

		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 have 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	At the October Executive meeting, we are reassessing all our work since the referendum. The onus has been on the LGA to identify the opportunities and risks for councils and we have achieved this. In many areas, national action has been achieved or initiated as a result of our work (for example on EU funding). Whilst we have raised other issues whether national action is required, we are still awaiting clarity (e.g. voting rights). However, such risks and opportunities are firmly on the record and early warning of the need for national action has been put on the record.	Amber	As a result of LGA work, the Government has set up a Delivery Board to bring Whitehall together to address councils' risks and opportunities. However, there continues to be a very fluid national debate on Brexit and clarity of the nature of our exit from the EU is unlikely to be achieved until the weeks approaching formal exit. As such, the importance of the LGA work to address risks and opportunities as new Brexit scenarios emerge is of even greater importance.
B2	Support councils to build cohesion and integration, tackle extremism and prevent people being drawn into terrorism.	Mark Norris Safer & Stronger Communities Board	We have raised councils' concerns about Prevent (including the withdrawal of funding as a result of reprioritisation and poor communication) with the Director of the Office for Security and Counter-Terrorism (OSCT) via a letter from the LGA Chief Executive and subsequent meeting and through other engagements with officials. We have raised concerns about the Government's counter-extremism strategy and in particular the growth of far right extremism with Baroness Williams. In both cases we are unable to address the underlying problem that the need for this work is increasing while government is reducing its funding, however we hope to mitigate the impact of this by influencing the way in which government manages the cuts. We have coordinated sector input to and feedback from the Home Office's programme Board for Multi Agency Centres (MAC) pilots, which supports councils by improving liaison between the pilot areas and our awareness of progress. We are planning leadership essentials programmes for Chief Executives, Prevent and cohesion work, a bespoke Prevent Leadership essentials event for east London and a combined event in the North East. We are now picking up issues around the Gypsy, Roma and Traveller community. We are providing much-valued support to the Special Interest Group on Counter extremism.	Amber	We have tried to encourage the Home Office to consider prevent funding on a cluster/regional basis and to look at it in tandem with counter-extremism funding. We have been promised a less 'stovepiped' approach and an improved input in the discussions around this change. Our support to the Start-up Incubation Centre (SIGCE) has facilitated well attended seminars for member councils and a developing support network for councils with acute far right extremism issues.
	Comms:		10 episodes of coverage, of which 100% was positive		
Devolution & Funding for local government - reform of the finance system					
F1	Local authorities receive adequate funding and the consequences of central government reforms are understood and adequately funded.	Nicola Morton All Boards	We published our revised Funding outlook analysis in July showing the gap facing councils to 2025, as well as an updated gap for 2019/20. This was then used to inform the LGA's submission for the Chancellor's autumn budget that was made at the end of September. This called for the 2019/20 gap of £3.9 billion to be met. Our new figures are being used in media reports.	Green	This continues to highlight the difficulties faced by councils due to the funding gap and increases awareness politically and in the media
F2	Fully engage with the government on the Fair Funding Review ensuring that the sector has plenty of opportunity to engage in the reforms	Nicola Morton Resources Board, Leadership and Executive	As part of the LGA's work programme on the Fair Funding Review we completed work on establishing a set of evaluation criteria for future emerging proposals, as well as built an evidence base around the benefits of using population projections in the relative needs formulae which has become LGA policy. We have published tools which allow councils to evaluate the impact of emerging proposals from the Fair Funding Review on their and other members' finances, as well as build their own proposals. We have also commissioned some work on approaches to transition. Joint work with the Government continues to work well in allowing all parts of the local government family to have their say on, and understand the progress of, all parts of the Review.	Green	The impact of the Fair Funding Review on individual councils continues to be uncertain. The risk of some councils seeing funding reductions as a result of the Review remains high. In our work we continue to call for the results of the Review to be introduced alongside additional resources as not doing so will make any outcome of the Review unsustainable.
F3	Engage in the detailed arrangements for further business rates retention, and improvements to the current system	Nicola Morton Resources Board, Leadership and Executive	Detailed work has been progressing on the implementation of 75 per cent Business Rates Retention alongside the phasing out of a number of grants. Detailed discussions on improvements to the system include dealing with the impact of appeals centrally (which is welcome and something we have long called for) as well as consideration of system resets, tier splits and safety net and the central list. A consultation is awaited in autumn 2018. We have continued to urge the Government, at every opportunity, to allow more rates to be retained without additional responsibilities as a measure to help meet the local government funding gap. We held a well attended joint event with MHCLG for areas interested in becoming 75 per cent Business Rates Retention pilots.	Green	Arrangements for 75 percent business rates retention which balance incentive and need in the way the system is designed would be an achievement for the LGA and local government; specifically in the design of a central appeals arrangement in order to minimise the provisions which councils have to set aside.

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 Board	As part of the LGA's political processes, discussed the LGA's policies on council tax and business rates discounts with Resources, People & Places and City Regions Boards which all endorsed current LGA policy of seeking maximum flexibility. As part of our response to the Technical Consultation on the 19/20 local government finance settlement, we argued for referendum powers not to be used.	Green	Setting of the business rates multiplier remains a national power and council tax continues to be subject to council tax referendum limits.
F5	Contribute to improvements to the business rates appeals system and the modernisation of valuation and collection.	Nicola Morton Resources Board	We have continued to work with Ministry of Housing, Communities and Local Government (MHCLG) and the Valuation Office Agency (VOA) on measures to improve the business rates system, including more effective tackling and management of appeals risk, improving business rates processes, compliance and avoidance and more frequent valuations. We have planned for a survey on business rates avoidance which will be carried out in Q3. We have continued to work with the VOA to help them improve their engagement with the sector including new high level consultation forums and revisions to the data sharing agreements and protocol. We have continued to engage with the Government on the Year 2 implementation of the additional business rates reliefs announced in the Chancellor's 2017 Spring Budget.	Green	Implementing more frequent valuations could lead to more appeals and uncertainty, we are working with government agencies and local government to ensure that any reforms build on the successes and tackle problems such as avoidance and data sharing.
F6	Lobby to free local government borrowing from Treasury restrictions.	Nicola Morton Resources Board	We have taken every opportunity to highlight the anomalies in the housing borrowing regimes, notably the Housing Revenue Account (HRA) borrowing cap. Subject to detailed announcements, the Government seems to have accepted the LGA's case. We have continued to highlight anomalies in the capital financing regime and continue to engage with Cipfa and MHCLG over the revised prudential regime for capital finance. We have secured an override to IFRS9, albeit temporary and have submitted a response to the government consultation on this.	Green	We are able to brief councils - either in groups (CFO societies) or individually on the impacts of new prudential regime, and engage in discussions with MHCLG over actions being taken by councils. The Government consultation on IFRS 9 was as a result of our lobbying. Just after the end of the quarter an announcement was made that the HRA borrowing cap will be lifted but we await detail.
F7	Councils get support to help them increase the powers and responsibilities devolved to them from Government	Alex Thomson City Regions and People & Places	<p>The forums created by the LGA for established and aspiring combined authorities continue to provide a platform to explore areas of shared interest, including securing further devolution in relation to areas such as skills.</p> <p>The LGA has continued to lobby for further devolution to all areas in its submissions and responses to key legislation and announcements, with an increasing focus on Local Industrial Strategies and the Government's as yet unpublished devolution framework.</p> <p>The LGA has carried out extensive Whitehall engagement in relation to Local Industrial Strategies at political and official levels. Following joint calls by the LGA and the LEP Network, the Government announced in July that all areas of England would agree a Local Industrial Strategy with government.</p> <p>The online Devolution Hub provides a range of resources for councils interested in devolution and continues to attract over 2,000 visits a month.</p>	Amber	<p>The LGA and councils remain well-placed at the forefront of the debate on the constitutional future of the UK, with productive relationships in place with Department for Exiting the European Union (DEXEU), Department for Business, Energy & Industrial Strategy (BEIS) and MHCLG.</p> <p>However, progress on devolution has stalled with no new devolution deals announced in the reporting period. We are therefore refocusing elements of our policy work, for example through seeking to ensure that Local Industrial Strategies are accompanied by the devolution of powers and funding. We are also undertaking initial engagement with Whitehall on the Government's devolution framework.</p> <p>Mayors have been elected to lead 7 combined authorities, 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 have embarked on a comprehensive piece of work (the Post-Brexit England Commission) setting out the case for greater and appropriately funded powers and flexibilities for non-metropolitan areas in England.</p> <p>The Commission published its interim report at LGA Conference in July and is delivering a wide range of engagement activity to inform a final report due to be published in 2019.</p>

F8	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 & Places	<p>The LGA has continued to provide a range of generic and bespoke support to combined authorities (CAs) and CA Mayors over the current reporting period, with key activity including:</p> <ul style="list-style-type: none">• Providing tailored capacity support to CAs across a number of areas of delivery;• Convening the CA chief executives’ network as well as established thematic networks for senior CA officers covering: housing and planning, employment and skills, and finance;• Progressing work to establish new thematic CA networks focused on HR and governance;• Facilitating the sharing of best practice among CAs through both the networks of CA officers and the facilitation of peer-to-peer exchanges between CAs;• In particular, research was commissioned by the LGA on behalf of the CA CEX Network that looked at the financial freedoms of combined authorities. This research has been completed and the CA CEX Network will be discussing next steps at their upcoming meeting, including how to engage MHCLG on the research proposals; and• Identifying further improvement support of collective interest to CAs that will be commissioned by the LGA in the upcoming reporting period and have input from the relevant CA networks. <p>We are also working with NALC to explore the devolution agenda from principal to parish and town councils forward following a report and event on joint working in May this year.</p>	Green	<p>The LGA’s support offer on devolution is highly valued by the sector and utilised extensively by all established mayoral and non-mayoral combined authorities. The LGA has carved a clear role for itself in relation to the CA Mayors and plans have been agreed to continue this work through the continuation of the Mayoral Forum as well as other channels.</p> <p>Uncertainty remains around the Government’s appetite for future devolution, particularly in non-metropolitan areas and the LGA support offer is responding to this changing policy landscape with an offer currently being developed that focuses on Local Industrial Strategies.</p>
	Comms:		73 episodes of media coverage, of which 71% was positive		
Inclusive growth, jobs and housing - councils central to revitalising local economies					
IG1	Councils work with partners to maximise the value of local and national infrastructure investment, including transport powers (with Local Partnerships).	Eamon Lally EEHT	<p>We submitted evidence on transport infrastructure on a number of fronts, including: a submission to Transport Committee inquiries on the state of bus markets, active travel and also the condition of local roads. We also made a submission to the DfT call for evidence on the future of mobility. Our submissions raised a number of LGA policy asks, including on the quantum of funding, and asking more simplified and long-term funding for infrastructure. We reiterated the importance of local bus services for connectivity and our calls for more traffic control powers - including Part 6 of the Traffic Management Act 2004 which gives enforcement powers to councils outside London against moving traffic offences. We also responded to the Government's Clean Air Strategy. Our submissions to the inquiries also took account of our recent modal shift survey. We have also engaged private sector expertise in the retail property sector with a view to sharing their best practice and expertise with councils in their efforts to regenerate town centres.</p>	Green	<p>The Government published the first National Infrastructure Assessment (NIA) in July which is produced once every five years by the National Infrastructure Commission. It outlined the country’s infrastructure needs for the next thirty years and endorsed many of the key points we had made in our submissions to their evidence gathering process. It acknowledged that local leaders have to bid to too many different government competitions, which provide an unpredictable and short term funding stream and place a significant strain on the limited revenue funding available for transport planning.” It recommends that Local transport authorities outside London should have stable, devolved infrastructure budgets, as Highways England and Network Rail have. The report also recognises the drag on the country’s economy and local growth that the backlog of road repairs has, acknowledging that “In recent years, insufficient funding has led to poor conditions on local roads, affecting road users throughout the country... The National Infrastructure Commission therefore recommends that “government should make £500 million a year of funding available from 2025/26 to 2034/35 for local highways authorities to address the local road maintenance backlog.” On local growth the Government has also established an expert panel to diagnose the future of high streets and town centres - the panel includes local government representation.</p>

