

**SUPPORTING COUNCILS:**

Councils are responsible for their own performance, effectiveness and efficiency, accountable above all else to their local Communities

	Target	What have we delivered by end of March 2019	Has the target been achieved?
<b>PEER CHALLENGE AND SUPPORT</b>			
<b>OBJECTIVE 1: every council will have received a corporate or finance peer challenge between 2017 and March 2022.</b>			
1.1	Deliver at least 110 peer challenges, of all types (including fire and rescue), of which 70 are corporate or finance peer challenges.	145 councils received a peer challenge with 71 of those councils having a Corporate or Financial Peer Challenge. In addition 3 Peer Challenges were delivered to Fire & Rescue Services.	<b>Green</b>
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)	Whilst very good progress was made in reducing the number of councils that had not had a corporate peer challenge with the number remaining at the end of the year standing at 63, it was just short of the target of reducing the number to 56.	<b>Red</b>
<b>OBJECTIVE 2: LGA acts as a focal point for the facilitation of effective peer to peer support</b>			
2.1	Change of control support to 15 councils. A change of council control or political Leader/Mayor can be vulnerable time for councils.	We have provided change of control support to a total of 33 councils. Immediately following the May local government elections, a meeting was held 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.	<b>Green</b>
2.2	Provide support to at least 10 councils to manage and resolve issues between the political and managerial leadership.	We have provided direct support to 12 councils to manage and resolve senior employee relations issues.	<b>Green</b>
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.	We have provided tailored member/officer peer support to 61 councils, including one to one mentoring support for individual councillors or chief executives. This work is a key part of the LGA's core offer brokered through our Principal Advisers.	<b>Green</b>
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	We have provided direct support to 26 councils. We have also continued to develop our best practice resources, including a strategic communications workshop attended by more than 15 councils. We have continued to grow our Crisis Communications Cohort, set up to assist local authorities in the event of emergencies, with more than 50 councils signed up. We continue to liaise with MHCLG Comms around Brexit related support to local authorities.	<b>Green</b>
2.5	Support fire and rescue authorities as required and in a way that aligns with the new inspection regime.	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. Three Fire & Rescue Peer Challenges were delivered.	<b>Green</b>
<b>OBJECTIVE 3:Scrutiny makes an effective and positive contribution to organisational effectiveness</b>			
3.1	With CfPS, a range of support for scrutiny, accountability and good governance including promotion of good practice.	Advice and information provided to 55 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; Brexit preparedness; constitutional provision for call-in; access to information and examples of scrutiny good practice. 48 days of in-house training and consultancy improvement or transitional support provided across 13 councils.	<b>Green</b>
3.2	Training for at least 20 councillors on a Leadership Essentials Scrutiny Course.	42 councillors have attended our leadership Essentials Effective Scrutiny programmes which took place in September 2018 and January 2019.	<b>Green</b>

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.	<p>LG Inform continues to be a well-used part of the LGA offer to local authorities:</p> <ul style="list-style-type: none"> <li>• There are now nearly 3,500 registered users.</li> <li>• During Q4 the LG Inform site received over 67,500 page views, from nearly 16,000 visits. Over the whole year, there were over 250,000 page views, from over 50,000 visits, of which 44,000 were from unique visitors.</li> <li>• Alongside this, the LG Inform VfM site content was viewed over 26,000 times during the year, receiving 5,800 visits.</li> <li>• A total of 251 new metrics were added to the database in Q4, bringing the total number of new metrics this year to just under 800.</li> <li>• In Q4 we published a Cohesion and Integration Report for consultation, which we developed with MHCLG. An updated Children in Need and Care Report, which we worked on with local authorities, was also published. Over the whole year, we also published new reports on personal wellbeing, the gender pay gap and the indices of multiple deprivation; and we updated our reports on crime and disorder, workforce and special educational needs and disabilities. Our local authority and fire benchmarking clubs also remained popular, and new quarterly reports were updated and released.</li> <li>• The LG Inform Knowledge Hub group continues to be a useful community, with over 1,350 members.</li> </ul>	Green
<b>OBJECTIVE 4: To work with the most challenged councils to minimise the risk of formal intervention by MHCLG</b>			
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.	We have provided bespoke support for 12 local authorities by the end of March 2019.	Green
<b>OBJECTIVE 5: Councillors and Officers are provided with the support and development opportunities they require</b>			
5.1	Provide development opportunities for at least 680 councillors with leadership roles in their councils.	708 councillors have participated in our programmes during the course of the year, with the figure rising to 842 councillors when you include the other deliverables which involve training of councillors such as Next Generation etc.	Green
