

LGA Performance Report March 19

		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?
<b>Funding for local government</b>					
F1	Local authorities receive adequate funding and the consequences of central government reforms are understood and adequately funded.	Nicola Morton All Boards	We started building our Spending Review lobbying platform and engaging with Government. For example, we have started a series of jointly organised MHCLG/LGA topical Spending Review roundtables, attended by directors of Whitehall departments and local authority representatives. We have also responded to the HCLG Select Committee inquiry into the Spending Review and local government finance reform, and wrote to the Chancellor ahead of his Spring Statement to suggest an ambitious joint work programme to help establish the evidence base for Spending Review decisions. We also launched our Spending Review campaign and are delivering on our aim of at least one SR item per week. our internal SR Steering Group is meeting monthly to help drive our SR work forward. We held a successful conference on the LGF settlement including two speakers from the cabinet.	Amber	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	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. We held a number of successful regional events in Q4 on the FFR consultation. We responded to the consultation in Q4. The LGA's response was based on consensus achieved within local government on difficult and controversial questions.	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	A MHCLG consultation business rates retention was launched in December 2018 and we responded in Q4. We held a number of successful regional events in Q4 on this and the FFR consultation. 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 commissioned LG Futures to produce an alternative model of Business Rates Retention.	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 an arrangement in order to minimise the provisions which councils have to set aside to cover potential future and backdated costs of business rates appeals.
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 our response to the Technical Consultation on the 19/20 local government finance settlement in Q4, we argued for council tax referendum powers to be abolished and raised this in our ministerial meeting on the settlement. In Q4, we responded to the Treasury Select Committee inquiry on business rates, calling for further flexibility at a local level and appropriate powers to tackle avoidance.	Amber	Setting of the business rates multiplier remains a national power and council tax continues to be subject to council tax referendum limits. The 2019/20 local government finance settlement delivered some extra flexibility to police authorities and the GLA, but this did not benefit our full membership.
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 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.	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 been lobbying on a number of areas relating to financing and borrowing. In the previous quarter the Government announced the lifting of the HRA borrowing cap. It also announced a minimum 5 year statutory override to the provisions of International Financial Reporting Standard (IFRS) 9. Both of these followed lobbying by the LGA. We continue to engage with the Government on the revised prudential borrowing regime and on discussions over borrowing and investments and guidance issued by both the Government and CIPFA, and we will work with MHCLG on its forthcoming post implementation review of the guidance issued in 2018.	Green	The Government announcements followed strong lobbying by us. The lifting of the HRA borrowing cap was a major LGA campaign and will impact on councils' ability to borrow to fund social housing. The override to IFRS 9 will mean that councils do not have to put aside (hold back) real funding in case of changes in paper values, impacting on funding available for services. Through attendance at sectoral meetings (e.g. meetings of CFOs) we are able to advise on the latest guidance from MHCLG on investments and borrowing.
	<b>Comms:</b>		<b>110 episodes of media coverage, of which 90 per cent was positive</b>		
<b>Adult social care and health</b>					
ASC1	Support councils to reduce domestic abuse, female genital mutilation, modern slavery and antisocial behaviour.	Safer and Stronger Communities Board	We held an event for 80 councils focusing on disrupting modern slavery, and are representing councils' views in ongoing HO work to reform the NRM and develop guidance for councils on modern slavery. Work to develop new case studies and guidance has slipped back due to the need to prioritise this and Brexit work, but should be complete in Q1 2019-20. We continue to support the National FGM Centre in Partnership with the children's charity Barnardo's and run an Advisory Group with sector experts which meets quarterly.	Green	We have been called to give evidence to the Joint Committee on the Draft Domestic Abuse Bill, following our work with the Home Affairs Committee and the Government's recent consultation. This will be an opportunity to highlight our key messages on early intervention and prevention and highlight the financial pressures on councils to support important domestic abuse services. Cllr Anita Lower also highlighted these points at the National Oversight Group on Domestic Abuse, chaired by the Minister Victoria Atkins MP.

