

Business Plan outcome	Reporting manager	What have we delivered and has it helped achieve the business plan outcome?	Traffic light: did we deliver what we said we would deliver?
<p>Funding for local government: Reform of the finance system so councils have confidence that their financing is sustainable and fair, the opportunities to raise more funds locally and greater ability to promote collective working across local public services.</p>			
<p>There is a transparent system of local government finance at national and local level - we will lobby for fair funding for England and English local government, multi-year funding settlements to enable councils to invest in economic growth as well as services that focus on early intervention and prevention, and a localised distribution system that appropriately balances needs and incentives</p>	<p>Nicola Morton</p>	<p>We have carried out significant lobbying work on the Local Government finance system. In this quarter we have prepared and submitted the LGA's submission to HMT on the budget which included coverage of the areas mentioned here such as multi year settlements and economic growth. This was then used for a significant amount of media and lobbying work. We analysed and responded to the Chancellor's Budget statement in March, including preparing the LGA's response, analysis and identification of any LGA wins, and on the day briefing budget briefing which was downloaded more than 2000 times. The Independent Commission on Local Government Finance published its final report this month which recommended many improvements to the local government finance system.</p> <p>We hosted the LGA's finance conference in January which, as well as delivering a significant income stream for the LGA, acted as a forum for councils to share advice and best practice on managing risk and taking difficult decisions on spending. The LGA (and the delegates present from our member councils) used the opportunity of having both a government minister and shadow minister speaking at the conference to further make the case on the future of local government finance. This sold out event received excellent feedback from delegates.</p>	<p>Green</p>
<p>Future spending reviews deliver fair, timely and flexible local government finance settlements - we will lobby for fair financial settlements for local government and ensure that the financial consequences for local government of central government reforms are understood and adequately funded. In particular in the areas of welfare reform, adult social care and children, including 0-5 public health, social care and education</p>	<p>Nicola Morton</p>	<p>The Final 2015/16 Local Government Finance Settlement was published this quarter and following extensive lobbying by, and coordinated by the LGA, an extra £74 million was made available to local government for welfare reform, social care and health. The LGA briefed extensively for the debates in the House of Commons and House of Lords and received over 40 mentions across the two debates.</p> <p>The Future Funding campaign was launched in this quarter, including the Local Government finance day (24 March) to focus on the financial pressures local government is facing, and highlight the good work councils are doing to set budgets despite reduced resources, background work (such as analysis of local government finance myths) and other information such as case studies and infographics. In addition there have been a number of meetings with Civil Servants responsible for aspects of local government finance – from HM Treasury and DCLG – to outline the impacts that funding decisions are having and could have in the future. Work has started this quarter on planning the LGA's submission to the Spending Review that is anticipated for after the General Election; the submission itself will be launched at the LGA's annual conference.</p>	<p>Green</p>
<p>People have a meaningful local vote on a wide range of tax and spending decisions - we will encourage a debate on local financial autonomy and the future of local government finance with a view to achieving local control over council tax and business rates, along with the right to determine new local taxes and set fees and charges which fully recover costs.</p>	<p>Nicola Morton</p>	<p>We have prepared and published "The Story Continues" reports on Business Rates retention and on Council Tax support, based on the analysis of surveys of councils, and submitted to the DCLG's Admin review of business rates. The Business rates retention system will be adapted for two pilot areas, allowing them to retain slightly more growth in business rates income, with a view to further potential changes post the general election.</p>	<p>Green</p>
<p>Local services and decisions are brought together in one place, for each place, for issues ranging from economic development, to health, to law and order - we will promote the benefits of integrated budgets and support councils and their partners in developing new governance and delivery arrangements to achieve this.</p>	<p>Nicola Morton</p>	<p>As well as covering these areas in the submissions and other documents mentioned on other sections above, we have supported the Independent Finance Commission in the publication of its final report this quarter, which makes strong recommendations of fiscal devolution.</p>	<p>Green</p>