IG2	Councils unblock the barriers to house-building and drive the increase in housing supply the nation needs.	Eamon Lally EEHT	<p>Members to meet with Ministers and Special Advisers in recent weeks to push the case for the removal of the Housing Revenue Account borrowing cap and other reforms.</p> <p>We have responded to consultations on the social housing green paper and reforms to Right to Buy.</p> <p>On 2 August we published Speeding Up Delivery: Learning from councils enabling timely build-out of high quality housing.</p> <p>Mark Lloyd sat as an adviser to the Ministerial Rough Sleeping Task Force and chaired the prevention working group which was influential in shaping the Rough Sleeping strategy that was published on 13 August</p> <p>Sector support</p> <ul style="list-style-type: none">- Housing adviser programme now commissioning suppliers to projects and on track for completion before year end.- in discussions with Housing Finance Institute to establish Housing Springboard masterclass events with a series of councils looking to increase the supply of housing.- advice and guidance for councils in implementing the duty to refer completed- project looking at good practice on out of area moves of people homeless or at risk of homelessness initiated and mid way through <p>ers to meet with Ministers and Special Advisers in recent weeks to push the case for the removal of the Housing Revenue Account borrowing cap and other reforms.</p> <p>We have responded to consultations on the social housing green paper and reforms to Right to Buy.</p>	Green	<p>Policy - the LGA has achieved a number of lobbying successes in the quarter, including:</p> <p>Social housing:</p> <ul style="list-style-type: none">- commitment from HMG to lift the Housing revenue account borrowing cap- HMG commitment to repeal the High Value Assets Levy policy (forced sale of council homes)- HMG consultation on additional flexibilities to use of Right to Buy receipts- increased investment in social rent grant- HMG commitment to social rent certainty up to 2025- wider acknowledgement of the need to invest in councils and social housing by the Social Housing Green paper- continuing to raise issues and lobby on detail of Right to Buy reform, rents certainty, and the need to lift the HRA cap as soon as possible <p>Planning policy:</p> <ul style="list-style-type: none">- HMG inclusion of social rent definition in the National Planning Policy Framework- implementation of local development corporation policy- recognition by HMG in new NPPF of the role of proactive planning by councils- further reforms to Compulsory Purchase Orders- implementation of 20% planning fees increase- continuing to raise issues around planning resources, permitted development rights, housing targets and the delivery test <p>Homelessness</p> <ul style="list-style-type: none">- £100 million of new funding into local government via the Rough Sleeping Strategy, including specific LGA ideas such as the Somewhere Safe to Stay model
IG3	Councils have the levers and support to make the most of their cultural, sporting, heritage and tourism assets.	Alex Thomson Culture, Tourism & Sport	<p>We have delivered two sports leadership essentials for officers, as part of a new 2-year contract with Sport England worth £271,000. We have commissioned research into the role of councils in supporting a skills pipeline for the local tourism sector - this will be a deep dive into eight areas, exploring how work local principles can be applied to a specific industry. We have commissioned development of a museums handbook on behalf of ACE, responding to recommendations for local authority museums in the Mendoza Review. We held a conference with the FA at Wembley, which was attended by 150 delegates from over 100 councils.</p>	Green	<p>Councils have officers trained in strategic leadership skills, and the knowledge of how to apply them in a sporting context. 8 councils will have bespoke support on how to strengthen their local tourism sector, with replicable learning for other councils; and work local will have had a practical test. Councils have been informed about how to apply for £100 million per annum over 10 years that The FA is investing in grassroots football, and a strategic relationship has been developed with the FA.</p>
IG4	Councils increase their local digital connectivity, both broadband and mobile.	Alex Thomson People and Places	<p>The Rural Digital Connectivity Working Group has refreshed its membership and will meet next month to agree its new programme of work. The Group plans to invite Openreach to their first meeting to discuss how the communications provider and local government can work together to ensure new builds are connected to future-proofed fibre broadband.</p>	Green	<p>The LGA is able to harness the technical expertise of council officers to advance the position of local government. It is able to utilise its strategic profile to attract senior stakeholder engagement from within the communications sector.</p>
IG5	Councils have the power, funding and lead responsibility to integrate and commission back to work, skills and welfare support under a devolved model.	Alex Thomson City Regions and People & Places	<p>Influencing the skills system continues to be a key ask for the sector. We continue to promote the LGA's Work Local proposals for skills and employment devolution to Government, Opposition and key stakeholders. As part of this, we have established a new Skills Taskforce made up of LGA Board members which will aim to engage a range of stakeholders during a series of roundtables. Our aim is to build mutually beneficial relationships with external organisations around the skills and employability agenda.</p> <p>Following on from positive discussions in the summer with the Rt. Hon Anne Milton MP, Skills and Apprenticeships Minister, we are also continuing to pursue a strategic DfE/LGA political and operational partnership on post 16 skills to benefit both devolved and non-devolved areas. This is in progress with Whitehall officials.</p>	Amber	<p>Securing devolution of skills funding and powers is a key priority of councils and combined authorities, and we are continuing to make progress in advancing this agenda, albeit not as quickly as desired. The LGA is due to meet soon with the Rt. Hon Anne Milton MP, Minister for Skills and Apprenticeships for its second triannual meeting to further progress the political and operational relationship with the DfE on post 16 skills. Officer level engagement is continuing and is planned around skills advisory panels, Small Medium Enterprise (SME) engagement, post 16 routes and apprenticeships. We will also be running an LGA Skills conference on 27th November.</p>

IG6	Support councils and fire and rescue authorities in making high rise residential buildings safe in the future.	Mark Norris Environment, Economy, Housing &Transport and Fire Services Management Committee	The LGA's Chairman has participated in the taskforce set up by the Secretary of State to drive remediation of private high-rise residential buildings with combustible cladding. MHCLG has also agreed to fund the multi-disciplinary team proposal we developed with the sector to assist councils to ensure owners of these buildings remove the cladding. Work is underway to establish this team, including working through issues related to insuring the LGA against the risks associated with this operational work. We continue to work with MHCLG and member councils to shape the updated statutory guidance that is being produced to support enforcement under the Housing Act 2004. We meet MHCLG regularly with councils to discuss issues related to the failure of fire doors and continue to press the department to improve communication about which doors have failed the relevant tests and how quickly the doors failed them. Our lobbying of MHCLG around problems councils have been experiencing with Large Panel System buildings has resulted in the department organising a forum for councils and RSLs to discuss the issues they face. We have responded to Dame Judith Hackitt's final report on building regulations and fire safety, and also to the government's consultation on banning the use of combustible materials on the external walls of high rise buildings. The Secretary of State has now announced the government will be banning the use of combustible materials in line with the LGA's lobbying. We are informing MHCLG's views about the shape of the Joint Competent Authority (JCA) recommended by the Hackitt review as the new regulator supervising high-rise residential buildings. We have also been exploring with Local Authority Building Control and the National Fire Chiefs Council submitting joint views on how the JCA should operate, and possible options for piloting the arrangements it would need to work.	Green	We continue to shape the government's response to the Grenfell fire and work to improve building safety. MHCLG will be making changes to the Housing Act guidance, which will support councils in taking action against building owners who have been reluctant to confirm their buildings have combustible cladding, and the multi-disciplinary team (the Joint Inspection Team) we are looking to establish will provide sector-led support to councils on this agenda. Our lobbying and engagement work with MHCLG around fire doors and large panel system buildings means that councils are better informed about the risks they face and what action they can take to address them. The government has announced it will ban combustible cladding, which we have called for. Having shaped the final recommendations in the Hackitt Review, we are now shaping MHCLG's thinking about how they are implemented.
IG7	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 Communities Board	We commissioned research on the impact of delaying the reduction of Fixed Odds betting Terminals (FOBT) stakes, and worked with the All Part Parliamentary Group (APPG) and Bacta to promote the findings of this. We published our guidance on the new NR3 taxi licensing tool, and are working with councils to promote implementation and use of the tool. The Department For Transport (DFT) taxi / PHV working group, which LGA contributed to, was published in September; we are planning a series of follow up questions in parliament on this. We responded to the Home Affairs Select Committee inquiry into modern slavery. We have been working to develop updated guidance on civil resilience and a strengthened approach to mutual aid. We participated in the County Lines Working Group and continue our work with the Home Office on tackling county lines issues. Cllr Simon Blackburn has attended the Serious Violence Taskforce meeting and continues to represents the voice of local government in this forum. We also submitted written evidence to the Home Affairs Committee on serious violence. We responded to the Government's announcement of the £200million endowment fund to support young people and a proposed statutory duty on local authorities and partners to prevent crime. We will continue to work with the Home Office to ensure any new statutory responsibilities are adequately funded and met by new burdens. We continue to liaise with MHCLG on their domestic abuse services review, which focuses primarily on accommodation based services. We have attended a number of local authority workshops to gain feedback on MHCLG's proposals and also taken this to SSC Board members. We have also submitted evidence to the Home Affairs Committee on domestic abuse. We issued a press release calling for details of the Prosecutions Fund on the underage sale of knives to be brought forward as soon as possible, after previously being announced in the Serious Violence Strategy.	Green	We have ensured that MHCLG has consulted with local authorities on their proposals for Domestic Abuse Accommodation Based Services funding models. Following this feedback, and our response to their proposals, MHCLG are reconsidering their proposals to take this into account. We have stressed the importance of ensuring domestic abuse reforms or announcements are cross-departmental and take a whole-systems approach, rather than working in silos. We also continue to engage with the Serious Violence Taskforce and will ensure our members voice is heard.
	Comms:		91 episodes of media coverage, of which 98% was positive		