ASC2	Support Fire & Rescue Authorities and councils to lead delivery of fire service reform, working with partners including police and crime commissioners and health.	Safer and Stronger Communities Board	we have established a mechanism for jointly working with the NFCC and Home office to devise a spending review submission. We have set up a mechanism of NFCC reporting to FSMC. We continue to participate in the process of consultation with HMICFRS around the development of the inspection process for fire. we used the fire conference to disseminate key messages. we continue to lobby the Home office directly on other fire reform matters, including the publication of data, building safety reform and the recruitment of a more diverse workforce.	<b>Amber</b>	the effect should be to ensure that sector views are represented in the SR submission; to ensure that NFCC work is subject to effective member oversight and members views are represented to the Home Office. Specifically we have achieved success in getting the home office to publish water incident statistics, which the sector has been asking for several years. we have hosted a recruitment tool on the LGA website because the Home Office has been unable to get its own website for fire up and running.
ASC3	Influence national policy and support councils' leadership role in relation to vulnerable people, including adult mental health, suicide prevention, learning disabilities, loneliness, dementia and supported housing.	Mark Norris Community Wellbeing Board	We are working with ADPH to finalise the national report that will feedback on the results from the suicide prevention self-assessment survey completed by 98% of councils with public health responsibilities. We have received positive feedback from DHSC in response to our SLI bid and await confirmation of funding amount. We have submitted proposals to DHSC about how to strengthen the housing element of the adult social care green paper. We are engaged with DHSC on refreshing the National Autism Strategy and making the case for the annual autism self-assessment to be more in line with a sector-led approach to improvement.	<b>Amber</b>	We expect to be able to deliver new SLI suicide prevention support for councils. We aim to ensure the national Autism Self-Assessment is in line with SLI, is a useful practical tool for councils and is not overly onerous. The mental health strand of the NHS Long-term plan should recognise the role of local government and the importance of investing in prevention.
ASC4	Support councils to provide effective local oversight and implementation of the Armed Forces Covenant.	Mark Norris Community Wellbeing Board	We have commissioned Shared Intelligence to write 10 case studies about how councils and partnerships of councils are using MoD Covenant Funding to make a difference to local delivery of the Armed Forces Community. The publication is being finalised for launch in May.	<b>Green</b>	Councils, especially those who have not benefitted from MoD Covenant Funding, will have access to good practice on local delivery of the Armed Forces Covenant. Tools that can be shared and adapted are available via the Knowledge Hub. The publication adds to the evidence base in our lobbying for continued MoD funding.
ASC5	Influence the national policy agenda and support councils' leadership role – primarily through supporting the development of health and wellbeing boards - in promoting place-based and person-centred approaches to improved health and wellbeing, improved services and the most effective use of resources.	Mark Norris Community Wellbeing Board	The LGA produced a comprehensive briefing for member councils summarising the key proposals in the NHS Long Term Plan. The briefing emphasised the role and contribution of councils in improving health and wellbeing, improving services and ensuring the most effective use of resources. It also underlined the importance of health and wellbeing boards in ensuring local democratic accountability of local health leaders. We have commissioned a publication to demonstrate the impact of health and wellbeing boards on providing place-based leadership to drive forward the development of place-based and person-centred approaches to improving health and wellbeing. We will be publishing this in May. We have also organised a roundtable discussion between senior council and CCG officers and representatives of NHS England/Improvement to discuss the consultation on legal changes to enable greater collaboration within the NHS.	<b>Green</b>	The briefing on the Long Term Plan has enabled the LGA to clearly articulate our views on the Long Term Plan and the role of councils in working with NHS to drive improvements in health and wellbeing
ASC6	Influence national policy to secure additional funding for adult social care and support in the short and medium term through the 2019 Spending Review, building on our own green paper as a foundation.	Mark Norris Community Wellbeing Board	We have continued to highlight and promote our social care, health and wellbeing green paper 'The lives we want to lead' at various meetings and events, as well as through reactive and proactive media work. These opportunities have allowed us to talk about both short- and long-term funding and have included, for example, parliamentary debates, a dedicated parliamentary event for MPs and Peers, APPGs (including correspondence with the newly formed adult social care APPG and a meeting with the APPG Clerk) and a meeting with the Secretary of State for Health and Social Care. We have also worked with NHS Confederation on the content and messaging of the new 'Health for Care' campaign, which they are coordinating. This is a coalition of 15 health organisations who have come together to make the case for a sustainable, long-term settlement for adult social care and support. In the continued absence of the Government's green paper we plan to produce a publication as a 'One year on' from our own green paper. This will be a collection of short articles capturing the perspectives of people with experience of the care and support system.	<b>Amber</b>	This on-going work has helped maintain the relevance and visibility of our green paper, which covers a range of issues including the importance of care and support and wellbeing, the consequences of underfunding, how to make the system better and the options for implementing those changes, the role of public health and the relationship between care and health. We know this work has landed well but it clearly remains to be seen what the Government will choose to do/say in its own green paper and Spending Review.
ASC7	Influence national policy through the Government's green paper to secure a sustainable, long-term settlement for adult social care and help turn the Care Act vision into reality , building on our own green paper as a foundation.	Mark Norris Community Wellbeing Board	For the time being, our work in this area is aligned entirely with our work on our green paper, as outlined above. The update above therefore applies equally here.	<b>Amber</b>	For the time being, our work in this area is aligned entirely with our work on our green paper, as outlined above. The update above therefore applies equally here.
	<b>Comms:</b>		<b>45 episodes of coverage of which 82 per cent was positive</b>		