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<p>Councils are effective in dealing with the impact of reduced funding, taking steps to ensure that they continue to be financially sustainable. We will provide practical support and advice to councils on surviving financially, managing risk and taking big, difficult decisions on spending.</p>	Alan Finch	<p>We have piloted our new financial review process in two councils this quarter with a third council pilot to come early in the new financial year. Initial feedback from these councils has been good and in one case the Leader of the Council wrote to the Chair of the LGA to praise the process and the outcome.</p> <p>We are continuing to support financial analysis for the corporate peer review process and provide direct support to Principal Advisers and others working directly with councils, all building on and using financial analysis tools developed earlier in the year (eg spidergrams and Future Funding Outlook).</p> <p>The LGA's finance conference in January 2015 acted as a forum for councils to share advice and best practice on managing risk and taking difficult decisions on spending. The LGA (and the delegates present from our member councils) also used the opportunity to further make the case for all of the above lobbying points and encourage debate on the future of local government finance.</p>	Green
<p>Councils have access to alternative sources of finance to encourage investment and create jobs - we will lobby to free local government borrowing from Treasury restrictions and work to set up a Municipal bonds Agency</p>	John Wright	<p>The Municipal Bonds Agency is now a standalone company operating independently of the LGA with its own Board of Directors with nearly 60 councils investing in its establishment and joining the LGA as shareholders.</p>	Green
<p>There are robust and proportionate audit arrangements for councils - we will support councils in procuring cost-effective external audit services in the interests of transparency and accountability to local taxpayers</p>	Dennis Skinner	<p>LGA has registered Public Sector Audit appointments Limited (PSAA) and appointed Steve Freer (former CEO of CIPFA) as Chair. Three non-executive Directors have been appointed and the first Shadow Board meeting was held on 18 December 2014. The new company has now taken on the statutory responsibility of appointing external auditors and managing existing contracts with the accountancy firms following the closure of the Audit Commission in March 2015. LGA has secured provision with the Act to enable councils to have the option of collective procurement of external audit through a sector led body as a means of helping to maintain quality and reduce costs.</p>	Green
<p>Public Service Reform: Independent councils are at the centre, and are seen to be at the centre, of public service reform, delivering more effective services for local people and holding other providers to account.</p>			
<p>There is a fundamental and ambitious rethink to the way local services are designed and organised to achieve economic and social benefits - linked to our proposals for integrating the governance and finance arrangements for each place, we will work up proposals for reform of the delivery of public services across sector boundaries and identify and lobby for the changes that Whitehall now needs to make.</p>	Nicola Morton/Ian Hughes	<p>The Non-Metropolitan and Finance Commissions reported in Feb/Mar making clear recommendations on revising financial and administrative governance to enable the delivery of the public service reform agenda, which can be taken up by the government and inserted in the first Queen's speech for delivery early in the term of the new parliament.</p>	Green

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<p>Councils' role in the health and care system is strengthened to enable local leadership of sustainable and resilient health and care services - we will work with government, NHS and other partners to help every area make best use of the Better Care Fund to promote integrated and effective services which are jointly led. We will influence the Care Bill and its implementation to ensure reforms are fully funded and well planned and continue to work with partners to support councils' new public health functions as part of the wider health and care system. We will continue to support the role of Health and Wellbeing Boards as the key strategic leaders of the health and care system and work jointly with partners to strengthen service user and public engagement in health and care services.</p>	Sally Burlington	<ul style="list-style-type: none"> - Secured changes to the Care Act during its passage through Parliament, including much greater recognition of risks around funding and a commitment to monitor actual costs, and extra support for implementation. "State of the Nation" report on adult social care funding well received. - Secured the transfer of public health commissioning for 0-5 year olds, from October 2015, fully funded on a "lift and shift" basis, plus £2m extra for commissioning costs, and a funding floor. Public health twitter account now has 1800 followers, and very good uptake of LGA publications and events on public health. 100 days "asks" on public health well received with good media coverage through the year. - Influenced NHS England's programme of work, particularly Integrated Personalised Commissioning. - Ageing Task and Finish group completed, with launch of findings on service improvements to be held post-election - Research and roundtable into mental health crisis care well received, with national concordat commitments met - Housing Task & Finish group agreed proposed way forward - Ongoing input into Prime Minister's Dementia Strategy and previous Chairman's Dementia campaign, with national concordat agreed - Influenced new statutory guidance on Autism, launched March 2015, with good practice case studies on Autism produced alongside it - Extra funding: Joint lobbying with ADASS secured an additional £12 million for councils to help tackle the winter pressures, in addition to the £37 million already received, as well as a recognition of the way social system has responded to additional pressures and the support provided to health partners; plus an extra £25 million for new duties assessing Deprivation of Liberty Safeguards - Leadership development in adult social care supported by induction, leadership essentials, on line must-knows and 8 regional networks for lead members and Health and Wellbeing Board Chairs. HWB chairs on CWB now acting as "ambassadors" to each region. Successful NCAS conference in October. - Influenced PAC report on Winterbourne View programme which was balanced and helpful to local government. Supported service user engagement for people with learning disabilities and autism through the Joint Improvement Programme. 	Green