Children, education and schools - councils can bring partners together to provide for children					
CE1	Highlight that child and adolescent mental health services needs further reform and investment and a greater focus on preventative and early intervention services such as school based services.	Ian Keating Children & Young People	Lord Porter is planning to ask a Parliamentary Question about what steps the government is taking to ensure partnership working between councils and CCGs is a key feature of the CAMHS reforms. A publication on leadership and accountability is due to be published on 10th Oct to coincide with world mental health day and media issued a story highlighting the challenges for CYP for provision and good work of councils in suicide prevention. Press releases responding to the EPI report were also released. The Peer learning programme for CAMHS concluded and a report is being drafted and is due to be published shortly. We submitted a response highlighting our key priorities for CAMHS and wider mental health issues to influence the NHS Long Term Plan and this also included a letter to Simon Stevens. We continue to liaise with NHS England about the implementation of the reforms and how we can work together to ensure there is accountability and partnership working at local level.	Amber	We are continuing to raise the profile and flag our key messages from the Bright Futures CAMHS campaign at national and local level.
CE2	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	We have commissioned research which will look at the respective costs of the two middle tier models in England (councils and Regional Schools Commissioners) which have been operating together since early 2014 when the Regional Schools Commissioner (RSC) framework was established. This will feed into the Government's review of school accountability which is taking place in the autumn and will also provide an opportunity to continue to press for a recognition and clarification of the council role in education and school improvement.	Amber	This is part of our Spending Review work, looking at the comparative costs of the current two-tier system of support and oversight for maintained schools and academies. The aim is to make the case for a strong, clear continuing role for councils in oversight and support of schools and school standards.
CE3	Ensure the growing pressures on the high needs budget which supports pupils with Special Educational Needs and Disabilities is highlighted and addressed by the Government	Ian Keating Children & Young People	Research on the high needs funding pressures is progressing, with a survey sent out to all treasurers to help identify the funding 'gap' that councils are facing. Researchers have also arranged 'deep dive' interviews with nine councils to get a clear picture of the issues that are driving the rise in demand for Special Education Needs and Disability (SEND) support. The SEND good practise project has completed, following a series of free regional workshops where findings were tested with member councils. The findings of both projects will be launched/published at a session taking place at NCAS on the 14th November. The findings of the high needs funding project will be used to influence the spending review, while the good practise project is aimed at member councils.	Amber	The findings of these project will help influence the spending review, ensuring councils are properly funded to meet demand for high needs support and; identify and share good practise in delivering SEND support which will be of interest to member councils.
CE4	As a result of the Children's social care and wellbeing campaign the financial pressures on council children's services are reduced and there is a renewed focus on investing in early intervention	Ian Keating Children & Young People	Our work on building a broader coalition of support behind our key messages is beginning to bear fruit, and a range of organisations published reports over the summer that directly supported, and in some cases directly quoted, our key asks - with a particular focus on the need to address the children's services funding gap. This included reports from the Children's Commissioner, the Children's APPG, Action for Children and the multi-agency Care Crisis review. We are currently working with several of the bigger children's charities (Action, NCB, Barnardo's and Save the Children) on a joint narrative around children's services funding ahead of the spending review. We have issued our survey on new burdens funding, which should help to illustrate the extent to which new duties on children's services have been underfunded in recent years, and expect to have the results available by November. We have also now commissioned the ISOS Partnership to undertake research into current practice in the delivery of early help services, working closely with the Troubled Families team at MHCLG, and are supporting the Early Intervention Foundation in their work to "restate the case for early intervention".	Amber	The cross-sector coalition behind the LGA's key messages continues to grow, with a large number of organisations now signed up to consistent messaging to government about the need for a sustainable funding solution for children's services. The LGA's work in this area remains highly visible, supported by a number of high profile media hits over the summer - including a front page headline in the Observer. While we have yet to secure any additional funding for councils, we are continuing to grow both the evidence base and the wider public profile for this issue. Following our calls, the Government announced in the 2018 Budget that they will invest £84 million over five years to expand children's social care programmes in 20 areas and give councils the flexibility to use £410 million of additional funding for social care in 2019/20 on adult and children's services.
	Comms:		71 episodes of media coverage, 95% of which was positive		

Adult social care and health					
P1	Make the case for a locally led place-based and person-centred approach to integration with councils as equal partners with the NHS.	Mark Norris Community Wellbeing	The LGA has led a partnership project with ADASS, NHS Confederation, NHS Clinical Commissioners, the Association of Directors of Public Health and NHS Providers to review and refresh our shared vision for integration, which was published in June 2016. Based on evaluative research commissioned by the Care and Health Improvement Programme, we have identified the progress made on developing place based and person-centred services and highlighted the action that still needs to be taken at local and national level. Our joint document, 'Shifting the centre of gravity: making person-centred, place-based health and care a reality' will be launched at the National Children and Adults Services Conference in November 2018 and will form the basis of the LGA and our partners key policy messages on the future of integration. We have also made significant contributions to many of the 13 separate work streams feeding into the NHS Long Term Plan, which will outline the vision and priorities of the NHS for the next ten years. The Community Wellbeing Board (CWB) have written to Simon Stevens to outline the LGA's key proposals for what the additional £20.5 billion funding for the NHS should be spent on. We have emphasised the need to invest in community-based preventative services, including adult social care, in order to improve people's health and wellbeing and relieve pressure on acute NHS services.	Amber	Our original shared vision, published in 2016 as 'Stepping up to the place: the key to successful health and care integration' has been very influential on the Government and other key partners, including NHS England in shaping a consensus on the core purpose of integration and its key components. The key components underpinning our vision were the basis of our sector led health and wellbeing system improvement and support offer. We anticipate, that with additional partners now on board, our refreshed vision and recommended actions will also be influential in Government and NHS England policy on the future of integration. We await the publication of the NHS Plan in November 2018 to see whether it will take a place-based and person-centred approach to improving health outcomes - especially in relation to joining up health and care services.
P2	Make the case for additional investment in adult social care and support in the short term and influence and respond to the forthcoming green paper on care and support reform to reflect councils' key concerns and issues for long-term sustainability.	Mark Norris Community Wellbeing	On short-term pressures, we have continued to highlight concerns about immediate and short-term sustainability. At the Conservative Party Conference the Government announced £240 million new funding for social care to help alleviate pressures on the NHS over winter. We welcomed this money but stressed that such short-term bailouts are not the answer to the long-term problem. On the longer-term, our major deliverable has been the LGA's own green paper on adult social care and wellbeing, <i>The lives we want to lead</i> . The was published on 31 July with extensive media coverage on launch day. The response to the consultation has been superb and has exceeded expectations; we have received more than 500 responses and this wealth of information is supplemented by findings from public polling and focus groups that we commissioned from Britain Thinks. Research Team colleagues are currently analysing all responses ahead of a further report - the LGA's response to the consultation - that will launch at the NCAS conference in November.	Amber	Whether our green paper influences the Government's own green paper remains to be seen and publication for that is now expected in December. We are sharing key findings with Ministers and officials at relevant points. However, our work has undoubtedly kept the debate firmly on the agenda and we know officials are keen to learn more about our findings. Our green paper has enjoyed an extremely positive response from across the sector and its reach has been impressive. It is difficult to imagine that the Government would not read our final report with great interest.
P3	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	With the Association of Directors of Public Health (ADPH) and ADASS we submitted a response to the consultation on the Government's loneliness strategy that highlighted the need to fully fund wider local services that contribute towards mental wellbeing. We have secured (Department of Health and Social Care (DHSC) agreement to work in partnership with us, ADPH and PHE to develop a new SLI offer on suicide prevention. A self-assessment was sent to DPHs on 1 October to identify good practice and ask for feedback on what support would be most useful. We have submitted a response to the mental health work strand of the NHS long term plan that highlights the need for investment in community mental health services. We continue to press for urgent clarification on future sleep-in payments in response to the Court of Appeal judgment. We have sought views from councils on the next phase of supported housing reform following the decision to keep it in housing benefit. There are emerging concerns that the review of housing costs will be taken separately and faster than the review of support costs.	Amber	We secured positive references to the LGA and a commitment to work with us on support for councils in the Government's loneliness strategy published 15 October. On suicide prevention we have steered DHSC away from top down mandation of voluntary local plans.

P4	Support councils around the oversight and implementation of the Armed Forces Covenant.	Mark Norris Community Wellbeing	We continue to develop the new national virtual network for council covenant officers that is enabling more good practice to be shared. We submitted a consultation response to the government's veterans strategy that highlighted the different ways councils are supporting veterans.	Green	The government is expected to publish a new veterans strategy next month.
P5	Lobby for investment in public health and raise awareness of the impact of health inequalities and the links between health, work and worklessness.	Mark Norris Community Wellbeing	Work has been ongoing to develop a new Health Inequalities Framework with ADPH and PHE. The initial framework document was published at the PHE Annual Conference on 11 September. A new Quality Framework for Prevention is also currently in development, the first roundtable was held on 26 September. In September we launched a new case studies document showcasing the work of councils in the support and treatment of people with drug and alcohol problems. On 26 September the LGA held a conference on phase 2 of the Child Obesity Plan. Over 120 attendees including the Minister were in attendance. We have continued to make the case that cuts to the public health grant represents a false economy and that pressures in the system continue to grow. A new publication exploring the link between inclusive growth and health will be published in November to coincide with the national children and adult services conference. Work continues to influence the prevention and health inequalities work streams within the NHS Long-term Plan.	Green	We are continuing to raise the profile of public health in local government and the challenges faced by the sector as we prepare for the next SR round. Following the publication of the Secretary of State's prevention vision we will be lobbying to shape the forthcoming Prevention Green Paper. It was disappointing that the budget contained no additional funding for public health - so our focus now is on what funding might be made available as part of the NHS Long Term Plan and then the Spending Review. In our response to the budget we continued to highlight pressures in the system across drugs, alcohol and childhood obesity. In order to give our lobbying greater impact we are currently in the process of analysing a range of data in order to demonstrate the difference that councils have made to public health services since they were transferred to local authorities in 2013.
P6	Fire & Rescue Authorities and councils to lead delivery of fire service reform, working with partners including police and crime commissioners and health.	Mark Norris	We represent Fire and Rescue Authorities (FRA) perspective on the new round of Fire and Rescue Service (FRS) inspections through the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Inspections External Reference Group. We continue to shape the HMICFRS approach to governance inspections. We are planning five culture diversity and inclusion masterclasses in between December and February in Lancashire, London, West Yorkshire, Exeter and Birmingham - the board has appointed a Diversity Champion Fiona Twycross who will head up these events. We sent a letter to Sir Philip Rutnam Home Office around delays to the roll out of the Emergency Services Mobile Communications Programme (ESMCP). We have continued to support FRA around issues relating to PCC transfers.	Amber	We continue to represent FRAs concerns about scrutiny and oversight as part of the HMICFRS corporate governance inspections. We continue to raise the issue of diversity with members.
	Comms:		203 episodes of media coverage, of which 99% was positive		