Children, education and schools					
CES1	Councils are supported in promoting high educational standards for all children and young people, whatever type of school that they attend, and have the appropriate resources, powers and flexibilities to support this role	Ian Keating Children and Young People Board	We have commissioned, and will soon be publishing, research that compares the costs of the 'middle tier' in education; councils and Regional Schools Commissioners, which will highlight the significant additional funding available in the academy sector. As a result of extensive lobbying, the government have published a consultation on proposals to create a register for home educated children. We continue to lobby on funding for the early education sector, including work on the ongoing sustainability of maintained nursery schools.	Green	While the announcement of a possible register of home educated children is welcome, we will continue to make the case that any additional duties on councils must be matched by appropriate levels of funding. Following our lobbying, the Government announced £24 million in additional funding for maintained nursery schools to ensure the full 2019/20 academic year is funded.
CES2	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 and Young People Board	We continue to lobby on the need for increased council funding and flexibility for meeting the increased demand for SEND support, building on the findings of the LGA-commissioned Isos 'tipping point' report published in December. The CYP Board will be discussing next steps in this work when it meets in June 19.	Green	The Government announced an extra £350 million will be made available to councils to spend on high needs and increasing special school capacity and continue to make the case to Treasury for further funding as part of the forthcoming spending review.
CES3	As a result of the children's social care Bright Futures 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 and Young People Board	We published research on the key enablers of an effective early help offer and this was launched at a well-attended conference at Smith Square. Work has continued on developing models to explain variations in spending on children's services and we have agreed to work with DfE and MHCLG on building a case for adequate funding of children's services in the Spending Review.	Green	The Bright Futures campaign has continued to be very high profile and effective at highlighting the funding pressures on children's services and the vital work that councils do in this area.
CES4	Highlight that child and adolescent mental health services need further reform and investment and a greater focus on preventative and early intervention services such as school based services.	Ian Keating Children and Young People Board	We are commissioning a research and good practice guidance on council-led work on children and young people's mental health and emotional wellbeing. The tender is out and we will have bids shortly. We have also been meeting with NHS England in shaping their next steps in the delivery of their Long Term Plan. We have additionally been extending our networking. Papers have also been taken to CYP and CWB to set up a cross-board steering group to steer the work going forwards.	Green	Sharing of good practice and also articulation of their crucial role in supporting children and young people.
CES5	Make the case for investment in parenting support and early intervention services for children and young people's health and support councils to take a preventative and place-based approach to children and young people's health	Ian Keating Children and Young People Board	We published <i>Supporting Young Parents: a briefing for elected members</i> , highlighting the importance of intervening early and the improved outcomes for children. We published a briefing on the National Child Measurement Programme to support councils in implementing effective healthy eating and lifestyle programmes with schools. We published a briefing on <i>Tackling Serious Youth Violence</i> which highlighted how councils are already taking a multiagency, public health approach to youth violence by investing in early support and family resilience.  Following our engagement in the NHS Long Term plan, the plan announced a new Children's Transformation Programme Board, the LGA will be a core member of the board. Board members continue to meet with the Ministerial Group on First 1000 Days, making the case for increased investment in early years services, for health visitors to be properly provided for in the NHS workforce plan.	Amber	Councils are supported to implement good practice and prioritise early intervention and prevention. DHSC is aware of the importance of councils in delivering many of the ambitions relating to children in the Long Term plan and the LGA has a place on the Board.
<b>Comms:</b>		<b>83 episodes of media coverage of which 100 per cent was positive</b>			
Housing					
H1	Deliver more homes: ensuring that councils have the full range of powers and funding freedoms to deliver homes that meet needs and are affordable to communities (responding to the Government's social housing green paper, continuing to lobby on Right to Buy and rent setting, and working on the implementation of the lifting of financial restrictions.	Eamon Lally EEHT	Housing, Planning and Infrastructure Conference - The LGA's Annual Housing, Planning and Infrastructure Conference took place on 13 March 2019 starting with a keynote address from Kit Malthouse MP, Minister for Housing. The winners of the Future Place programme were also announced at the event. Future Place is a joint programme from the LGA, RTPI, CIH, RIBA and now Homes England to unlock local potential for place-shaping  Planning fees – we are currently undertaking a joint LGA/MHCLG survey with local authorities on the impact of the planning fee increase and resourcing issues more generally. It is anticipated that this will generate a robust evidence base to support our ask for properly resourced planning departments.  Letwin review of build out rates – The government has provided an update following the publication of the Letwin review, confirming that it will shortly publish additional planning guidance on housing diversification and will explore the case for further reform of the land value capture system. Oliver Letwin has confirmed his attendance at the May Board meeting  Housing Revenue Account cap – The results of the LGA survey of stock-owning councils have been published. Headlines were featured in a press release, including a headline figure that 94% of respondents will use the new powers to accelerate or increase their building programmes.	Green	Our work on housing planning and homelessness continues to be influential in shaping government policy and in creating opportunities for councils to serve their communities more effectively.