<p>Councils have the flexibility and resources they need to deliver services that meet the needs of individual children and young people - we will work to ensure that policy reforms enable councils to meet their ambitions for children and young people in their area, as well as their statutory duties in a climate of increased demand for children's social care. We will raise awareness to ensure that councils are effective in tackling child sexual exploitation and support councils to build their capacity and achieve a confident and skilled children's workforce.</p>	Helen Johnston	The Our Place programme, in which the LGA has partnered Locality, has supported 118 new neighbourhoods in the reform of the way their services are delivered.	Green
<p>Councils have a central and recognised role in the design and delivery of Universal Credit - we will host the Partnership Forum, secure funding for local support services and ensure the Local Support Services Framework recognises the role of local government in the local commissioning and delivery of services to support employment and access to affordable housing. We will monitor the wider impact of welfare reform on the services councils need and are able to deliver for their communities.</p>	Ian Hughes	We have secured the role of the Partnership Forum and LGA's position on the Programme Board going forward. We have successfully pressed for a review of broader consultation channels and meetings with local government to improve communication and influencing as UC is rolled out across the country. We continue to work with councils and DWP on the Universal Support trials and have supported the agreement of Delivery Partnership Agreements between councils DWP. We are currently negotiating the next phase of UC roll-out, in particular the transfer of HB from councils to DWP and the implications for local authority staff.	Green

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<p>Councils work effectively with partners to deliver safe and cohesive communities - we will champion the work of councils with police and crime commissioners in tackling anti-social behaviour, crimes against vulnerable people, domestic abuse and serious and organised crime, and also lead a debate about the future of community safety partnerships as well as police and crime commissioners ahead of the next election. We will support fire and rescue authorities to take forward key recommendations from the Knight Review on collaboration across blue light services.</p>	Helen Murray	<p>Councils have been able to smoothly introduce the new tools and powers to tackle anti-social behaviour as a result of the six regional workshops held by the LGA for practitioners and the guide we published to implementing the community trigger. We have held a conference, published a guide for councillors, and secured funding with Barnardo's of £2.14 million to establish a centre of excellence to improve the social care response to FGM. We have contributed to the development of local profiles of organised crime groups and held joint workshops with the Home Office to reduce councils exposure to procurement fraud. Police and crime panels have been assisted in their role of holding police and crime commissioners to account through an event for members and officers held in November.</p> <p>We have run two successful Fire Leadership Essentials programmes to help further develop member's leadership skills.</p> <p>Police and crime panels have been assisted in their role of holding police and crime commissioners to account through an event for members and officers held in November.</p>	Green
<p>Councils lead the future direction of waste policy and set the agenda for reducing waste and increasing diversion of waste from landfill whilst reducing cost pressures - we will support councils to achieve increased recycling rates, pressing for investment in infrastructure to secure increased value from recycled materials and mainstreaming the reuse of products.</p>	Ian Hughes	<p>Developed LGA lobbying position and strategy to influence European Commission approach to future waste and recycling targets including a delegation to Brussels to present arguments; meeting with DEFRA Minister for Waste. Developing proposals for UK government to help meet 2020 recycling targets and raising awareness with councils on action that can be taken.</p>	Green
<p>The local government workforce is able to deliver the services required by local citizens - we will negotiate national agreements that are seen as fit for purpose by councils, represent their interests in reforming the Local Government Pension Scheme and continue to offer practical advice and products for their workforce challenges</p>	Sarah Messenger	<p>Pay deals done for Local Government, Fire and all of the smaller negotiating groups.</p>	Green

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Economic growth, jobs and housing: councils are recognised as central to revitalising local economies			