5.2	Promote good standards in public life in appropriate leadership courses and through the sharing of good practice and information.	Sessions on good standards in public life continued to be 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.	Green
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.	A total of 94 officers have been trained through the various programmes delivered in conjunction with SOLACE. This includes 2 cohorts of the prestigious IGNITE programme for chief Executives, as well as programmes for senior managers, rising talent and middle managers.	Green
5.4	In partnership with CIPFA enhance the programme of leadership support for Section 151 officers.	The LGA is supporting the CIPFA Leadership Academy to provide development opportunities for Chief Finance Officers and deputies. 13 additional places supported through this route in 2018/19.	Green
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.	81 Council Leaders or other senior politicians and chief executives have participated in leadership programmes, including the Leaders programme and Leading Edge. In addition we have delivered training and development sessions for cabinets and senior management teams in more than 15 councils	Green
<b>OBJECTIVE 6: The supply of talented political and officer leaders is continually refreshed.</b>			
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.	Our target of 20 councils was reached with a total of 24 councils with a broad range of bespoke campaigns and events delivered across 2018-19.	Green
6.2	60 ambitious and talented councillors are supported to progress their political careers through the Next Generation Programme	Cohorts were confirmed for all four political groups totalling 62 councillors. A successful programme was delivered on schedule and completed by March 2019.	Green
6.3	The national graduate development programme recruits at least 100 high calibre graduates in to local government.	123 graduates were recruited through ngdp for cohort 20. As of 31 March 2019, recruitment has closed for cohort 21, and the next step is interviews in councils throughout June 2019.	Green

6.4	An apprenticeship programme designed to help councils increase the number of apprenticeships and maximise their levy investment.	Provided direct on-the-ground support to 34 local authorities through our Bespoke Support Programme. Held a total of 21 webinars for the sector across 18/19 reaching over 90 local authorities. Held six regional apprenticeship events throughout the year (East, London, Yorkshire & Humber, South East, South West, North West). Produced support material for the sector on schools, public sector target reporting and workforce development. Relaunched a revised Apprenticeship Maturity Model for the sector in NAW. Launched part 1 of the Maturity Model toolkit for the sector.	Green
<b>OBJECTIVE 7: Councils are supported to address future workforce changes associated with public sector reform, current employment legislation and modernise ways of working</b>			
7.1	Publish a new pay and workforce strategy by September 2018.	Final version completed and is due to be published on 30 April; document was delayed to take account of new data and factors such as the NHS workforce strategy which meant that it was appropriate to revisit the version produced in September 2018.	Red
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	We have provided direct support to 77 councils in this financial year. All of this work has focussed on support to councils' transformation and modernisation programmes (organisational design and structure, workforce planning, employee engagement and strategic reward).	Green
7.3	Develop further campaigns to retain and attract staff in hard to recruit professions.	We have developed a campaign for councils in the East of England to look at recruitment and retention of Building Control professionals, as well as developing a London-wide Professional Returner scheme for 32 councils, building on the work with Enfield council, to help people who have taken a career break, to return to work in local government. We are also working with SAFER recruitment to ensure that a more transparent supply chain including mitigating risks of any modern slavery; helping to ensure compliance in the recruitment supply chain working with local councils; Improving the overall sector as the awareness raising would ensure more agency workers are aware of how and where to get free help; A place for local councils to report any abuse in their supply chain, which in turn, may then be shared with law enforcement, regulators, Home Office, etc., as appropriate. We have also promoted Disability Confident and Flexible working as a way of attracting talent into councils, by taking a more flexible approach to hiring.	Green
<b>OBJECTIVE 8: Pay settlements are agreed and workforce disruption minimised.</b>			
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.	Two year pay agreements agreed for Chief Executives, Chief Officers, Craft workers, Soulbury, Youth & Community Workers and Coroners. 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 continues 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 structures more generally. During March 2019 we have identified that more than 90% of councils will implementing the new pay spine on schedule. The bulk of the rest will achieve this by June/July.	Green
<b>EFFICIENCY AND PRODUCTIVITY</b>			
<b>OBJECTIVE 9: Help councils become more efficient in the way they procure and deliver services and have contingency plans for outsourced services</b>			