H2	Campaign for high rise residential buildings to be safe, by supporting the implementation of the review of building regulations recommendations, and assisting councils to remediate unsafe buildings.	Mark Norris Safer and Stronger Communities Board	We are members of the Joint Regulators Group, which is advising the Government on designing and trialling aspects of the new building safety regulatory framework. We have also successfully campaigned for councils to join the Early Adopters group, which will allow them to directly influence this framework. We have consistently engaged with MHCLG, councils, and other social housing building owners, to ensure that issues with fire doors are addressed, and have been a key stakeholder in the formulation of the fire door industry's remediation plan. Furthermore, we have now set up the Joint Inspection Team - the multi-disciplinary team which will support councils to take legal action against the owners of buildings with ACM-type cladding.	<b>Amber</b>	Councils (directly and through the LGA) are able to influence key aspects of the new regulatory framework, to ensure it will make buildings safe without being unworkable. Councils have also been able to influence Government's decisions on matters relating to the remediation of unsafe buildings.
	<b>Comms:</b>		<b>28 episodes of media coverage, of which 100 per cent was positive</b>		
<b>Inclusive growth, jobs and devolution</b>					
IG1	Ensure Inclusive Growth through the implementation of local industrial strategies and, in addition, by giving attention to the crisis in our Town Centres.	Eamon Lally EEHT	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. This has included the delivery of LIS masterclass events, one of which focused on opportunities to deliver inclusive growth through a LIS. Over 80 local organisations have participated in this offer during the reporting period and the LGA is now developing a web hub to share the learning from the support offer more widely.	<b>Amber</b>	Councils are better informed about Local Industrial Strategies and the role that local government can play in their development and delivery.
IG2	Councils facilitate economic growth and strong local communities through the development of risk-based business-friendly public protection services	Mark Norris Safer and Stronger Communities Board	We continue to work with councils and the DfT in relation to strengthening taxi licensing, having launched the NR3 and participated in the Department's work around reforming taxi licensing. We have been engaging with the police and DBS to help improve information sharing between councils and the police in relation to taxi licensing. We have developed a handbook for councillors on the Licensing Act which will be published in Q1 2019-20.	<b>Green</b>	In February government committed to introducing new taxi licensing legislation when time allows. They are also consulting on new statutory guidance for licensing authorities which alongside legislation will support councils work to strengthen approaches to taxi licensing.
IG3	Support councils to build cohesion and integration, tackle extremism and prevent people being drawn into terrorism.	Mark Norris Safer and Stronger Communities Board	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. We developed a successful new leadership essentials programme on cohesion and integration which was launched in December. In January we ran a further leadership essentials course for elected members on countering extremism. 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. We held a workshop on building cohesive communities at the LGA conference in Birmingham in July, attracting over 50 attendees. We published comprehensive updated guidance for councils on Building cohesive communities in March. 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. 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. We are working with the Commission for Countering Extremism and submitted evidence in response to its public call in January. We have supported the sector representative on the MAC pilot working group and hosted a meeting of Chief Executives and senior officers from the pilot authorities. We are continuing with work to ensure councils' views on the roll out of MAC are heard. We have lobbied for better support and a more joined-up approach from central government to delivering work around these areas.	<b>Green</b>	Councils are better informed about some of the challenges, approaches and duties around these policy areas, and have been able to share practice with other areas and agencies.

IG4	Councils have the levers and support to make the most of their cultural, sporting, heritage and tourism assets.	Rebecca Cox, Culture, Tourism and Sport Board	The CTS annual conference took place on 5/6 March with the highest delegate numbers in three years. A publication on the value of culture-led regeneration and how to go about it was published. Three councillor and four officer sport and physical activity leadership essentials have been delivered, and two cultural leadership essentials for councils. 14 cultural and library peer challenges have been commissioned, with Sandwell completed and the remainder scheduled for July. Discussions are being held with Arts Council England about the 2019/20 programme. A handbook on museums services has had the second draft completed. Research into tourism skills in 6 areas is nearing completion, ready for launch at the LGA Annual Conference.	Green	Councils have access to advice and guidance on culture-led regeneration; councillors and officers have developed their leadership skills and sector specific knowledge. Councils receive bespoke peer challenge support to assist their library services and cultural ambitions.
IG5	Councils increase their local digital connectivity, both broadband and mobile.	Rebecca Cox People and Places	A councillor's handbook on digital connectivity that sets out the roles councils and councillors can play to support local residents and businesses to get on line. Currently in final stages, but very positive feedback from members and council officers.	Green	Directly supports councils, goes with the grain of Government policy to highlight range of best practice initiatives, research as part of the project has also produce strong anecdotal evidence of mobile operators not providing adequate data at
IG6	Councils have the power, funding and lead responsibility to integrate and commission back to work, skills and welfare support under a devolved model.	Rebecca Cox City Regions and People and Places	As part of its work on digital connectivity, the LGA responded to an Ofcom consultation on the delivery of the broadband universal service obligation. In its submission we outlined the need for Ofcom to ensure that broadband providers implement a social tariff to ensure no resident experiences hardship paying the market rate for a broadband connection. Overseen by the Rural Digital Connectivity Working Group, the LGA have produced a guide to digital connectivity for councillors. It sets out the role ward/backbench councillors can play advocating for improved connectivity on behalf of their communities and is currently been shared with broadband and mobile providers as well as Government for comment. We are currently undertaking a survey of local government to better understand their digital connectivity needs and concerns.	Green	We continue to advocate on behalf of the sector for improved connectivity to rural communities. We are continuing are engagement across Government as well as other stakeholders to join up our thinking.  The new guide is our first piece of improvement work in this field and was has been welcomed by councils, government and broadband and mobile providers.
IG7	Councils are well placed to play the leading role in improving local public services and creating the conditions for local growth, supported by appropriate governance and devolved powers and funding.	Rebecca Cox City Regions and People and Places	The Post-Brexit England Commission held its seventh and final engagement roadshow in February. The Commission has now visited all English regions outside London and heard from over 250 non-metropolitan stakeholders on the opportunities and challenges their rural areas are facing, post-Brexit. A final report will be published at LGA Annual Conference. External research has also been commissioned to identify the opportunities for local government to play an enhanced role in the reformed land management policy framework, and transitional and post-2024 successor arrangements to Pillar I of the Common Agricultural Policy. The LGA has continued to deliver a mixture of bespoke and generic improvement support targeted at combined authorities (CAs). This includes the ongoing delivery of established CA senior officer networks, including the CA Chief Executives Network, which have provided an effective mechanism to share learning between CAs, discuss shared issues and communicate with Government.	Green	The Post-Brexit England Commission has been a key part of the People and Places Board's work programme and has helped the Board engage with a range of stakeholders on key rural issues and develop policy in new areas such as trade and land management.
	<b>Comms:</b>		<b>84 episodes of media coverage, of which 90 per cent was positive</b>		
<b>Britain's exit from the EU</b>					
B1	Councils secure the best deal from Brexit that meets the needs of their different local communities.	Ian Hughes Brexit Task Force	The national Brexit position remains uncertain. Given this uncertainty councils are preparing the best that they can. The LGA has supported the sector through our Brexit Task Force and attendance at the MHCLG EU Exit Local Government Delivery Board, which is chaired by the Secretary of State, where we have a standing item to provide an update on the sector's preparedness. We have also twice provided evidence to the HCLG Select Committee, and engage with central government on a daily basis.	Amber	Councils' concerns and issues are routinely flagged to central government through our established networks. The relationship that has been built with MHCLG specifically on the Brexit work has been positive.
	<b>Comms:</b>		<b>5 episodes of media coverage, of which 100 per cent was positive</b>		

