. Five leadership essentials courses ran between September and March in Leeds, Coventry and Crewe; two on counter extremism and three on Prevent. A new masterclass on emergency planning and civil resilience was launched in March. A peer Champions Network of elected members has been set up to provide councillors with support around Prevent and counter-terrorism work. • A successful pilot community cohesion event for council officers took place in Birmingham in September. • Updated community cohesion guidance is being finalised in the light of the publication of the Integration Strategy Green Paper. • We have worked closely with Leeds and Luton Councils to support the development of the Special Interest Group on Countering Extremism, which will facilitate sharing of good practice amongst local authorities, including via setting up and hosting the online Knowledge Hub • Scrutiny guidance on Prevent and counter-extremism will be finalised with the anticipated imminent publication of the revised Contest strategy. 	Green
SC9	Strengthen fire and rescue authorities ability to drive up efficiency, increase collaboration with other emergency and the health services.	<p>We have undertaken a range of activities to support FRsAs, including:</p> <ul style="list-style-type: none"> • Launched our vision for the fire and rescue service setting out ambitions for the service, including greater collaboration. We contributed to the Fire Health Co-ordination Committee which seeks to support collaboration between fire and health. • We held our Annual Fire Conference showcasing examples of collaboration, both with other FRs and other partners. There were also sessions on how greater collaboration could be achieved. We also published a series of case studies on inclusion and diversity • We have held two fire leadership essentials courses that were very well received and a masterclass for FRA members on equality and diversity issues • We will shortly be holding a summit with the other signatories of the MoU on equality, diversity, behaviours and organisational culture in the Fire Service that we produced last year. This will help us to determine what's happened since the MoU was signed as well as further develop our work on this issue and what other support FRAs may need to help embed diversity and inclusion further. • We have provided bespoke support for Avon Fire and Rescue Authority, which includes a training package for FRA members and has been in discussion with South Yorkshire FRA about delivering a training session for their members. 	Green
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.	<p>We have worked with colleagues in DCLG to advise on the development a peer-led Action Learning approach. Troubled Families peers have been offered access to LGA-led training, with an understanding these peers may then be available for LGA peer reviews. We have participated in the advisory group for the Evaluation of the TF programme.</p> <p>With the knowledge and involvement of TF colleagues we held a conference in January on 'Improving Children's Lives' which looked across all early help services and their impact on children and young people, building on work that early Intervention Foundation have done with both DCLG and DWP.</p> <p>Work is also underway on a joint project with the Centre for Responsible Credit on 'reshaping financial support'. The final report is in draft format to be finalised at the CfRC conference on the 25th April. Pilot work with 8-10 councils will contribute to a pathfinder programme in 2018/19. This work is of interest to both TF and DWP's 'children, families and disadvantage' teams, as well as DfES work on improving social mobility, and contributes to aspirations set out in the Government's publications on 'improving lives'.</p>	Green

SC11	<p>Increase opportunities for the business community to work with local government at various levels, including:</p> <ul style="list-style-type: none">* 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.	<p>Discussions have taken place with business organisations including CBI and BCC on matters of common interest with councils, including on topics such as closer collaboration on skills and also Low Emission Zones.</p> <p>The first town centre event took place on 29th November with approximately 25 councils taking part. Participants sought further support through online toolkit and guidance for elected members. There appeared to be little appetite for ongoing formal forum or network. A good practice handbook and complementary online resources have been commissioned. The materials are currently being finalised and expected to launch at a national LGA town centre conference on 14th May. We promoted good practice around town centre regeneration at the LGA Annual Conference Innovation Zone.</p> <p>Joint LGA study visit with BPF and development industry took place at Derby City Council on 23rd November to provide independent reflection on the city's plans for the town centre. We will continue to have dialogue with BPF on further visits and exploration of further good practice advice on commercial development.</p>	Green
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