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	<p>The new NPS 2018 was launched in July. It has an overarching theme of 'Innovation' and includes a maturity model to help councils to identify areas where they can further improve.</p> <p>We conducted an initial benchmarking exercise with councils during the autumn which allowed councils to self-assess where they are in relation to the maturity model. We had a good response rate of almost 60 per cent of councils. All councils who completed the exercise are able to print a copy of their own results alongside regional and national results for comparison. We presented the interim results at the Local Government Procurement Expo in November 2018.</p> <p>We continued discussions with Government on access to contract management training, launched a 'how to' film on measuring social value and began working on an FM plug-in for the social value Themes, Outcomes and Measures. Our forward plan of activities has been incorporated into our work streams. We continue to lobby for access to Government's contract management training and have widely disseminated the Outsourcing Playbook and associated advice to councils. A final report about progress against the NPS2018 will be available after Purdah. We continue to work with the Social Value Task Force. We developed and published our Innovation Roadmap and are working with Innovate UK and others on a number of regional workshops to be delivered next financial year.</p>	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.	<p>Re:Fit: We have supported 20 councils at various stages of Re:fit projects. Overall more councils are now interested in using Re:Fit to deliver projects that go beyond retrofit of buildings and are looking to deliver larger scale projects on land assets, to generate income.</p> <p>PPP / 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. We continue to support other authorities with the same issue, to the point of resolution. We are developing a training course relating to the expiry of PFI contracts and the issues that need to be dealt with as contracts approach expiry. Refinancing Oldham PFI realised a saving of £2.2m for the Council. In Q3 we reached financial close on the refinancing of Cumbria County Council's CNDR PFI project. This realised a return of £10.7m to the Council. In Q4 we have continued to support local authorities with refinancing and insurance issues. The savings associated with this work will be realised in the 2019/20 FY.</p> <p>Waste: Our work this financial year covers efficiencies delivered by authorities in the South East region. In Q1 we drew up a comprehensive contact list identifying the lead officers of the 74 local authorities in the region. They were then 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 worked with several authorities and helped compile 20 case studies. Key savings areas identified so far are in contract renegotiations and reducing the frequency and size of refuse containers. In Q3 we held a workshop on the 1st November, where 23 officers from 19 authorities attended. Key messages were:</p> <ul style="list-style-type: none"> <li>- that authorities were looking at a number of procurement options but were waiting for Government to launch its Resources &amp; Waste Strategy in December 2018 and the ramifications of Brexit, before doing so,</li> <li>- that authorities were in their tenth year of establishing major efficiencies and it is therefore becoming increasingly hard to do achieve further efficiencies.</li> </ul> <p>The report is now complete and will be published in April 2019. It contains 34 case studies provided by local authorities identifying examples amounting to £21.5 million in savings pa. Leading trade magazines, including the Chartered Institute of Waste Management, are publishing articles on the report over the summer.</p> <p>Devo: In Lincolnshire, Local Partnerships worked with the 10 Greater Lincolnshire Authorities to test their ambitions for growth. This</p>	Green

		<p>led to a report, completed in June, which identified a consensus around growth and the willingness to work collaboratively and has justified the partner authorities commissioning further work around growth and infrastructure. This will provide the authorities with a clear and strong growth and delivery strategy which they will be able to use to engage with other partners and most importantly central government. This could be in the format of a 'Deal' or in response to other funding opportunities as they arise. This wider work will be completed March – June 2019 (depending on the exact use to which it is being put).</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. We are also working with both the Combined Authority, local authorities, and registered providers to identify and exploit opportunities for housing growth from emerging opportunities such as the strategic partnering with Registered Providers, and garden communities.</p> <p>In North Midlands OPE Partnership we supported one of the largest OPE partnerships in the country (all 17 councils in Derbyshire and Nottinghamshire) working towards a Phase 7 OPE funding bid. The North Midlands OPE partnership particularly required our support in examining the interplay of the 3 key factors impacting on housing delivery: finance, land and resources. The funding bid was successful.</p> <p>For Cheltenham Council, we provided capacity support to frame an infrastructure delivery strategy linked to big scale housing sites as part of a HIF forward Fund Business Case.</p> <p>Small Stalled Sites Pilots: We have identified two areas, representing different housing markets (Milton Keynes and St. Helen's) in which to work with local authorities to pilot an approach that has been developed to help them in identifying the scope to deliver housing growth through unlocking small stalled sites.</p> <p>In both of these cases, we provided the relevant councils with final reports in March 2019 which developed the pipeline of suitable opportunities, assessed the viability of development of small sites for residential growth, and made recommendations to the councils as to the appropriate strategies to deliver that growth, such as through Community Land Trusts, the appointment of dedicated officers, and brokering / publicising these opportunities to the private sector.</p>	