**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

**EFFICIENCY AND PRODUCTIVITY**

<b>OBJECTIVE 9: Help councils become more efficient in the way they procure and deliver services and have contingency plans for outsourced services</b>		<b>Green</b>
9.1	<p>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>	<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>
9.2	<p>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>	<p><b>Re:Fit:</b> 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><b>PPP / PFI:</b> 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><b>Waste:</b> 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><b>Devo:</b> In Lincolnshire, Local Partnerships worked with the 10 Greater Lincolnshire Authorities to test their ambitions for growth. This</p>

		<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	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 & 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.	<b>Green</b>
9.4	Capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got into financial difficulty	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. We are also working with councils and their strategic suppliers (Microsoft, Amey, Cambian/Caretech, Bupa, Capita) involving the Crown Representatives as required.	<b>Green</b>

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.	Green
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.	* 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.  * 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.  * 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.  * 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. * We continue to support the MHCLG Local Digital funded programme.	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>	<b>Green</b>
11.5	Showcase innovation and good practice through the Innovation Zone, on-line searchable database, publications and events.	<p>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.</p>	<b>Green</b>

**STRONG COMMUNITIES WITH EXCELLENT PUBLIC SERVICES**

<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>	<b>Green</b>
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>	<b>Green</b>
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>	<b>Green</b>

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>	Green
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>	Green
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>	Green

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>	<b>Green</b>
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>	<b>Green</b>
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>	<b>Green</b>
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 diversify our delivery of training and resources.</p>	<b>Green</b>
12.11	Work with MHCLG to ensure that the national Troubled Families Programme is effectively implementing service transformation across Early Help Services.	<p>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.</p>	<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.	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<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.	<p>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.</p> <p>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.</p> <p>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.</p>	<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>

## Our own Efficiency & Effectiveness

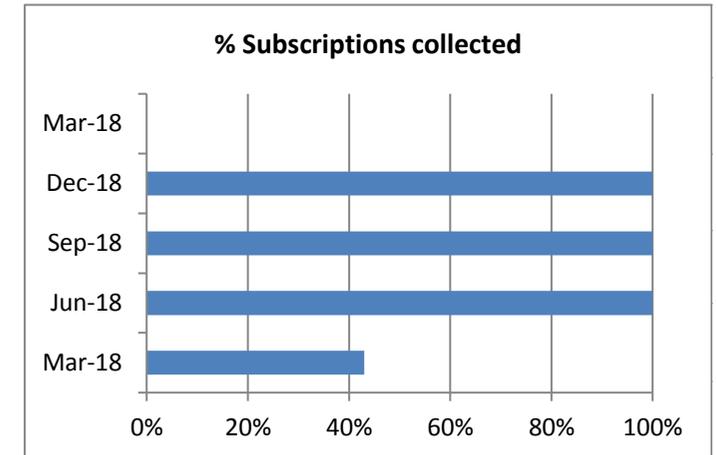
### Membership

	Sep-18	Dec-18	Mar-19
Membership			
English Councils	349	349	339
Other	67	68	59
No of English councils out of membership	4	4	4
No of English councils on notice to withdraw	8	4	4
No. of other Organisations on notice	1	1	2

n.b. the drop in English Councils in membership is due to 15 Councils ceasing to exist and being five new councils succeeding them.

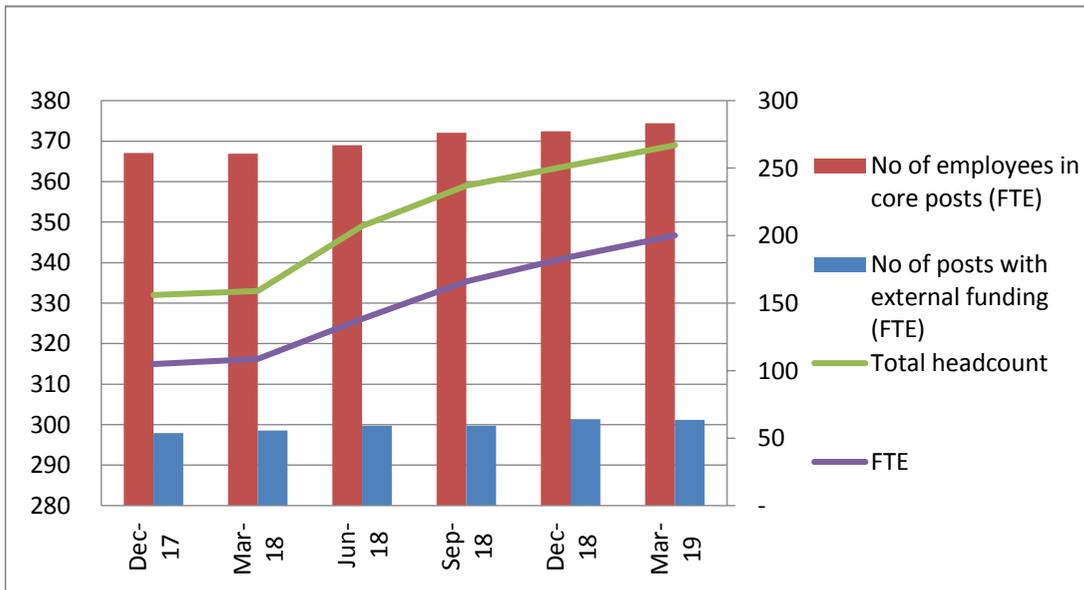
Our reputation	Mar-17	Mar-18	Target 18/19
Member authority satisfaction	73%	73%	>75%
Member authority informed	83%	80%	>79%
Member authority advocacy rating	74%	73%	>82%