Councils are responsible for their own performance, effectiveness and efficiency, accountable above all else to their local Communities				
	Target	Responsible officer	What have we delivered by end of September 2018=	Has the target been achieved?
PEER CHALLENGE AND SUPPORT				
OBJECTIVE 1: every council will have received a corporate or finance peer challenge between 2017 and March 2022.				
1.1	Deliver at least 110 peer challenges, of all types (including fire and rescue), of which 70 are corporate or finance peer challenges.	Gary Hughes & Paul Clarke	We have delivered 64 peer challenges of which 28 were CPC/finance. We currently have 79 peer challenges confirmed or in discussion of which 49 are CPC/finance.	Amber
1.2	Reducing the number of councils that have not had a corporate peer challenge since 2012 by 50% in 2018/19 (Baseline is 112, target is 56)	Gary Hughes & Paul Clarke	Good progress is being made with reducing the number of councils that have not had a corporate peer challengesince 2012 and now stands at 85.	Amber
OBJECTIVE 2: LGA acts as a focal point for the facilitation of effective peer to peer support				
2.1	Change of control support to 15 councils. A change of council control or political Leader/Mayor can be vulnerable time for councils.	Vicki Goddard	28 councils received this support by the end of September 2018. Following the May local government elections, a meeting was held immediately after 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
2.2	Provide support to at least 10 councils to manage and resolve issues between the political and managerial leadership.	Vicki Goddard	This type of support was provided to 9 councils by the end of September 2018.	Amber
2.3	Tailored member/officer peer support to at least 60 councils. For example one to one mentoring support for individual councillors or chief executives.	Vicki Goddard	We provided this support to 48 councils by the end of September 2018. This work is a key part of the LGA's core offer brokered through our Principal Advisers.	Amber
2.4	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 and the priorities of the council	Matt Nicholls & Claire Thurlow	We have provided direct support to 13 Councils. During Q2 the team provided on site support to Mansfield DC (1 day health check) and Sevenoaks DC (3 day Comms review), as well as direct strategic support for both Wiltshire and Lancashire councils. Salford City Council has also been in receipt of ongoing support following their one day health check with an additional bespoke skills audit delivered during quarter 2. Central to Q2's Comms improvement activities has been the publication of #FutureComms - the first dedicated guide to strategic modern communications aimed at leaders, chief executives, members and heads of communication. The document includes case studies from more than 35 councils on areas of best practice in modern local government communications as well as thought leadership chapters from 35 contributors from the public and private sector and the impact that more strategic, planned communications can bring to helping local government to achieve its objectives. The online resource was developed in partnership with Solace, LG Comms and the PRCA and was launched at the LGA's annual conference in July 2018. At the end of Sept 2018 the guide had been viewed in excess of 6,600 times.	Amber
2.5	Support fire and rescue authorities as required and in a way that aligns with the new inspection regime.	Gary Hughes	We have continued to provide advice through our Principal Advisers to Fire Authorities and in particular continued to provide support to Avon Fire and Rescue Authority. We are due to deliver 4 peer challenges in 2018/19	Amber
OBJECTIVE 3:Scrutiny makes an effective and positive contribution to organisational effectiveness				
3.1	With CfPS, a range of support for scrutiny, accountability and good governance including promotion of good practice.	Jacqui McKinlay & Ed Hammond	We have provided advice and information to 30 councils via the help desk on a range of subjects, including a number of enquiries on election of parent governor reps and the challenge of finding parent governor representatives from maintained schools; call-in and examples of scrutiny good practice. In addition we have provided 24 days of in-house training and consultancy improvement or transitional support across 7 councils.	Amber
3.2	Training for at least 20 councillors on a Leadership Essentials Scrutiny Course.	Grace Collins	19 councillors have attended our Leadership Essentials Effective Scrutiny programme that took place in September. A further programme is scheduled for January 2019.	Amber
3.3	Maintain and improve LG Inform, the online data and benchmarking service, enabling the comparison and analysis of performance and thereby supporting efficient service delivery and enhancing local accountability.	Juliet Whitworth	LG Inform continues to be a well-used part of the LGA offer to local authorities. <ul style="list-style-type: none"> • 100% councils use LG Inform and there are now over 3,300 registered users. • During Q2 the LG Inform site was viewed 60,000 times with over 125,000 views so far this year. Additionally, the new LG Inform VfM site content was viewed more than 6,100 times in Q2, with over 12,000 views so far this year. • Over 140 new metrics were added to the database in this quarter with over 500 new additions so far this year. • We updated our popular Special Educational Needs Report with new indicators. • Our local authority and fire benchmarking clubs remain popular, and new quarterly reports were updated and released. • The LG Inform Knowledge Hub group continues to be a useful community, with nearly 1,300 members making 3,759 views so far this year. 	Amber
OBJECTIVE 4: To work with the most challenged councils to minimise the risk of formal intervention by MHCLG				
4.1	Bespoke packages of support for up to 10 councils identified by the LGA and the Ministry as having the most severe performance challenges and at risk of intervention or in intervention.	Vicki Goddard	We provided this support to 9 local authorities by the end of September 2018.	Amber
LEADERSHIP AND CAPACITY				
OBJECTIVE 5: Councillors and Officers are provided with the support and development opportunities they require				
5.1	Provide development opportunities for at least 680 councillors with leadership roles in their councils.	Grace Collins	202 councillors have participated in our programmes in Q1&2 which includes Leadership Academy, Scrutiny, Planning Decision making, Children, Women Councillors event and Media Masterclass. 584 councillors are registered to attend future political leadership programmes.	Amber

5.2	Promote good standards in public life in appropriate leadership courses and through the sharing of good practice and information.	Will Brooks	Sessions on good standards in public life have been incorporated into the flagship Leadership Academy programme. In addition, as part of our procurement process for speakers and facilitators on leadership courses, we have now included reference to good standards and this should be incorporated into sessions where appropriate and relevant.	Amber
5.3	In Partnership with SOLACE: * Ignite leadership development programme for at least 10 CEO's * A programme for senior managers who aspire to be CEO's * A programme that recognises and develops rising talent * A management development programme aimed at 'middle' managers.	Will Brooks	CEXs have been sought for the IGNITE programme starting in November, with the option of attending the programme in February 2019 as an alternative. Plans are underway to open applications for the aspiring CEO programme to begin in January 2019. Applications for rising talent (Springboard) and middle managers (Transform) are opening in October.	Amber
5.4	In partnership with CIPFA enhance the programme of leadership support for Section 151 officers.	Alan Finch	A programme has been devised which will run from September 2018 comprising bursaries to the CIPFA Leadership Academy. An opportunity for more experienced Chief Finance Officers related to action research learning will be trialled in the New Year.	Amber
5.5	Training and support for at least 75 council leaders or other senior politicians and chief executive and senior officers to develop their leadership roles through top team development and other programmes including digital leadership.	Will Brooks and Grace Collins	Cohort for 2018 LGA Leaders Programme has been confirmed and there are 11 Leaders/Mayors on the programme. Dates for the Leading Edge event for leaders and chief executives have been set for 4-5 February 2019	Amber
OBJECTIVE 6: The supply of talented political and officer leaders is continually refreshed.				
6.1	At least 20 councils are supported to deliver bespoke "Be A Councillor" programmes to enable them to promote democracy and attract a wider pool of diverse talent to stand for election.	Michael Barrett	10 councils are engaged with the "Be A Councillor" programme. Bespoke campaigns and events are now being planned with Epsom and Ewell, Guildford, Manchester, South Staffs and Waverly.	Amber
6.2	60 ambitious and talented councillors are supported to progress their political careers through the Next Generation Programme	Michael Barrett	Cohorts for Next Generation are confirmed for all four political groups and the target of 60 councillors has been reached.	Green
6.3	The national graduate development programme recruits at least 100 high calibre graduates in to local government.	Helen Jenkins	123 graduates are confirmed on Cohort 20. Councils have spoken highly of the calibre of candidates and the value and associated productivity. Recruitment for 2019 has now opened and as of 10 October, there are more than double the number of applications from this time last year (400 in 2017, over 1000 in 2018)	Green
6.4	An apprenticeship programme designed to help councils increase the number of apprenticeships and maximise their levy investment.	Nigel Carruthers	* Bespoke support program launched supporting 34 councils. Delivery of this support is in two tranches (T1 July-Oct, T2 Sept-Dec). Three councils have completed and remaining support days have either been completed or are scheduled for all remaining LAs. * Held a further two regional workshops (50+ LAs attending) with a further one scheduled for Oct (20+ LAs attending). * Delivered nine webinars on key topics of interest for the sector, including high-priority issues like schools and 20% off-the-job training and several on workforce development, with more planned for Autumn. * Produced guidance note and FAQ on public sector reporting process. * Secured funding from ESFA for a further support programme for up to 25 LAs focused on workforce development; piloting some of our potential approach for this with Dorset CC	Amber
OBJECTIVE 7: Councils are supported to address future workforce changes associated with public sector reform, current employment legislation and modernise ways of working				
7.1	Publish a new pay and workforce strategy by September 2018.	Jon Sutcliffe	Consultation completed to time. Material required careful analysis to properly reflect views from the sector and identify priorities. Report in advance draft stage by end of September after further conversations.	Amber
7.2	Support over 75 councils to transform their workforces and modernise the way they are managed through a range of HR/OD initiatives and in line with the new pay and workforce strategy	Luann Donald	Support has been provided to 45 authorities so far this financial year. This varies from the provision of pay and grading advice to organisational design and employee engagement.	Amber
7.3	Develop further campaigns to retain and attract staff in hard to recruit professions.	Suzanne Hudson	We continue to provide advice and guidance to the sector on skill shortage areas. The second cohort of the Public Practice project has launched after a successful year concluded this quarter. We are continuing to work with GEO to expand our work into other skill shortage areas building on our work to date.	Amber
OBJECTIVE 8: Pay settlements are agreed and workforce disruption minimised.				
8.1	To maintain the national negotiating machinery on pay and workforce issues, facilitating the negotiation of a pay agreement for local government that address the challenge of the National Living Wage and delivers pay agreements for a range of other occupational groups, to avoid the duplication of simple employer negotiations.	Simon Pannell	Two year pay agreements now agreed for Chief Executives, Chief Officers, Craft workers, Soulbury and Youth & Community Workers. Negotiations continue on the potential to broaden the role of firefighters as part of the national agreement. Advice to councils on the practicalities of implementing the new pay spine in April 2019 continue largely through regional networks. What is clear from this engagement with councils is that the impact on councils' grading structures of the introduction of the National Living Wage is not limited to the costs at the lower end of pay structures but is having a significant impact on the coherence of grading structure more generally.	Amber
EFFICIENCY AND PRODUCTIVITY				
OBJECTIVE 9: Help councils become more efficient in the way they procure and deliver services and have contingency plans for outsourced services				
9.1	Revise the Local Government National Procurement strategy and set out a programme of work by October 2018 to help councils improve their procurement arrangements	Tina Holland	The strategy was launched on 3rd July and there have been more than 800 downloads of this to end September. The benchmarking diagnostic exercise/tool kit was sent out end September. Its purpose is to help councils, and groups of councils, to set objectives in relation to the maturity levels in each of the key areas of the strategy and to assess their own progress against those objectives. NAG approved further work on helping councils to improve their procurement arrangements on Skills, Strategic Supplier Management, construction, innovation and social value at end September.	Green