<p>Councils have a key role to play in driving economic growth, new jobs and wealth creation - we will lobby for the devolution of power, policy and funding streams to secure UK growth and promote the menu of freedoms granted to the early city deals so that these are offered to all LEP areas.</p>	<p>Ian Hughes</p>	<p>Produced Realising Talent (March 2015) – a practical offer to an incoming Government which set out devolution steps for employment. It was product of collaborative year-long research commissioned by Cities / People and Places Boards working with eleven areas. Also included two pieces of research carried out by CESI which set out the urgency for reform (July 2014 and March 2015). We have capitalised on the momentum generated by the Scottish referendum and are now shaping the English devolution agenda. For example, as a result of our lobbying, the coalition government's Control Paper on devolution had a significant focus on devolution within England and the new All Party Parliamentary Group on Reform, Decentralisation and Devolution's first report drew heavily on LGA thinking. The manifestos of the national political parties all set out commitments for further devolution that reflect many of our 100 Days asks, including further devolution of funding for growth and localisation of skills and employment support. We have also supported a number of areas to prepare for devolution by assisting them to work through their governance options. We are now in a position to present detailed proposals on devolution that are likely to have broad support from across the sector to the next government.</p> <p>Joint work with employment provider network – ERSA – with the aim of coordinating lobbying efforts.</p> <p>Published independent evidence based analysis on merits of local approach to support vulnerable towards work (January 2015). (NIESR)</p> <p>National conference on future local skills deficit (March 14)</p>	<p>Green</p>

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<p>Infrastructure is developed quickly and efficiently and targeted to maximise growth - linked to our proposals for alternative sources of local government finance, we will support councils in working with their partners to maximise the value of local and national infrastructure investment, in particular through our support to Local Partnerships.</p>	Ilan Hughes	<p>We have lobbied for local government to have a meaningful role in developing the future road network, primarily by proposing amendments to the Infrastructure Bill that would require greater consultation with/involvement by councils. The requirement on the new Highways England to conduct route strategy studies (which involve councils) and the establishment of a Stakeholder Advisory Board for HE represent successful lobbying outcomes on this score.</p>	Green
<p>Councils play a lead role in improving educational standards and working with business to match education, training and skills with employer need - we will support councils to improve standards for all children and young people from their early years, through school and into post 16 education, training and employment. We will continue our Hidden Talents campaign to ensure all young people are supported to participate in quality skills, training and employment, including support for the transition to adulthood and work. And for more vulnerable learners we will support councils to deliver on the reforms for children and young people with special educational needs and disabilities.</p>	Helen Johnston	<p>We have worked to support councils that have been gone through Ofsted's single inspection, including the introduction of buddying arrangements for lead members and sharing the experiences of inspected authorities. Reflecting concerns raised with us by member councils, we have called for an independent review of the inspectorate and, in partnership with ADCS and Solace, have published an alternative, multi-agency inspection framework. Separately we have delivered three leadership essentials courses for lead members for children's services, attended by over 40 members; engaged with regional CYP networks and in conjunction with workforce colleagues, worked to support councils improve the retention rates of experienced social workers.</p> <p>We have campaigned for a clear role for councils in holding all schools to account for their educational performance, culminating in our 100 Days: Making sure every child has a place at a good local school report. We highlighted the challenges councils face in delivering more than 900,000 extra school places that will be needed by 2023. This won an additional £2.35bn in capital funding for new schools places which has provided councils with 3-year capital budgets to allow them to plan ahead.</p> <p>We have continued to put local government at the centre of the debate for the reform of services to young people. Including research exposing the costs and level of drop-out from post 16 learning, a proposal for a local youth offer to enable all 14 to 24 year olds to participate in learning or work, and projects working with councils demonstrating how we can help government to meet its ambition for apprenticeships, to deliver impartial careers advice, and to support long-term unemployed young people. We have also worked with councils to improve how they meet their duties to track vulnerable young people and use destination data to improve outcomes. The work has been widely reported in the media and well received by local and national partners.</p> <p>We lobbied to maintain a key role for councils in securing educational provision for children and young people</p>	Green