The perception survey will be now be completed in July, therefore the results will not be updated until then



n.b. zero income is due to invoices being sent on 14 April, therefore no payments have been received as yet.

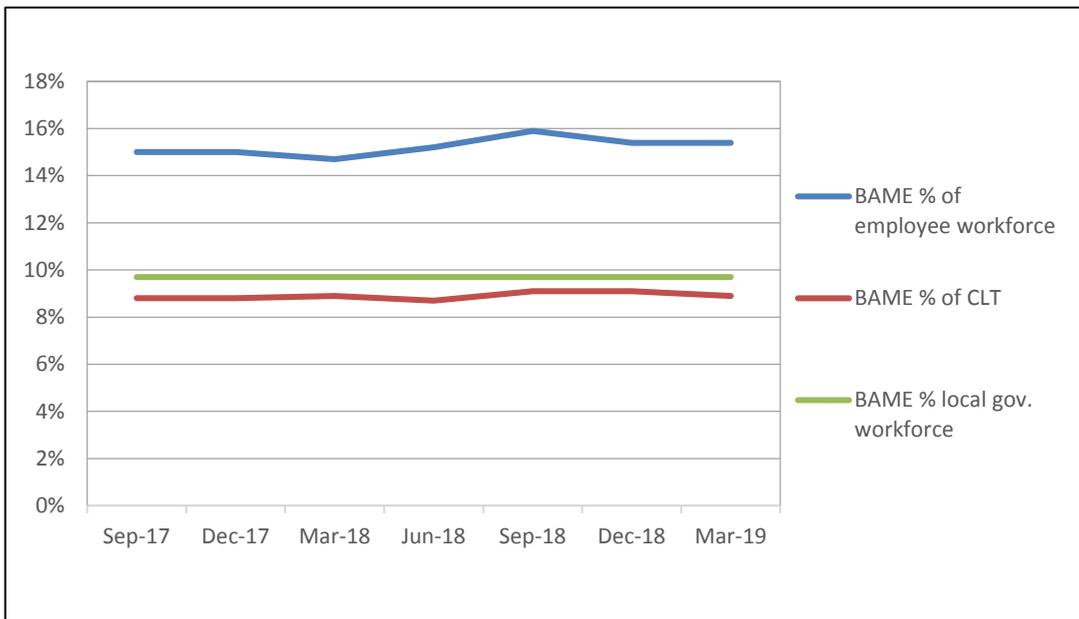
### Staffing numbers



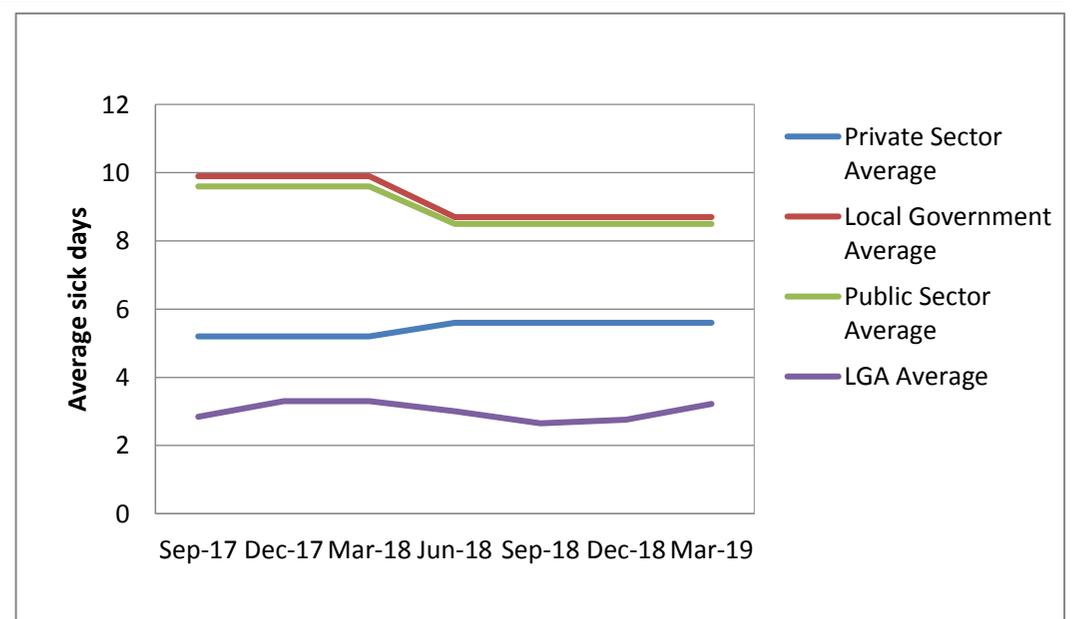
### Staffing numbers by directorate

Directorate	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19
Chief Executives	3	3	3	3	3	3
Communications	43	43	44	44	43	41
Corporate Services	53	51	57	58	58	59
Deputy Chief Executive	51	51	50	49	49	47