9.2	Collaboration with Local Partnerships to provide practical support to help councils deliver efficiency savings and/or improve performance in areas such as waste recycling, re-financing PFI contracts, undertaking major contract/fundamental spend reviews etc.	Howel Jones/ Emma Bull	<p>Re:fit: We have supported 14 councils at various stages of Re:fit projects.</p> <p>PFI: We have provided support to 4 local authorities with regards to realising savings on the insurance issue within their PFI contract, returning £1.52m to the public sector.</p> <p>Waste: Our work this financial year will cover efficiencies delivered by authorities in the south east region. They were sent a pre-populated template with an outline of their operation, and examples of where known efficiencies have been delivered in their waste operations. We also launched the study at the NAWDO conference in June 2018. In Q2 we have been working with several authorities and have helped compile 20 case studies. On the 1st of November we will run a workshop covering the preliminary findings of the report and have invited the local authorities from the region to attend. Key savings areas identified so far are in contract renegotiations and reducing the frequency and size of refuse containers.</p> <p>Devo: In Lincolnshire, Local Partnerships has worked with the 10 Greater Lincolnshire Authorities to test their ambition for growth, the conditions that they would expect to be met to make the level of growth acceptable, along with lessons learned from the previous deal. The output of the grant funded work was a report, completed in June, which identified a consensus around growth and the willingness to work collaboratively. This report has justified the partner authorities commissioning further work around growth and infrastructure.</p> <p>In Tees Valley, we have worked with the Combined Authority in developing their collaborative approach to housing growth in the absence of a Housing Deal. We have developed a Joint Housing Investment Plan in collaboration with Homes England and the five local authorities which is at final draft stage and which will help align the delivery of partners around housing investment and wider place-shaping. We have also worked via the Combined Authority with the individual local authorities to help to bring forward sites where public sector intervention is required.</p>	Amber
9.3	Annual refresh of the national shared services map and a matchmaking service for councils in order to help increase the efficiency savings councils make through sharing services	Guy Head	We have kept submissions to the Shared Service Map open this year and late submissions and revised information on existing partnerships has now evidenced £971m of cumulative efficiency savings from 559 partnerships (up from £657m/486 the previous year and £840m/550 in June). The Shared Service Expert placement at STAR Procurement (Stockport, Trafford & Rochdale) has led to a very successful and high-profile 'on-boarding' of Tameside to the partnership.	Green
9.4	Capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got into financial difficulty	Tina Holland	Work is now ongoing with councils on a number of strategic suppliers to local government. We are working with the Cabinet Office where we have the same strategic suppliers as central government. High spending councils have been contacted and arrangements are being made for discussions on Microsoft, Amey, Cambian, BT and social care providers in addition to work with Capita and lessons learned re Carillion.	Amber
9.5	Work with MHCLG to synthesise data to develop a better understanding of the characteristics of intelligent and efficient councils	Susan Attard	Following a procurement process Pfihs has been awarded the contract to work with the LGA on this project. Pfihs are the lead consortium member, working with iESE, Knowledge Hub and Porism. A kick-off meeting was held on 20 September with Pfihs to agree the implementation plan to deliver the key outputs within this extremely tight timescale. Work has commenced to capture best or notable practice, case studies, tools, guidance and other resources which may help councils to improve.	Amber
OBJECTIVE 10: Help councils protect their financial resilience.				
10.1	Productivity and income generation experts to work with at least 25 councils, saving the councils or generating income of at least £25m	Grace Abel	So far this financial year, experts are working with 28 councils contributing towards efficiency savings and/or income generation of £33,543,946 over the next four years. A large amount of enquiries for the grant fund for this quarter have centred around making savings in adult and children's social care and housing departments.	Green
10.2	Help councils become more commercial through a series of courses, events and sharing good practice.	Rhian Gladman	<p>We have delivered a range of events to capture and share good practice helping councils become more commercial including:</p> <ul style="list-style-type: none"> * organised a session at the LGA Conference "Proft with a purpose" on how commercial activities are driving social value, having a successful impact on local jobs, skills and growth. It was attended by 300 delegates * delivering the southern cohort of the Commercial skills training for officers in partnership with the IOD * a commercial skills masterclass for elected members in Cambridge in September - 17 Cllrs attended with feedback forms showing that 100% of attendees rated the content of the masterclass as good or excellent. The commercial skills masterclasses for elected ted members in Winchester and Leeds are now full booked * in September we held the second meeting of the Advanced Commercial Group which showcased Birmingham City Council's school traded services. 18 councils attended. * refreshed the LGA Good practice map for commercial activity to ensure that all information and case study examples are up to date. 	Green
10.3	Provide expert financial advice and assistance to 40 councils to help them address specific issues	Alan Finch	Support has been provided to 28 authorities including one in Wales	Amber
10.4	Help councils to be more pro-active in dealing with fraud by supporting Fighting Fraud Locally with CIPFA and others; supporting the Fighting Fraud Locally Board to review the 2016 strategy; and working with MHCLG in support of the Procurement Fraud Review.	Bevis Ingram	Facilitated meetings of the Fighting Fraud Locally Board and revitalised the board membership from across the sector and associated supporters, including MHCLG. Board drafting plan for engagement with sector on promoting FFCL strategy and counter fraud activity more generally, including regional networks already set up and work on counter fraud standards, to compliment central government standards to be launched in Q3. September Board meeting included presentation from Cipfa / MHCLG on procurement fraud review.	Amber
OBJECTIVE 11: Innovation and good practice in service design and delivery is encouraged and shared across the sector.				
11.1	Through the "Design in public sector" work with the Design Council to equip 10 councils to use design techniques to transform services and/or manage future demand and disseminate the learning across the sector.	Rhian Gladman	The application window for this year's programme, which is focussing specifically on assisting councils in addressing their public health challenges, has now closed. We received a higher amount of applications than in any other previous year. The shortlisting process is now underway and the successful councils for each of the northern and southern cohorts of the programme will be announced at the end of October.	Amber

11.2	Work with the Behavioural Insights Team to help 8 councils better understand the behaviour of customers in order to better manage demand for services.	Rhian Gladman	The next phase of the BI programme is now open for applications and councils are invited to apply until the 1st of November. The phase 3 projects were showcased at the LGA Innovation Zone. The Warrington project to use behavioural insights to reduce the demand for Education, Health and Care (EHC) plans has now finished. Using BI techniques to improve the EHC panel decision making has resulted in actual savings of £8,500 and cost avoidance of £133k. Over 12 months from June 2018 to June 2019 this results in a cost avoidance projection of £380,000 and actual savings projected 12 months of £42,000 to the council.	Amber
11.3	Support to help councils maximise the opportunities that digital tools and solutions create to get more services online and help local residents and businesses carry out their business with their council online and to play a full part in digital aspects of various government strategies, including the UK's industrial strategy.	Siobhan Coughlan	* We have now captured the case studies and a final report for the Digital Transformation programme, these will be launched at the LGA Digital showcase conference in November. The savings identified so far for the 9 projects that are featured are in excess of £2.3 million. A number of our funded projects will share their work at this conference and this will also provide a platform for colleagues in MHCLG to share their plans for their work on the Local Digital Declaration and the associated funding programme. * The majority (18) of the digital channel shift projects are live and capturing performance data in preparation for the capture of their case studies later this year. Savings identified so far are in excess of £1 million. * We have established the Digital Housing programme, projects will run through 2018/19 * Digital projects were showcased in the Innovation Zone at the LGA Annual Conference * We worked with MHCLG, GDS, and councils to help contribute to the Digital Declaration.	Amber
11.4	A programme of work to proactively support widening of the use of digital tools and solutions across local authorities and on-going work to highlight the importance of cyber security to senior officers and leaders in local authorities to promote their active participation in the national Cyber-Security Programme and membership of the online Cyber Security Information Partnership (CISP).	Siobhan Coughlan	We have continued to host and manage the business of the LGA Cyber Security Stakeholder Group and to promote and signpost councils to existing guidance, good practice and advice. We organised a Chatham House style event on cyber security for CEXs at the LGA Annual Conference where CEXs shared experiences of cyber attacks. Working closely with the sector via the representative boards we have set up to support our work on cyber security, and in partnership with Solace, Socitm, the WARP as well as MHCLG, the NSCS and Cabinet Office we commenced work on the Cabinet Office funded programme (the LGA secured £1.5million for this financial year). Over the summer we commissioned RAND Europe to carry out a stocktake of the current cyber security arrangements in councils to help identify potential risks and good practice. The stocktake was completed in early September and all 353 councils submitted their responses.	Amber
11.5	Showcase innovation and good practice through the Innovation Zone, on-line searchable database, publications and events.	Vicki Goddard and Rhian Gladman	We successfully ran the Innovation Zone in July 2018, with 26 councils and 22 other organisations presenting their innovative practice directly through 68 speakers, with other councils' and organisations' innovations referred to. Feedback from delegates and LGA colleagues suggests this was our best Zone yet, and we are already progressing next year's event and looking at ways to improve it. In Quarter 1, we invited speakers and developed the Zone's programme, stand and staffing accordingly, promoting it in a variety of ways in advance internally and externally including through the Local Government Chronicle up to the event itself. In Quarter 2, we refreshed our processes to progress next year's event further to our internal August feedback session, updated the Zone's webpage text, and agreed next year's Zone location.	Green
STRONG COMMUNITIES WITH EXCELLENT PUBLIC SERVICES				
OBJECTIVE 12: Councils are provided with the support they need to work effectively with partners to deliver excellent public services.				
12.1	Implement the Housing Advisers programme, providing practical bespoke support to help at least 20 councils deal with the housing, planning and homelessness challenges they are facing in their areas and draw out the lessons for wider dissemination within the sector.	Simon Barry	So far 42 bids have been approved for support. Many of these are consortium bids, so actually supporting over 60 Local Authorities. 36 of these projects have been through on line tendering process and 6 projects directly grant funded. Suppliers have been identified for all projects other than a handful that attracted no bids from our registered suppliers. Discussions to find appropriate support are on-going. Project initiation meetings are underway and contracts being finalised for delivery of the projects.	Amber
12.2	A mixture of generic and bespoke support for newly elected mayors and assistance to those areas in the process of developing their devolution arrangements, capturing and sharing good practice.	Alex Thomson/ Ami Beeton	We have; held a CA CEX network meeting held 3 CA Housing and Planning network meetings Set up new networks - HR and Scrutiny & Governance, finance and skills and employment Facilitated top team event for Tees Valley CA Facilitated a leaders event for the Liverpool City Region	Amber
12.3	In association with NALC, continue to promote effective collaboration between principal authorities and town and parish councils and support for mutually beneficial areas of work.	Daniel Shamplin-Hall	In April LGA and NALC partnered to launch a "councillors workbook" on working with town and parish councils. In May LGA and NALC hosted a national conference on the topic of principal and local councils working better together. The LGA and NALC have met to discuss the focus of the next stage of work related to this deliverable. Following these discussions a piece of work is due to be commissioned in November 2018.	Amber
12.4	Support councils on the local growth agenda, including working with councils and their partners on developing Local Industrial Strategies through a programme of events and capturing good practice.	Kamal Panchal	Following confirmation in July that Local Industrial Strategies will cover all areas of England, we have prepared a commission for this improvement support and expect to appoint a provider early in Q3. Ongoing dialogue is established with Cities and Local Growth Unit officials to ensure that LIS activity is aligned.	Amber
12.5	Support for officers and members to strengthen councils' licensing and regulatory functions - including issues arising from the Hackitt review of Building Regulations and Fire Safety.	Ellie Greenwood and Charles Loft	We have launched the NR3 register of taxi/PHV refusals and revocations with councils, who are now taking forward the implementation of the new tool. We have regularly consulted with and provided updates to member councils and fed their views into formal government consultations on banning combustible cladding and on banning desktop studies and through informal consultations on the Hackitt reforms. We have hosted regular meetings with MHCLG NFCC and London Councils on remediation of tower block cladding and with MHCLG and members councils on fire doors; We have developed proposals for an MHCLG-funded Joint Inspection Team to support councils' enforcement	Amber