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	<p>The Shared Service Map evidenced £971m of cumulative efficiency savings from 559 partnerships in 2018-19 - this was up from £657m/486 the previous year). The Shared Service Expert service provided expert support to STAR Procurement (Stockport, Trafford &amp; Rochdale) and heled to successfully 'on-board' Tameside to the existing shared service. Immediate savings of £230,000 have already been delivered for Tameside Council in the first few months. STAR Procurement has also been able to deliver £6.3 million of ratified savings to its three founder councils so far this financial year, while also managing this growth programme. An expert was successfully placed at Basildon towards the end of the financial year to make it two placements for the year.</p>	Green
9.4	Capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got into financial difficulty	<p>We worked closely with relevant government departments on concerns related to major suppliers. This also included working with the Crown Representatives and we ensured that councils were aware of and making arrangements for the recent supplier issues relating to Carillion and Interserve.</p> <p>We are also working with councils and their strategic suppliers (Microsoft, Amey, Cambian/Caretech, Bupa, Capita) involving the Crown Representatives as required.</p>	Green

9.5	Work with MHCLG to synthesise data to develop a better understanding of the characteristics of intelligent and efficient councils	<p>In the first quarter a scoping exercise was completed to provide an overview of maturity models developed and implemented to date, for use by councils; a high level summary of existing characteristics of 'efficient and intelligent' councils was completed and sign-posting to database of case studies. A specification was produced to commission external support to develop an efficiency maturity model tool and to examine and better understand the characteristics of 'efficient and intelligent' councils.</p> <p>In Quarter 2, following the procurement process Pfiks has been awarded the contract to work with the LGA on this project. Pfiks are the lead consortium member, working with iESE, Knowledge Hub and Porism. A kick-off meeting was held on 20 September with Pfiks to agree the implementation plan to deliver the key outputs within this extremely tight timescale. Work commenced to capture best or notable practice, case studies, tools, guidance and other resources which may help councils to improve.</p> <p>Quarter 3 saw the development and design of a theoretical model to assess council efficiency underway. This included sharing the characteristics of what are considered to be needed for a council to be both efficient and intelligence with MHCLG. The characteristics and model was widely consulted upon through workshops and with lead members and senior MHCLG officials. Case studies, guidance materials and examples of good practice continued to be assembled for inclusion in the initial rollout of a knowledge sharing portal. The technical teams began to design the online self-assessment tool and the knowledge sharing portal ready for implementation, populating and trial operations ready for the fourth quarter.</p> <p>In Q4, following the development of the theoretical model, a prototype self-assessment tool was produced and piloted. Feedback is now being incorporated where possible. Over 70 councils have been involved to date in its development and design and over 15 councils have already trialled the on-line assessment tool. .</p>	Green
<b>OBJECTIVE 10: Help councils protect their financial resilience.</b>			
10.1	Productivity and income generation experts to work with at least 25 councils, saving the councils or generating income of at least £25m	<p>The Productivity Experts Programme provides an opportunity for councils to access expertise that will provide them with the skills they need to realise ambitious efficiency savings and income generation. The programme offers bespoke support, brokered by the LGA, on a specific project or initiative.</p> <p>In this financial year, the target has been exceeded and experts worked with 42 councils contributing towards efficiency savings and/or income generation of £42.6 million over the next four years. This is spread across 25 projects (25 lead councils). This quarter, we have recruited further experts from councils. This has the additional benefit of the council receiving expertise from those who are currently experiencing the same challenges and can therefore offer a valuable range of tried and tested solutions in a council setting.</p> <p>Also in this quarter, Rishi Sunak, Minister for Local Government, spoke about the achievements of councils on the Productivity Experts Programme including those from Rother and Surrey. He has been using the examples in his speeches and discussions to show that local government is proactively doing all it can to deliver efficiency, productivity and best value outcomes.</p>	Green