<p>Councils unblock the barriers to house-building and drive the increase in housing supply the nation needs - we will continue to make the case for councils to promote affordable and social housing by using their own borrowing powers and encouraging third parties through the planning system. We will work to ensure councils have the tools to manage the housing impacts of welfare reform.</p>	Ilan Hughes	<p>Working with National Housing Federation to present joint case for council and housing association action to deliver affordable housing; Publication of research to support asks for reform of Right to Buy; surveyed councils on impact of exemptions to S106 affordable housing; held a successful Housing Conference, presented to Housing Minister LGA proposals on supporting small sites, public land and changes to Section 106.</p>	Green
<p>Councils maintain their planning powers and freedoms and there is certainty and stability in the planning system - we will continue to make the case for local decision-making on planning and provide support to councils in developing local plans.</p>	Ilan Hughes	<p>LGA proposals for upfront agreement of developer contributions and viability reflected in government consultation paper; Developed proposals with industry for de-risking planning on small sites; being considered by DCLG; Planning Advisory Service events to promote partnership approach to planning LGA / BPF publication "Planning positively through partnership; developing position paper on improving viability assessments and agreeing planning obligations.</p>	Green

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<p>EU funding is devolved to local partnerships as part of a wider package for local growth - we will lobby at European and national level to ensure the optimum delivery of EU funds for LEP areas.</p>	<p>Ian Hughes</p>	<p>Briefed LGA members on National Growth bilateral meetings with Ministers</p> <p>Forged alliances with a range of stakeholders (LEPs, FSB, NCVO) and others to speak with one powerful voice, led by the LGA.</p> <p>Put forward LGA/LEP network proposal, with sector input, which offered solutions to Whitehall obstacles</p> <p>Influenced outcome of ESF programme by ensuring local government priorities including in fundable interventions</p> <p>Kept high profile through media coverage</p>	<p>Green</p>
<p>Councils are at the heart of the commissioning and delivery of household energy efficiency schemes - we will champion councils' role in leading action on energy efficiency and green energy and ensure that they have the flexibility and resources to support local initiatives to reduce energy costs, tackle fuel poverty and build resilience to climate risks.</p>	<p>Ian Hughes</p>	<p>Jointly commissioned project with productivity team on potential incomes and savings for councils from renewable energy and energy efficiency. More than 100 councils signed up to Climate Local to demonstrate action, including energy efficiency.</p>	<p>Green</p>
<p>Councils have the necessary levers to maximise the impact of their culture services as drivers for growth - we will support councils in linking culture, planning and the visitor economy to build the heritage of the future and to get value for money from their investment in broadband.</p>	<p>Ian Hughes</p>	<p>Over 120 councillors and senior officers attended the LGA's annual culture, tourism and sport conference 3 - 4 March in Durham. Over 80 per cent of delegates were satisfied with the event. Speakers included the Chairs of Arts Council England, VisitEngland, Sport England and the Chief Executive of the British Library.</p> <p>Cllr David Burbage, Deputy Chairman, LGA Culture, Tourism and Sport Board gave oral evidence to the Culture, Media and Sport Committee's inquiry into the visitor economy in February. This was an opportunity to raise awareness about councils' leadership role of one of this country's fastest growing economic sectors. . Cllr Burbage also made the case for how devolution of growth, skills, infrastructure and transport funding will benefit the visitor economy.</p> <p>The LGA and DCMS have set up a joint task force to take forward the recommendations from the Sieghart Libraries Review and appointed Paul Blanter, Chief Executive of Northamptonshire County Council as its chair. The task force will report jointly to LGA elected members and Ministers who have agreed the priorities as supporting sector-led improvement, extending Wi-Fi and workforce development. The first meeting in March identified how task force members can help to quickly move forward the priority areas for action.</p>	<p>Green</p>
<p>Councils work with businesses to determine the right level of risk and regulation for a local area, balancing community protection with economic growth - we will work with councils to develop localised, simplified regulation that reduces red tape for businesses and support them in their work to develop vibrant and prosperous high streets.</p>	<p>Helen Murray</p>	<p>We have published a guide for councils on tackling the sale of new psychoactive substances and lobbied for legislation banning their sale, which the Home Office has indicated it will explore the possibility of bringing in. We have held joint workshops with the Home Office to reduce councils exposure to procurement fraud.</p>	<p>Green</p>

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<p>Councils and fire and rescue authorities protect people and places from harm, providing the safe environment in which businesses and communities can thrive - we will support fire authorities in their prevention and protection work as well as in their role of responding to emergencies in a challenging industrial relations climate.</p>	<p>Helen Murray</p>	<p>The LGA has jointly produced, with the CFOA, "The Fire and Rescue Service: Making the Nation Safer" which sets out our shared perspective on what the fire and rescue service offers to a new government. Our proposals are costed and have the potential to save £500 million for the public purse and make our communities safer. The Government has already agreed to introduce one of the proposals, including funding for FRAs.</p> <p>We have responded to the Government's consultation on the Thomas Review setting out our key principles for reform. Adrian Thomas also spoke at the Annual Fire Conference.</p> <p>Lead Members continue with a programme of political engagement, including with the Shadow Fire Minister, and with Clive Betts.</p> <p>We have supported Fire Sprinklers week 2015.</p>	<p>Green</p>