12.6	Assist councils to tackle modern slavery, including identifying and supporting victims, through the dissemination of guidance, sharing best practice and raising awareness.	Mark Norris/Ellie Greenwood/Jess Norman	LGA continues to support voluntary publication of annual transparency statements under the Modern Slavery Act. 66 councils (1 in 5, up from 46 in June) have now submitted their transparency statement and are listed on our new <i>Transparency in the supply chain– council statements portal</i> which went live at the start of the September. This new area on the website also includes a Modern Slavery: Transparency in supply chains statements: Aide memoire to assist councils' compiling their first Modern Slavery Transparency Statements and make improvements to their existing statements. We are about to commission our case studies document on modern slavery; have met with Nottingham University to explore work on behavioural insights, and are finalising the agenda for an event on disrupting modern slavery, to take place in November. We have supported the launch of the Safe Car Wash App and have highlighted it to members.	Amber
12.7	Help councils make an effective contribution to the public health system, by addressing the issues of health inequalities and examining the links between economic growth, employment and health.	Paul Ogden	Good progress continues to be made to deliver a range of advice and good practice case studies. * On the 26 September the LGA ran a whole council approach to child obesity. Over 120 delegates attended including the PH Minister and over 25 speakers from LAs showcased their work in tackling child obesity. The event showcased the wide variety of ways that the sector is working with colleagues and partners to address a serious public health challenge. * In October, we published Sector Led Improvement in Public Health: people and progress. A series of case studies detailing work of councils and their public health teams in supporting public health approaches. * Case study publication covering a range of public health themes has been delayed due to unforeseen issues. * our publication, Working with Districts to improve the public's health is currently underway with the work due for publication in the New Year. * Maternal Health briefing, which includes case studies, is in the final stages of editing and is planned to be published in late November * Our Annual public health conference on 16 March is now taking bookings and the programme is being developed.	Amber
12.8	A programme of support for councils to help secure integrated communities, taking account of the Government's Integrated Communities Strategy, and including leadership support to handle the complexities of the agenda.	Mark Norris	We have scheduled a programme of leadership essentials courses on cohesion and integration, Prevent, and counter extremism, with the first held in October. We are continuing to support the Special Interest Group on Countering Extremism, including supporting a series of seminars; the LGA will host the next seminar which will focus on leadership in countering extremism.	Amber
12.9	A programme of support for councils to help counter extremism, taking account of the Government's Counter-Extremism Strategy.	Mark Norris	We have a full programme of leadership essentials courses in development with the first being held on 30/31 October, and a cohesion leadership essentials course in December. We are working with the Home Office on the delivery of a leadership essentials course for East London local authorities in November and also working on a bespoke leadershp essentials course for authorities in the North East. We also continue to work with the Special Interest Group on Countering Extremism to share best practice around this agenda including by sharing good practice through the Knowledge Hub.	Amber
12.10	Strengthen fire and rescue authorities' ability to take forward the fire reform agenda by strengthening their strategic leadership.	Mark Norris/Jess Norman	We will be holding Leadership essentials courses in November and February. We will also be holding five regional Diversity events for members from December to February. (December Lancashire, 9 Jan London, 18 January West Yorkshire, 31 January Exeter, 20 February Birmingham)	Amber
12.11	Work with MHCLG to ensure that the national Troubled Families Programme is effectively implementing service transformation across Early Help Services.	Ian Keating/ Rose Doran/ Claire Hogan	Isos have been commissioned to deliver Research and Action Learning on early help services. Work is underway and regular updates are taking place with MHCLG Troubled Families colleagues.	Amber
12.12	Support councils to prepare for EU Exit by sharing best practice from within the sector on EU Exit planning including capturing and sharing evidence of the differing, local impacts of Brexit through engaging with the sector and local seminars.	Eamon Lally & Jamie Cross	We have held a regional sounding board in Yorkshire and Humber which had participants from seven councils, businesses, universities and trade unions. We prepared and published a prioritised analysis of the no deal technical documents. We have renewed our ask that councils provide us with information on the preparation activities in which they are engaged. There are further sounding boards planned for South London (Southwark hosting) on 30 Oct and the South West on 14 Nov. Councils' preparations remain hampered by the lack of clarity on the deal that will be struck, but we have evidence that individual councils are assessing risk based on the information that is in the public domain. It is only in the last few weeks that the planning assumptions for a no deal outcome have been made available to Local Resilience Forums.	Amber
12.13	Support councils to strengthen their resilience and emergency planning, focussing on community leadership in civil emergencies, through a series of training events and other materials.	Mark Norris	We are currently planning resilience training events in November, and three in February-March. The updated LGA Cllr guide is almost complete and will be published shortly; we have also been developing a shorter case studies document in partnership with SOLACE. We have developed proposals around strengthening mutual aid, which MHCLG have agreed the outline of.	Amber
12.14	Through the One Public Estate programme, support the delivery of the Land Release Fund.	Craig Egglestone	* HMT approval for the launch of OPE P7 in September 18 and OPE launched a funding round with £15m available to councils in early October 18. Councils have until 30 November to apply, funding announcements are expected to made in February 19. * OPE project delivery continues to plan with over 500 projects supported to date. Latest delivery data from Q1 reports show £195m in capital receipts, £24m in reduced running costs, land released for 4,807 new homes and 6,747 new jobs delivered. The programme is on track to meet its published 2020 targets. * The Land Release fund is now established and projects have now commenced, all 79 funded projects will deliver by December 2020 and are expected to deliver land for c. 7,500 new homes.	Green

Feedback from MoU Improvement work

In accordance with the MoU requirement the LGA monitor satisfaction and feedback from a number of key offers:

1. **Peer challenge impact;** a survey of councils that received a corporate peer challenge (CPC) between 1 April 2017 and 30 September 2017 found:
 - a. 81 per cent of respondents said that the CPC had a positive impact on their councils performance.
 - b. All of the respondents said that the CPC had a positive impact on culture and behaviours within their council.

"The recommendations helped us clarify our priorities and strengthened the confidence of the political & managerial leadership that we were going in the right direction and that we could improve what we were doing with a few actions that were both deliverable and effective." Chief Executive.

2. **Peer challenge;** an initial feedback survey of councils for whom a corporate peer challenge had been completed between 1 April 2018 and 31 July 2018:
 - a. 93 per cent of respondents said their confidence about their council delivering its priorities had increased, having participated in the corporate peer challenge;
 - b. All respondents said that the objectives they had for taking part in the corporate peer challenge were fully or largely achieved;
 - c. All respondents would be very likely to recommend having a corporate peer challenge to other councils if asked about it.

"Prior to start of the review, I was not convinced that the process and outcomes would be worth the staff time that had been, and would need to be given to this project. I am pleased to say that I was wrong. The team that came in were knowledgeable and thoughtful - they were searching in their questioning and measured in the advice they gave. It was a thoroughly useful exercise that I would readily commend to other local authorities." Leader.

3. **Peer challenge peers;** a survey of all peers who participated in corporate peer challenges completed between 1 April 2018 and 31 July 2018:
 - a. 97 per cent felt that being part of the peer challenge had a great or moderate positive impact on their own personal learning and development;
 - b. 90 per cent took away at least a few new ideas or good practice, either from the peer challenge authority or from other peer team members, which they would consider implementing in their own authority.

"Being a peer is a great investment of time - you are contributing to the wider sector but you also make valuable connections and contacts and pick up useful nuggets and perspectives to take back to your own authority."

4. **Leadership Essentials;** end of course survey of councillors who attended Leadership Essentials training courses between 10 July and 28 September 2018:
 - a. All respondents were very or fairly satisfied with the Leadership Essentials course they attended; said they felt more confident in their ability to carry out their role,

having participated in the course and said they would be likely to recommend Leadership Essentials to fellow councillors if asked about it.

"This course has helped me a lot as a very new chair of HWB. I've gained confidence in my own leadership potential in this field".

5. **Leadership Essentials;** an impact survey of councillors who had attended one or more Leadership Essentials course between July 2017 and March 2018:
- a. Almost all of the respondents (99 per cent) said attending the Leadership Essentials course had helped them improve the way they carried out their role;
 - b. 31 per cent had progressed to a new role or taken on additional roles or responsibilities since attending Leadership Essentials – of which 96 per cent said their participation in the programme had a positive impact on their ability to do this.

"The course provided much-needed background knowledge on the procedures and agencies involved in assessing cases of concern. I am able to more actively participate in a round-table multi-agency forum which meets quarterly to examine how partners, including faith groups, can further assist in this important area of work". – Prevent

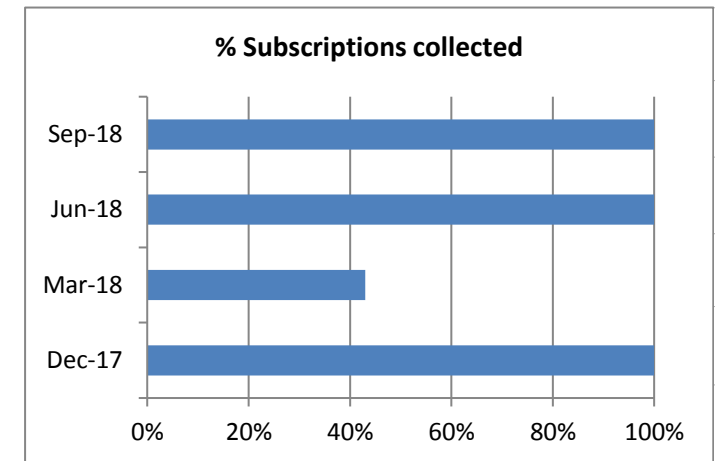
Our own Efficiency & Effectiveness

Membership

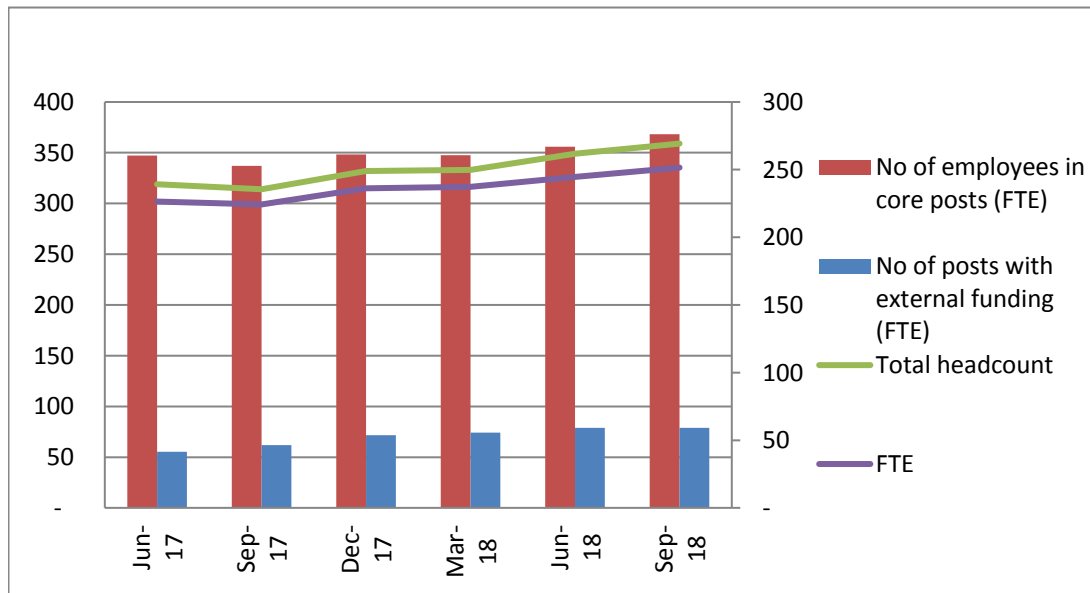
	Mar-18	Jun-18	Sep-18
Membership English Councils	349	349	349
Membership Other	65	65	67
No of English councils out of membership	4	4	4
No of English councils on notice to withdraw	6	6	8
No. of other Organisations on notice		1	1

n.b. the number on notice to leave do not include authorities who are have given their notice due to local government reorganisation, of which there are 15. The successor authorities have confirmed they will take up membership.