10.2	Help councils become more commercial through a series of courses, events and sharing good practice.	<p>This year we have delivered a range of support and events to help councils become more commercial including:</p> <ul style="list-style-type: none"> <li>* a session at the LGA Conference "Profit 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</li> <li>* 3 cohorts of the Commercial skills training for officers in partnership with the IOD - 1 in the North and 2 in the South of England. Feedback showed that 95% of delegates rated the course content as good or excellent with 92% rating the value of the course to their organisation as good or excellent.</li> <li>* delivered 4 commercial skills masterclasses for elected members, in Cambridge, Winchester, Leeds and Manchester. Feedback forms showed that 95% of attendees rated the content of the masterclass as good or excellent.</li> <li>* held four meetings of the Advanced Commercial Group, two general meetings and two on the following topics: council owned housing companies and commercialisation in adult social care. 20 councils regularly attend these meetings and the presentation, papers and good practice arising are shared on our Knowledge Hub page for other councils to access.</li> <li>* refreshed the LGA Good practice map for commercial activity to ensure that all information and case study examples are up to date.</li> <li>* commissioned research into the social value of council commercial activities which will result in practical guidance for councils and 8 new case studies</li> <li>* in January, in response to council demand we organised a conference entitled Profit with a Purpose. 84 delegates attended and heard case studies from Durham, Sheffield, Warrington, Sevenoaks, Birmingham and there were future trends insights from C.Co and an outline of local authority trading powers from Bevan Brittan LLP</li> </ul>	Green

10.3	Provide expert financial advice and assistance to 40 councils to help them address specific issues	Support from finance experts has been provided to 42 Councils during the financial year	Green
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.	We have supported CIPFA in developing counter fraud guidance for local authorities. A contract was awarded to the Counter Fraud Centre to assess the impact of the Counter Fraud Fund. We facilitated meetings of the Fighting Fraud Locally Board and revitalised the board membership from across the sector and associated supporters, including MHCLG. September Board meeting included presentation from Cipfa / MHCLG on procurement fraud review. The Board meetings took the opportunity to review the strategy and in particular consider how best to promote it to the sector. As a result, in March 2019, the FFCL Board arranged a well attended and successful national conference to help raise awareness across the sector and to promote good counter fraud practice.	Green
<b>OBJECTIVE 11: Innovation and good practice in service design and delivery is encouraged and shared across the sector.</b>			
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.	We received a higher amount of applications than ever before for this year's programme which is focussed on assisting councils to use design skills to address their public health challenges. The following 14 councils have been supported through the programme this year: Cheshire East Borough Council, Chorley Council, Derbyshire County Council, Liverpool City Council, Solihull Council, Stockton-On-Tees Borough Council, Tameside Metropolitan Borough Council, Surrey County Council, East Sussex County Council, Bristol City Council, Portsmouth City Council, South Cambridgeshire District Council, Adur and Worthing Council, and Maldon District Council.  We have set up monitoring phone calls with each of the projects to support their progress and track their impact.	Green
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.	All projects from phase 2 of the programme are now complete with reports published on our webpage. A key success was Kent County Council, Kent Police and Victim Support seeing a 2.3 per cent increase in victims of domestic violence taking up support from Victim Support. We have organised a learning event in May with the Police, the Council, Victim Support and the Behavioural Insights Team to communicate how the trial was run in order for other local areas to take it up.  The phase 3 projects were showcased at the LGA Innovation Zone in July. Successes from phase 3 include Warrington's project to use behavioural insights to reduce the demand for Education, Health and Care (EHC). 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. Worcestershire CC ran a trial to reduce the amount of outstanding debt in adult social care which resulted in a 61% increase for those signing up for direct debit. There was also a 33% increase in people paying via the website and automated telephone line. Knowsley have increased the uptake of assistive technology with referrals rising by 39% and installations increasing by 27% compared to the three months before the intervention.  The 2018/19 round (Phase 4) was hugely oversubscribed and the following 8 councils have been selected for support: * LB Hammersmith and Fulham – changing the perceptions and therefore uptake of sheltered housing • City of Bradford Metropolitan District Council – increasing the uptake of the flu vaccine • LB Havering – reducing household waste • New Forest District Council – reducing the amount of litter thrown from vehicles • Westminster City Council – increasing levels of recycling and reducing the amount of abandoned waste on the streets • Wigan Metropolitan Borough Council – reducing the proportion of local authority housing tenants in rent arrears • Warwickshire County Council – reducing demand on the MASH (Multi Agency Safeguarding Hub) and enabling appropriate referrals to undertake an assessment • LB of Hounslow – increasing levels of recycling in high rise flats.  In March we held our second Behavioural Insights in local government conference. The conference was oversubscribed and showcased projects from Croydon, Knowsley, Kent, Warrington, Rother and Worcestershire. At the event we launched our Nudges	Green

		for Social Good: practical learning and tips from the LGA BI programme learning document. This has also been shared with colleagues in the research team at MHCLG.	