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Sector-led support, improvement and innovation: We will support councils with improving performance, effectiveness and efficiency			
A tailored corporate peer challenge for local authorities, including a core component looking at issues of leadership, corporate capacity and financial resilience. In 14/15 we will deliver 100 corporate and service-specific peer challenges.	Dennis Skinner	Take up of the peer challenge offer remained strong throughout the year. In the fourth quarter we delivered five corporate peer challenges for councils and fire and rescue services (48 in total for the year) and with considerably more expected to be delivered post-election. We achieved our target to deliver 100 corporate or service specific peer challenges by the end of the financial year, with a total of 132 peer challenges delivered in 2014-15.	Green
Leadership and managerial development programmes - we will provide development for at least 500 councillors with leadership roles; support at least 50 councillors through our 'Next Generation' programme; through our 'Leading Edge' programme, provide 50 leaders and chief executives with the opportunity to work together on developing their leadership roles; help attract new talent through our 'Be a Councillor' programme; provide support in community leadership support to councillors; and recruit 75 high calibre graduates to our 'National Graduate Development Programme'	Dennis Skinner	The LGA's refreshed leadership offer, Highlighting Leadership, was launched at the LGA Annual Conference in July 2014. A total of 577 councillors attended our various political leadership programmes in 2014-15. All of the four political party groups have run Next Generation programmes and 58 councillors have taken part in these. A total of 48 council leaders and chief executives attended our Leaders and Leading Edge programmes. We have delivered 10 'in-house' community leadership training sessions for councillors at their councils and developed three new community leadership e-learning modules for which 78 councils and 85 individual councillors have registered to use. We have established a new focus on supporting disabled people as part of our Be a Councillor programme and had mentors working with disabled people who want to stand for elected office from each of the political groups. The ngdp has now placed all of its 110 graduates this year (Cohort 16) into 54 councils across the country. All of the graduates have started their placements in local authorities and attended the first of their learning and development events.	Green
LG Inform - free access for councils and the public to transparent and comparable performance information; as well as LG Inform Plus, providing councils with access to small area data reports and tools.	Dennis Skinner	<p>LG Inform, our on-line data and benchmarking service, is in its second successful year. Now, by the end of this quarter, 95 per cent of councils are registered, comprising over 2,900 registered users. Since its launch, it has had over 85,000 visits from 48,000 unique visitors.</p> <p>Our free benchmarking club, collecting data directly from councils using LG Inform, remains popular. The number of participating authorities during the last quarter hit 140, all voluntarily submitting data for metrics that they think are useful to them, with several authorities suggesting extending the service into new areas. This whole enterprise is in keeping with our vision of local government taking responsibility for its own data and fits with the sector-led improvement work we have been doing.</p> <p>In the last quarter, in response to user feedback, we added 150 new metrics covering topics such as availability of health amenities (GPs, dentists, pharmacists, opticians), broadband availability, low income measures, and educational attainment for foundation and early years. We also published or updated reports on the impacts of welfare reform and on children's services and young people.</p> <p>A direct data feed (API) has been launched, which gives authorities access to the data in LG Inform and LG Inform Plus for their performance management or other corporate systems, or developers access to it for apps and programmes they create. This is available as a 'freemium' service, whereby initial access is free, but users pay if they use a certain volume of data. Promotion of this new service is currently underway.</p> <p>Good progress continues with LG Inform Plus, our subscription package for local authorities offering a range of additional data tools and access to ward-level data. An agreement with the Boundary Commission has been reached for advance access to new ward boundary information, so that subscribers can create tables, charts and maps using them before they are officially available. In 2014/15 subscriptions reached the target level, and some additional income was also generated.</p>	Green
Direct Support to councils through the lead member peers and principal advisers, working to help them access appropriate support, in particular where they are facing significant performance challenges - we will provide bespoke support to at least 20 councils in 14/15, aiming to ensure that the government does not need to intervene	Dennis Skinner	<p>The LGA has been working with the following numbers of councils in relation to our various improvement support offers:</p> <ul style="list-style-type: none"> • Change of control/leader support - 32 • Bespoke peer mentoring support - 63 • Delivery of top team development work - 17 • Follow-up support to peer challenges - 45 • Direct improvement support 112. 	Green