Finance & Policy	2					
Grant Funded - Health			9	10	10	10
Grant Funded - One Public Estate	9	10	10	11	13	10
Grant Funded - PAS	4	5	5	5	5	6
Policy - People	27	29	29	30	31	31
Policy - Place	24	25	24	25	24	24
Seconded Out	1	4	4	5	6	7
Workforce, Leadership & Productivity	115	112	114	119	122	131
<b>Grand Total</b>	<b>332</b>	<b>333</b>	<b>349</b>	<b>359</b>	<b>364</b>	<b>369</b>

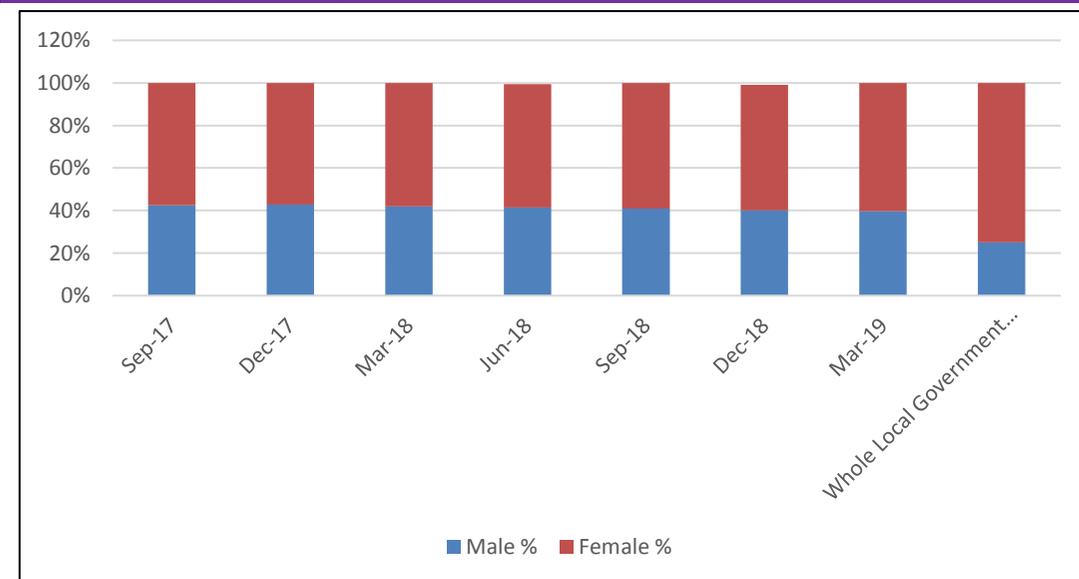
### Workforce profile with percentage of BAME employees



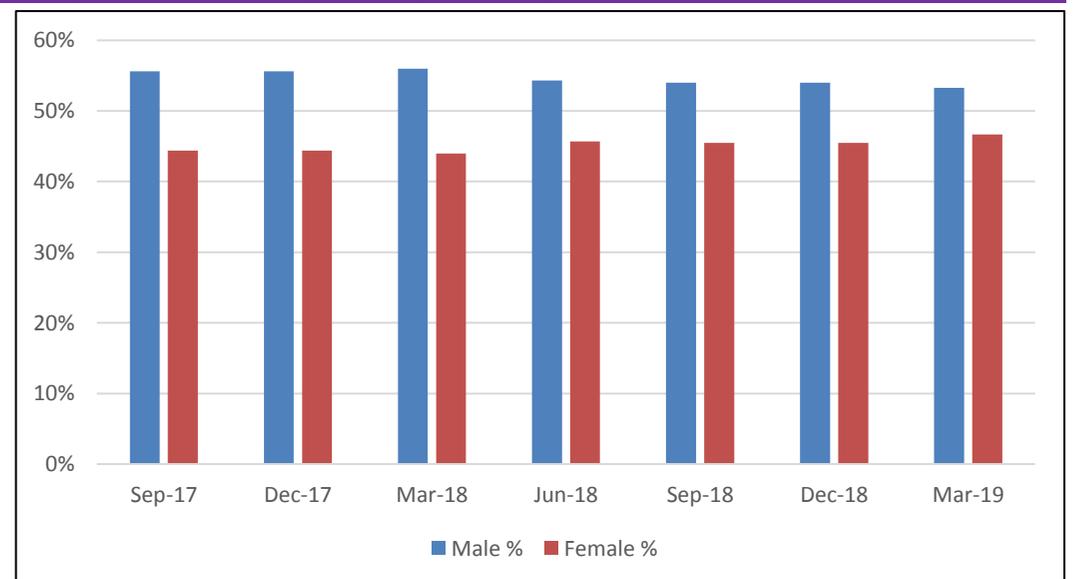
### People Management/Sickness Information