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.	<p>* We have captured 9 of the case studies and a final report for the Digital Transformation programme, these were launched at the LGA Digital showcase conference in November and are live on the LGA website. The savings identified so far for the 9 projects that are featured are in excess of £2.3 million.</p> <p>* We hosted a successful Digital Showcase conference on the 22nd November, this was well attended by a number of councils and central government officials. A number of our funded projects shared their work. The Minister, Rishi Sunak, MP addressed the delegates to highlight the work MHCLG are doing on the Digital Declaration and Local Digital Programme.</p> <p>* 19 from the original funded digital channel shift projects are live and we have captured case studies for 17 and will be shortly published on the LGA website. Savings identified so far are in excess of £1.26 million.</p> <p>* We are continuing to work with 5 councils as part of the Digital Housing programme, this is an attempt to mainstream the learning from one of the successful Digital Transformation projects - Kent districts and Home choice who developed and implemented a series of online forms for homelessness and housing.</p> <p>* We continue to support the MHCLG Local Digital funded programme.</p>	Green
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).	<p>We 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.</p> <p>Separate to the MHCLG work on cyber security but with their support, we successfully bid for funding under the NCSP (£1.5m for 2018/19). We used the various board set up to enable us work closely with the sector and in partnership with Solace, Socitm, the WARPs as well as MHCLG, the NSCS and Cabinet Office to put in place a programme to support cyber resilience in councils. Over the last year 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 in all 353 English councils. Working with our research partners, we analysed the findings and all councils received personalised feedback on their own assessments.</p> <p>We identified those councils in greatest need, made contact and offered them direct support. We also put in place a grant funded scheme to enable councils to directly bid for funding to address the issues identified. We presented the findings at various national, regional and sector board meetings. We implemented a grant funded programme awarding over £1.1 million in grants directly to councils and are continuing to work with the sector on a programme of support.</p> <p>Though this programme is funded by Cabinet Office it links directly to the work MHCLG is doing on the Cyber Resilience Programme and the work the Red Team are leading on with the LRFs.</p>	Green
11.5	Showcase innovation and good practice through the Innovation Zone, on-line searchable database, publications and events.	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. Across Quarters 3 and 4, we have worked to extensively promote the Innovation Zone calling for ideas, externally and internally, of what innovations we could feature in the Zone in 2019. The provisional programme has now been agreed and invitations have been sent out.	Green
<b>STRONG COMMUNITIES WITH EXCELLENT PUBLIC SERVICES</b>			
<b>OBJECTIVE 12: Councils are provided with the support they need to work effectively with partners to deliver excellent public services.</b>			

12.1	<p>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.</p> <p>Work with MHCLG on a series of national sector-wide projects supporting councils to meet common challenges in housing delivery, planning and homelessness prevention.</p>	<p>Councils asked for independent advice and expert support to help deliver homes, reduce homelessness and/or generate savings and revenues in 2018/19. The 45 projects directly supporting 60 councils through the HAP are nearing conclusion. The projects are diverse and wide ranging covering common challenges of homelessness, housing supply, overall housing strategy and planning. We are currently collating the Case Studies and assessing the effectiveness of the programme, as well as developing Learning events and Best Practice for subsequent support in 2019/20.</p>	Green
12.2	<p>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.</p>	<p>The LGA has continued to facilitate and support established CA senior officer networks, including the CA Chief Executives Network (which has had three meetings this year), the CA Finance Network (three meetings), the CA Housing and Planning Network (four meetings) and the CA Employment and Skills Network (two meetings).</p> <p>This year, the LGA has also established the CA HR Network (which has had two meetings this year) and the CA Governance and Scrutiny Network (three meetings). The LGA has also supported an informal network of CA communications leads and the CA Chief Executives recently expressed an appetite to formalise this network.</p> <p>The networks continue to provide an effective mechanism to share learning between CAs, discuss shared issues and communicate with Government. The networks have also explored options for commissioned research on areas of collective interest and the LGA has commissioned a project on behalf of the CA Housing and Planning Network looking at strengthening collaboration between combined and local authorities.</p> <p>The LGA has continued to provide tailored support to a number of established and aspiring combined authorities. This has included the facilitation of leadership events at the Tees Valley CA and the Liverpool City Region CA.</p> <p>The CAs have also accessed wider elements of the LGA's improvement support offer to the local government sector, including the LGA's Housing Advisers programme and our Local Industrial Strategy support offer.</p>	Green