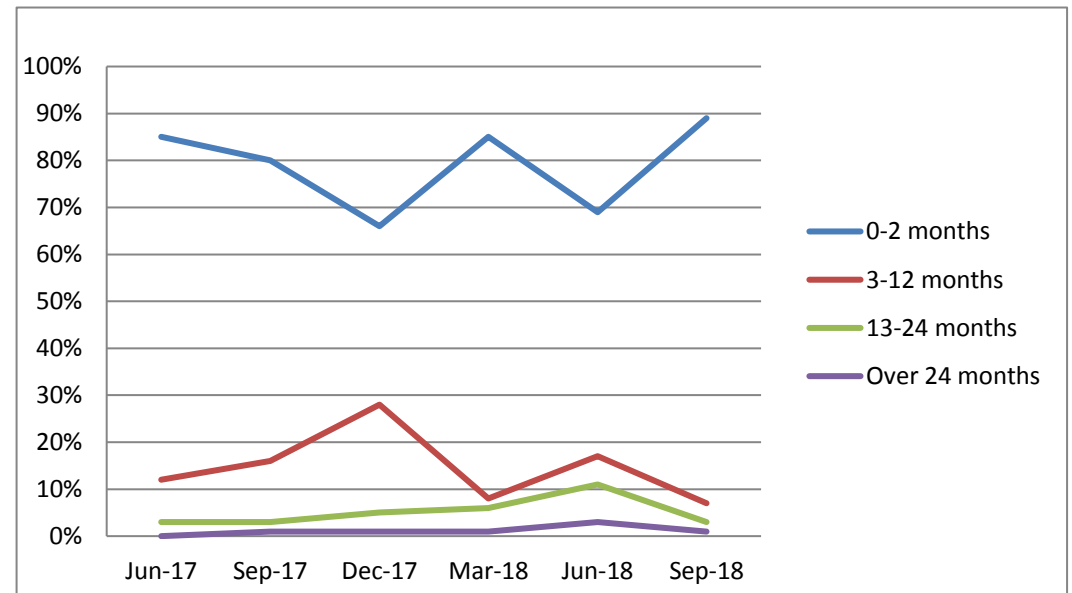
Our reputation	Mar-17	Mar-18	Target 17/18
Member authority satisfaction	73%	73%	>75%
Member authority informed	83%	80%	>79%
Member authority advocacy rating	74%	73%	>82%



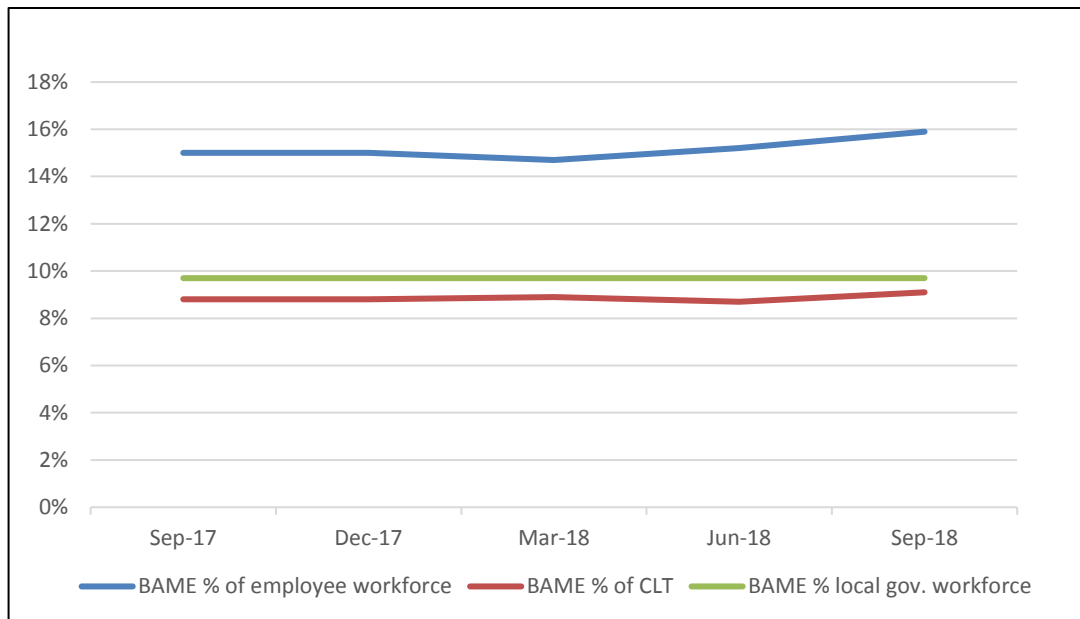
Financial Sustainability



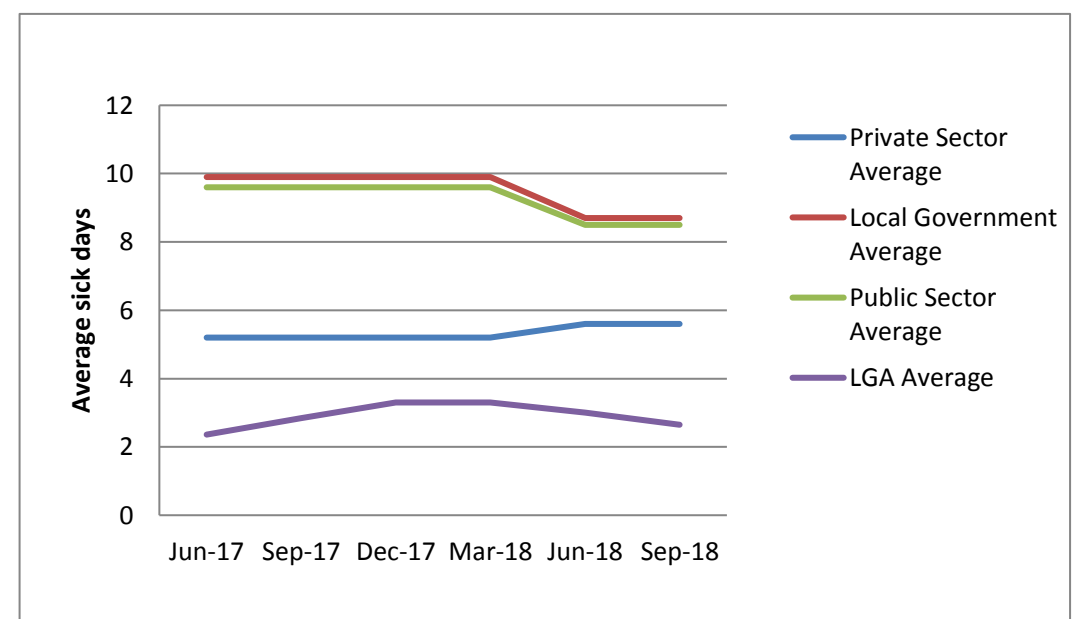
Debtors



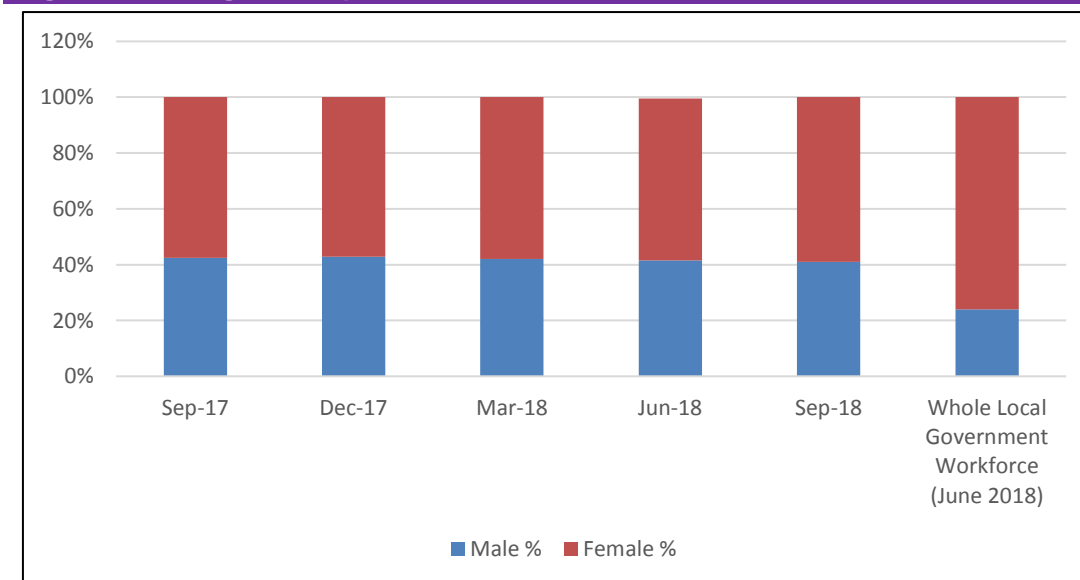
Workforce profile with percentage of BAME employees