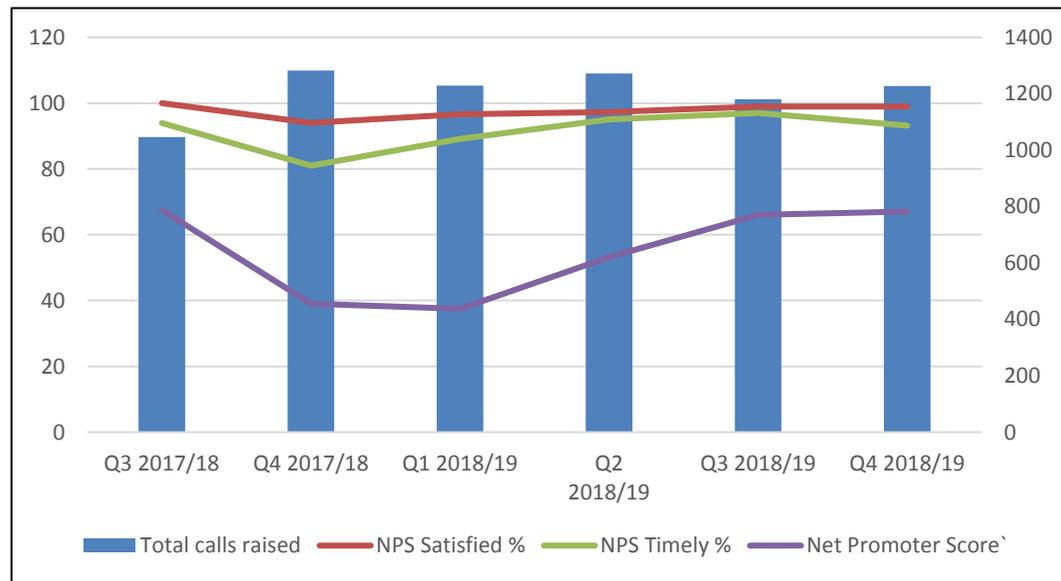
### Organisational gender split



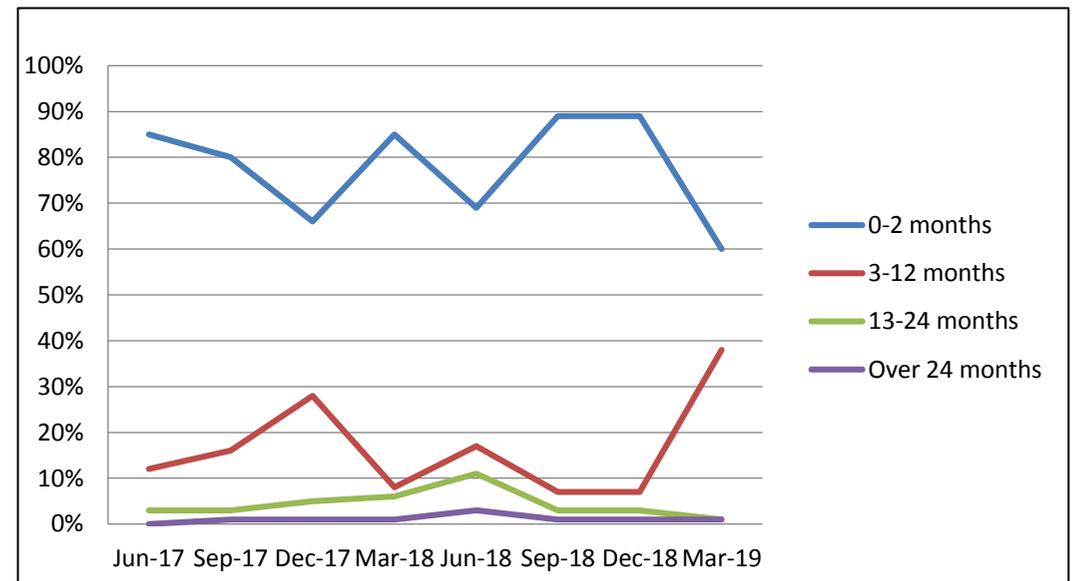
### Corporate Leadership Team gender split



## Brent IT service desk resolution times



## Debtors



**LGA STRATEGIC RISK REGISTER – SUMMARY - April 2019**

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 to 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. Development of a Brexit Task Group (established) 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	UKMBA fails to launch a bond.	5	3	15	Additional resources and to communicate offer to the sector and work with UKMBA to secure changes to address concerns of councils.	SP
SR12	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
SR13	Resource management	Further reductions in income and failure to generate sufficient income from alternative sources, set against pension deficit payments, 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
SR14	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
SR15	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
SR16	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 has been developed to take account of changing requirements and technologies. All staff will be supplied with laptops providing greater IT resilience	CHa
SR17	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. Mandatory cyber essentials training for staff.	CHa
SR18	Organisation	The LGA Mutual takes longer or is unable to attract sufficient members causing a financial loss to the LGA and damage to reputation	5	3	15	Marketing plans are in place to attract business and operational plans will aim to ensure maximum conversion rate.	SB
SR19	Organisation	The intention to insure through the new Mutual and the timeframe for receiving an insurance quote for the LGA's requirements from the new mutual puts the LGA's insurance arrangements at risk	4	2	8	Previous contract extended while quotes sought from Mutual. Fall back position is to extend insurance with current providers and accept that there may be additional costs associated with this.	SP/SB

**KEY**

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