12.3	<p>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.</p>	<p>In April 2018, the LGA and NALC a partnered to launch a "councillors workbook" on working with town and parish councils. The workbook has been designed as a distance learning aid for local councillors. It is intended to provide principal councillors with insight and assistance on the key skills which are needed to be most effective in their role when working with town and parish councils as well as town and parish councillors. In May 2018, the LGA and NALC hosted a national conference on the topic of principal and local councils working better in partnership. Attended by over 70 delegates, the event provided an opportunity to hear from three best practice case studies on where both sectors have successfully partnered to deliver better outcomes for communities. Attendees were also provided with an opportunity in the final session to feed in thoughts on the support both sectors might need from the LGA and NALC to advance partnership working in their local area.</p> <p>In partnership with NALC the LGA has commissioned The Campaign Company to produce a guide on supporting principal and local councils to work in partnership to combat loneliness. The work chimes well with the Government's recent publication of its Loneliness Strategy in which it asked that the LGA and NALC work together to explore an effective means of sharing learning and good practice. As part of the work officers have been in regular contact with officials leading on the Loneliness agenda at MHCLG and will continue to do so.</p> <p>A final guide has now been drafted and is currently going through a clearance process with between NALC and the LGA. It contains practical advice and case studies to help principal and local councils decide what approach to take to reduce loneliness and how this can be achieved in partnership with other councils. Its goes into detail, citing a range of case studies on the following areas:</p> <ul style="list-style-type: none"> <li>• Making connections – finding ways to reach and understand the needs of those experiencing loneliness</li> <li>• Making a difference – providing services that directly improve the number and quality of relationships that people have</li> <li>• Linking up – providing support such as transport and technology to help sustain connections</li> <li>• The right environment – creating the right structures and conditions locally to support those affected by, or at risk of, loneliness.</li> </ul>	Green

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.	<p>The LGA has worked with the Cities and Local Growth Unit to deliver a comprehensive Local Industrial Strategy (LIS) support offer to councils and their local partners. Additional funding provided by BEIS has allowed us to appoint two providers – Shared Intelligence and Metro Dynamics - to deliver complementary support offers.</p> <p>Shared Intelligence have focused on understanding and strengthening the role of councils in the development of a LIS and their offer has included the delivery of action learning sets for council officers seeking to instigate or further their authority’s engagement with their LIS.</p> <p>Metro Dynamics have focused more broadly on the ‘key ingredients’ of Local Industrial Strategies and their offer has included the delivery of a series of masterclasses on areas including driving inclusive growth through a LIS and developing a LIS evidence base.</p> <p>Over 80 local organisations have participated in this offer during the reporting period, including around 60 councils and 8 combined authorities. The LGA is now developing a web hub to share the learning from the support offer more widely.</p>	<b>Green</b>
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.	<p>We finalised guidance for councils on the new NR3 taxi refusals and revocations register, and attended various training sessions to provide support on this and have subsequently launched the register.</p> <p>We published guidance and held an event on councils' role in preventing gambling related harm.</p> <p>We continue to work with the Department for Transport in relation to taxi and PHV reform. Guidance for councils on the National Register of Refusals and Revocations has been published, and we have been working with NAFN and TfL to develop functionality that will enable TfL to use the register.</p> <p>On building safety, we have regularly consulted with and provided updates to member councils and fed their views into formal government consultations on banning combustible cladding, banning desktop studies and the revision of Approved Document B and through informal consultations on the Hackitt reforms. This has delivered a ban on combustible cladding and influenced the establishment of the Joint Regulators Group, on which LGA officers sit, to advise on and develop the delivery of the Hackitt reforms.</p> <p>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 provided feedback on the industry plan for remediating fire doors. We organised a series of best practice seminars jointly with the National Housing Federation. We developed proposals for an MHCLG-funded Joint Inspection Team to support councils' enforcement</p>	<b>Green</b>
12.6	Assist councils to tackle modern slavery, including identifying and supporting victims, through the dissemination of guidance, sharing best practice and raising awareness.	<p>We have supported the launch of the Safe Car Wash app and have highlighted it to members. It provides the public with indicators to help them understand if a hand car wash they are using might have indicators of modern slavery present.</p> <p>An event on disrupting modern slavery was held in October for 80 delegates.</p> <p>We have continued to support the voluntary publication of annual transparency statements under Section 54 of the Modern Slavery Act based on the issues around reputation. Nearly a hundred (94) councils (up from 66 in September and 46 in June) have now voluntarily submitted modern slavery transparency statements and are listed in our 'Transparency in the supply chain – council statements' portal. A further 60 councils have signed up to the Co-op's Modern Slavery Charter.</p> <p>We provided a response to the Independent Review of the Modern Slavery Act 2015 and continue to feed into the Prime Minister’s Tackling Modern Slavery and People Trafficking Implementation Taskforce which LGA Chair, Lord Porter sits on.</p>	<b>Green</b>

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.	<p>In 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.</p> <p>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.</p> <p>Our Annual public health conference in March with over 200 delegates, exhibitors and speakers. We received positive feedback from delegates and we used the event to showcase local innovation and promote our SLI offer. We also published the sixth annual public health report Prevention and Practice. In February we published <i>Supporting young parents to reach their full potential</i>. A case study publication with local examples of local action to support parents. In February we published <i>Nobody left behind: maximising the health benefits of an inclusive local economy</i>.</p>	Green