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<p>Scrutiny support and expertise - through our partnership with the Centre for Public Scrutiny, provide direct support to councils and councillors in developing scrutiny skills and expertise.</p>	Dennis Skinner	<p>We have since January 2015 provided support to 15 councils through our helpdesk function, bringing the figure for 2014/15 to just under 60, similar to last year. The nature of advice varies from quick five-minute phone calls to more detailed, ongoing discussions and advice. Where the amount of support required looks to exceed several hours we have procedures in place either to seek advice from the relevant PA or to seek to deal with the issue as a paid consultancy matter.</p> <p>Our work in planning support for Rotherham has continued in Q4, involving close liaison with RMBC officers building an ongoing programme of member support and development in 2015/16. In this quarter we have also contributed to a corporate peer challenge at Rushmoor Borough Council.</p> <p>Our work on health and social care integration has continued, and we plan further work on health scrutiny-related matters now that funding has been secured from the Department of Health.</p> <p>We have produced one newsletter this quarter (January), and several news alerts, which have been sent to over 3000 recipients covering 326 councils in England and Wales. We have held the second and third in our annual series of parliamentary seminars, with 36 councillors attending.</p> <p>We produced "Hiding in plain sight", a report on barriers to scrutiny's effectiveness, which is being followed up through the report on our Annual Survey and fed into our plans for 2015/16.</p> <p>Our work with nine Scrutiny Development Areas on transformation and commissioning continues and will end with the publication of a final report at the end of June 2015. We are planning to capitalise on this work by designing a further support programme for governance in transforming councils during 2015/16.</p>	Green
<p>Practical support to councils continue to develop new and innovative ways to improve efficiency and productivity as a major element of public service reform, focussing on adult social care, commissioning and procurement, capital and assets, future ways of working, and housing, waste and economic growth.</p>	Dennis Skinner	<p>A wide range of practical support has been provided to councils to help them achieve savings and generate income. An online database capturing good practice showcased at the 2014 Innovation Zone has been launched and received nearly 600 hits on the website in its first two weeks. The second tranche of the Commissioning Academy for elected members ran in February 2015 with further good feedback. The Advanced Commercialisation Group with 15 authorities involved, held its second meeting. 27 councils or groups of councils have been awarded small grants to promote digital solutions to public service delivery to a total of £390,000. 32 councils are now taking part in the One Public Estate programme and the Government has announced the intention to role it out to all local authorities. A research partner has been recruited for a health and social care integration project to work with five authorities to identify good practice in delivering efficiencies in this area. Results will be reported in September 2015.</p>	Green
<p>Innovation - building on the lessons from the Creative Councils programme, we will continue to work with councils and national innovation partners to support councils in developing, implementing and sharing innovative approaches to the medium and long-term challenges facing local communities and services</p>	Dennis Skinner	<p>Planning for this year's Innovation Zone at the LGA Annual Conference is at an advanced stage. The final programme and contributors will be decided at a meeting of the LGA Cross Innovation Group on 16 April. Council innovation under the following themes will be showcased: Commercialisation, Digital, Community Action, Integration and Partnership Working. We have also developed a searchable database of the innovative examples and this was launched in March as part of the new LGA Innovative Council webpage which will signpost councils to all innovative work that the LGA is involved in. The page has done very well so far and, from the date of the launch on 23 March until now, we have had 533 visits (446 unique visitors) to the main landing page, and 829 page visits overall. The web team have confirmed that the resource has been one of the top most visited areas of the site for last week. An agreement has been reached with the Design Council to part fund Better by Design pilots in three regions of England.</p>	Green
<p>Culture, tourism and sport - we will pursue sector-led improvement in culture, tourism and sport</p>	Ian Hughes	<ul style="list-style-type: none"> • Delivered Three Leadership Essentials Sport events and two Leadership Essentials Culture events, with 60 Portfolio Holders supported to lead transformational change in culture or sport within their councils. • Delivered two library seminars, with over 30 Portfolio Holder for libraries supported to lead transformational change within their library services. • Delivered one Heritage Seminar, which informed 18 councillors on ways to support heritage within their localities. 	Green

Business Plan outcome	Reporting manager	What have we delivered and has it helped achieve the business plan outcome?	Traffic light: did we deliver what we said we would deliver?