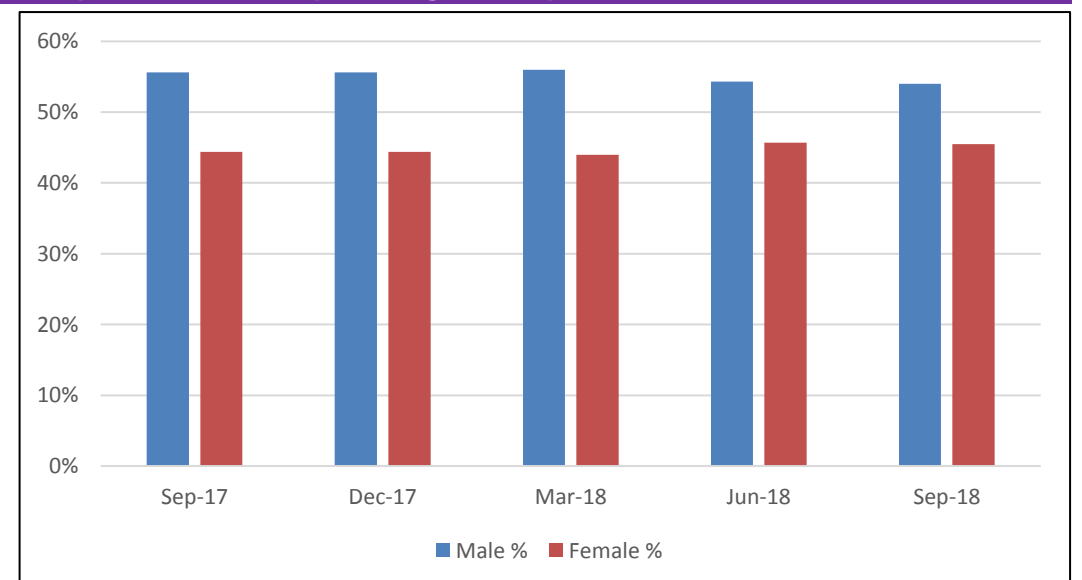
People Management/Sickness Information



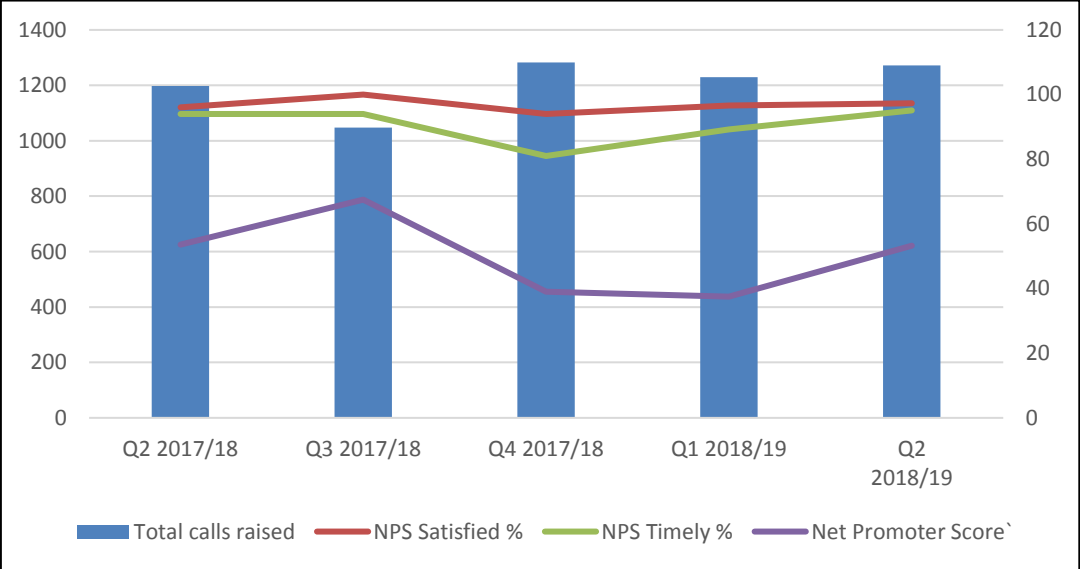
Organisational gender split











Corporate Leadership Team gender split



Brent IT service desk resolution times



Refurbishment projects summary

Project	Overall Status	Milestones	Budget	Risks	Headline
Layden House refurbishment					<p>Gilbert Ash appointed under pre-contract services agreement (PCSA) November 2017. Pre-commencement planning conditions finally discharged August 2018 and full contracts signed September 2018. Completion date revised to November 2019 due to planning delays; licences applied for and progressing.</p> <p>Main risks:</p> <ol style="list-style-type: none"> 1. Planning delays and unknown issues could lead to increase in construction costs. 2. Issues with neighbouring landowners currently being progressed; GA to prioritise filling Turks Head Yard void. 3. Impact on rental market of Brexit uncertainties.
18 Smith Square Refurbishment					<p>12 months' defect period now coming to an end with a number of outstanding issues. Case made for retention of outstanding monies for completion of works, reimbursement of sums paid during the year and lost income from the conference centre. First floor fully let and past rent-free periods. Managing agents marketing floors 2-3 but glut in availability of office accommodation in Westminster means it may take some time to secure tenants.</p> <p>Main risks</p> <ol style="list-style-type: none"> 1. Change in market and uncertainty caused by Brexit causes delays in securing tenants for remaining 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

Refurbishment 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 - PCSA	Jun-16	Nov-17	Completed	●
	On site - full contract	Apr-18	Aug-18	Completed	●
	Project completion	Feb-17	Nov-19	Delayed by 5 months	●
	Overall				●
18 Smith Square	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 18 Smith Square	31/08/2017	Oct-17	Completed	●
	Snagging complete by end defects period	Oct-18		Outstanding	●
	Tenants secured for all floors	Oct-18		1st floor only	●
	Overall				●

Key

Red = 4

Amber = 2

Green = 1

201809 LG Mutual Risk Register

Ref	Category	Description of Risk	Impact (1-5)	Likelihood (1-5)	RAG	Mitigation	Responsibility
L1	Legal and Regulatory	Challenge to the mutual project under competition law, public procurement law and/or state aid.	4	4	16	<ul style="list-style-type: none"> The specification through which Bloom has secured a mutual manager ensures experience in complying with the law and regulation in this area is included. Bloom is an OJEU compliant neutral vendor who takes on board the risk of challenge in appointing a mutual manager. The LGA has received legal advice at every stage of the project and the mutual will continue to do so. This will be expected to be provided by the mutual manager. Procurement advice was sought from AGMA Procurement on the appointment of Bloom. 	<ul style="list-style-type: none"> Founding Members LGM Limited LGA Bloom
L2	Legal and Regulatory	LGM Limited may fail to obtain FCA authorisation or may fail to become an Appointed Representative of an FCA approved organisation.	4	2	8	<ul style="list-style-type: none"> As part of the specification Bloom used to appoint a mutual manager, the mutual manager would have FCA Authorisation or be a Representative of an FCA approved organisation. LGMMSL currently has this approval through an Approved Representative status. Experience in obtaining FCA authorisation would also be expected. 	<ul style="list-style-type: none"> Founding Members LGM Limited LGA Bloom
F2	Financial	LGM finds itself insolvent for a variety of reasons.	5	2	10	<ul style="list-style-type: none"> Financial structure specifically designs against such an occurrence. Liabilities are being clarified with all parties involved. 	<ul style="list-style-type: none"> Founding Members LGM Limited LGA Bloom LGMMMSL
O1	Operational	Key individual(s) decide to no longer work with project and short-term cover cannot be provided.	2	2	4	<ul style="list-style-type: none"> Ensure robust documentation is taking place and that adequate handovers can be given. 	<ul style="list-style-type: none"> Founding Members LGM Limited LGA Bloom
O2	Operational	LGMMMSL does not complete milestones to agreed timescales or quality.	4	2	8	<ul style="list-style-type: none"> A Subject Matter expert will help in advising the board of LGM limited with regards to signing off milestones. Bloom is expected to undertake contract management and to mitigate any quality or timescale issues. A detailed project plan is being agreed which will be closely monitored by LGM and that contingency arrangements are intended to be put in place to ensure no council is left without insurance. 	<ul style="list-style-type: none"> Founding Members LGM Limited Bloom
R1	Reputational	LGM Limited's reputation may be adversely affected in the event of the mutual not having sufficient funds to cover its members' claims. This could lead to insolvency.	3	2	6	<ul style="list-style-type: none"> Due diligence will be required prior to the setting of limits for paying member authorities. wrap around insurance will be put in place to deal with exceptional volume or scale of claims in any one year. One of the joint venture partners has substantial experience of mutual management. 	<ul style="list-style-type: none"> Founding Members LGM Limited LGA LGMMMSL
R2	Reputational (LGA)	Should there be any adverse publicity with regards to LGM Limited the LGA's reputation may come into question due to leading the project to establish the body. The same could be said for founding member authorities and LGM Limited.	2	2	4	<ul style="list-style-type: none"> All communications will be co-ordinated to ensure accurate responses to media enquiries are given. 	<ul style="list-style-type: none"> LGA LGM Limited Founding Members
R3	Reputational (mutual and LGA)	Perceptions of limited procurement exercise could attract criticism and potential adverse publicity	3	3	9	<ul style="list-style-type: none"> Competitive process is complete, 2 potential providers were shortlisted. LGM undertook detailed analysis of bids and evaluated in accordance with criteria set. 	<ul style="list-style-type: none"> LGA LGM Limited Founding members

R4	Reputational	LGMMSL is appointed Mutual Manager, but with an insufficient number of full members (subscribers) in the Mutual, making the business unviable causing a risk to the LGA in relation to sunk set up costs.	2	5	10	<ul style="list-style-type: none"> • Officers working closely with the 17 councils that have expressed an interest in becoming founder members • Work with Treasurer's societies to ensure that all technical aspects of the project are covered with the potential members. • Marketing and communications plan is being developed and work is underway to attract councils to join the mutual. This is not limited to founding members. 	<ul style="list-style-type: none"> • LGMMSL • LGM Limited • LGA • Founding members
R5	Financial	Head Service Agreement between the LGM and LGMMSL will be structured over an insufficient period of time to allow for full cost recovery.	3	3	9	<ul style="list-style-type: none"> • Work with RMM to ensure that the procurement bid is appropriately balanced to include the cost recovery element • Ensure the structure for cost recovery does not disadvantage the initial members of the mutual and the bid will remain competitive • Work to increase the number of members of the Mutual to maximise income for cost recovery 	<ul style="list-style-type: none"> • LGMMSL • LGM Limited • LGA • Founding members

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.

LGA STRATEGIC RISK REGISTER – SUMMARY - October 2018

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	2	8	Clearly report and account separately on grant funded activity. Continue to develop commercial income streams to reduce dependence on MHCLG 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	Effectiveness	The LGA fails to deliver effectively the complex series of changes to its company structures, and the underpinning transition of staff, contracts, systems, finances and insurances.	5	3	15	Establishment of Transition group to monitor progress and ensure all necessary actions are completed for a smooth move over of the new company.	Cho
SR5	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
SR6	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
SR7	Reputation	Greater political uncertainty and financial challenge makes it difficult to deliver consensus.	4	2	8	Monitor through HGOs Ongoing political engagement programmes	CHo HGOs
SR8	Reputation	The LGA is excluded from or included in Brexit negotiations leading to new burdens on councils and possible loss of funding	5	3	15	Continue to work with members to determine their requirements. Maintain ongoing relationship and dialogue with government departments.	IH
SR9	Reputation	A councils fails and the LGA is implicated	4	2	8	Monitor through PA's and Performance Support Panel (PSP) which meets 5 times a year. Regular updates to MHCLG, Chief executive and updates to perm sec.	DS
SR10	Reputation	The LGA could suffer financial and/or reputational loss as a result of Fraud, through ineffective financial and/or personnel controls	5	2	10	Ongoing oversight and regular testing of core controls by Finance and HR.	JG

SR11	Reputation	The creation of the LGA Mutual and its complex supporting company framework, working to similar timeframes as the wider restructure puts additional legal and timing challenges on the organisation with potential risk to the LGA's own insurance arrangements	5	3	15	Consider whether to retain current LGA insurance arrangement for a further year until mutual is fully established.	SP/SB
SR12	Reputation	UKMBA fails to launch a bond.	5	3	15	Additional resources and to communicate offer to the sector and seek investors.	SP
SR13	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
SR14	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
SR15	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 CHo JG
SR16	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
SR17	Organisation	ICT systems failure means that LGA is unable to deliver its priorities and services and flexible working model breaks down	5	2	10	The Brent service is monitored on a weekly, monthly and quarterly basis through company and contract boards and service review meetings. There is an out of hours number for P1 incidents . A new three year strategy is being developed to take account of changing requirements and technologies.	CHa
SR18	Organisation	The LGA is subject of a cybersecurity attack which could cause system failure leading to business disruption, loss of data and associated ICO fines.	5	2	10	Cybersecurity policy is up to date and managed, LGA continues to improve security and ensure assurances are adhered to.	CHa

SR19	Organisation	The establishment of the LGA Mutual and LGA as a founder impacts on our own insurance arrangements.	5	3	15	LGA will liaise with brokers to ensure that there are not gaps in the our insurance and are fully covered.	SB
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KEY

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