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.	<p>We held a workshop on building cohesive communities at the LGA conference in Birmingham in July, attracting over 50 attendees. We developed a successful new leadership essentials programme for elected members on cohesion and integration which was launched in December, attracting members from 14 different councils at the first event.</p> <p>We published comprehensive updated guidance for councils on Building cohesive communities in March.</p>	Green
12.9	A programme of support for councils to help counter extremism, taking account of the Government's Counter-Extremism Strategy.	<p>We held two Prevent leadership essentials courses in October and November, with the latter a dedicated programme for East London councils, supported by the Home Office.</p> <p>In January we ran a further leadership essentials course for elected members on countering extremism.</p> <p>In March, we ran a bespoke course for councils in the North East on both Prevent and counter-extremism, which focussed on tackling the far-right.</p> <p>We are continuing to support the Special Interest Group on Countering Extremism (SIGCE), including supporting a series of seminars; the LGA hosted a seminar in November which focussed on leadership in countering extremism, attended by around 50 delegates. We are also continuing to support the SIGCE's working group for tackling far-right extremism, which we hope will help support peer-to-peer learning across councils and develop dedicated resources.</p> <p>We are continuing to facilitate the online SIGCE Knowledge Hub to help share resources and disseminate the outcomes from the SIGCE's work, which now has nearly 160 members covering nearly 80 councils, and the Prevent Knowledge Hub, which currently has over 130 members.</p>	Green
12.10	Strengthen fire and rescue authorities' ability to take forward the fire reform agenda by strengthening their strategic leadership.	<p>We held the second Leadership Essentials programme for this financial year in February 2019. It included a mixture of members and officers from other governance structures including Mayoral and Police, Fire and Crime Commissioner. We also conducted five regional Diversity and Inclusion Masterclasses in London, West Yorkshire, Exeter, Lancashire and Birmingham which delivered training around this key agenda for over 70 members.</p> <p>We organised the LGA Fire Conference and produced a conference publication. The conference and publication disseminate key messages around the fire reform agenda.</p> <p>We intend to continue to provide support to strengthen the strategic leadership of FRA's to take forward key elements of the fire reform agenda by providing two leadership essentials programmes next year with a reviewed agenda. Following feedback on our range of events with year we have commissioned a scrutiny toolkit for fire members which should be available for the summer publication of the second tranche of HMICFRS inspection; we are also developing further masterclasses on scrutiny and 'Ted-talk'-like diversity masterclasses accessible through the LGA website following feedback from delegates and board members around the need to diversity our delivery of training and resources.</p>	Green

12.11	Work with MHCLG to ensure that the national Troubled Families Programme is effectively implementing service transformation across Early Help Services.	The final report from the ISOS project / Action Learning on early help has been published and a successful launch event was held in March 2019. The final report on 'reshaping financial support', which takes a broader look at early intervention and prevention in the context of financial exclusion was published in January 2019. We are currently in talks with TF colleagues about building on this work in 2019/20, including development of a component within early years peer review.	<b>Green</b>
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.	We continue to support councils to prepare the best that they can given the uncertainty regarding the UK's exit from the EU. The LGA participates in the MHCLG EU Exit Local Government Delivery Board, which is chaired by the Secretary of State. Have recently given evidence to the HCLG Select Committee. We play a coordinating role with the nine regional Chief Executives that MHCLG have appointed - they submit to the LGA every Thursday a summary of the key issues and concerns for their areas - we then summarise this into a document which is then shared with MHCLG. We have held successful regional sounding boards in Dover, South London, Cheshire, Portsmouth and the South West discussing the risks and opportunities for local areas with local authorities, businesses, universities and third sector partners. We have an updated Brexit hub page on our website which informs councils on guidance's and announcements from central government relating to Brexit which impact on local government.	<b>Green</b>
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.	We published two new documents; an updated councillor guide on civil contingencies, and a joint document with Solace, the life cycle of an emergency' highlighting two case studies. We held a further masterclass on civil resilience in Leeds, which received extremely positive feedback. Two further events, in the North West and North East, were rescheduled to June owing to Brexit work and planned timing meaning the original March dates were not ideal: these are now open for booking. We have agreed a process for the LGA to seek mutual aid in the event of an exceptional emergency, and established contacts with professional bodies to help support this.	<b>Green</b>
12.14	Through the One Public Estate programme, support the delivery of the Land Release Fund.	<ol style="list-style-type: none"> <li>1. Awards for OPE's 7th round were announced in February 2019. This saw £15m funding awarded to 59 OPE partnerships, involving 308 councils. The funded proposals expect to be able to support the release of land for 10,000 new homes, generate £260m capital receipts, £37m running cost savings, and to create 14,000 new jobs by 2024/25. Over 10 years, we expect to be able to support the release of land for 19,000 new homes.</li> <li>2. As of January 2019, the programme has supported partnerships in the delivery of £163m in capital receipts, £24m in running cost savings, created 5,745 jobs and released land for more than 3,336 homes.</li> <li>3. Progress on LRF remains positive, as of January 2019 the 78 funded projects have already released land for 811 homes, and are expected to release land for 7,083 homes by March 2020. Longer term, projects aim to deliver 7,445 homes.</li> </ol>	<b>Green</b>