<p>Adult social care and health - we will pursue sector-led improvement programmes in adult social care and health, including Towards Excellence in Adult Social Care, adult safeguarding, support for integration and the Better Care Fund, Winterbourne View, Health and Wellbeing Boards and implementation of the Care Act</p>	Andy Hughes	<ul style="list-style-type: none"> • A senior manager was released to support DH resolution of the Winter Pressures crisis. • The National Progress Report on Adult Social Care priorities (2013/14) was published in January as well as a use of resources toolkit • Making Safeguarding Personal programme successfully concluded with more councils now attaining higher safeguarding status. • Better Care Fund plans for all areas have now been approved, with bespoke support being provided to a few areas on their request. • Internal discussions are ongoing to develop our preferred scope for BCF 2. • HTTG has been realigned to provide more support and enhanced LGA engagement with the NHS FYFW structure, with representatives on each workstream • We have contributed to the Informatics Network for the Pioneer sites by supporting the development of its eight workstreams through regional events, engagement, including with suppliers, and communications. Work to develop the role of the National Information Board has concentrated on the creation of models and standards. • Partners ADASS, CQC, DH, HEE, LGA and NHSE have a committed to a single Transforming Care delivery programme to re[place the Winterbourne View JIP. There are five workstreams with all partners contributing; Getting the Right Care in the Right Place (new models of care); Data and Information; Workforce; Regulation and Inspection; and Empowering People and Families. • The first Health and Wellbeing Board (HWB) Chairs and Vice Chairs Summit took place in March. • Eleven Health and Wellbeing peer challenges were delivered across the country. • All 152 councils responded to the third Care Act Stocktake with 99% of councils said they were fairly confident or higher that they would be able to deliver the required changes by 1 April 2015. Seven councils flagged that they may potentially require support and we are exploring any issues on an individual basis. 	Green
<p>Planning services - we will pursue a sector-led improvement programme in planning services</p>	Ian Hughes	<p>Planning Advisory Service achieved all defined objectives, delivered programme on budget and on time. 97% satisfaction rate from councils using the service. Grant funding agreed for 2015/16.</p>	Green
<p>Community safety sector-led improvement</p>	Helen Murray	<p>We have continued to provide improvement support to member councils. This included setting up two peer reviews during the year; an overarching review of Basildon District Council's community safety partnership (CSP) and a strategic review of LB Brent and Brent Housing Partnership's anti-social behaviour offer. Both review teams comprised several members of our specialist practitioner peer pool. In addition, we have established two new mentoring relationships between practitioners, as well as continuing to support four existing ones, and coordinated a desktop review of CSP documents for Stevenage Borough Council.</p>	Green

Business Plan outcome	Reporting manager	What have we delivered and has it helped achieve the business plan outcome?	Traffic light: did we deliver what we said we would deliver?
Our own efficiency and effectiveness			
<p>Full membership - we will maintain membership levels amongst local authorities in England and Wales by enhancing the benefits of membership. Having significantly reduced subscriptions over the last five years, we will maintain subscriptions at current levels and continue to communicate on the benefits of membership directly with individual councils and all councillors.</p>	Claire Holloway	<p>We start the new membership year with 3 councils - Bromley, Sheffield and Wandsworth - out of membership and 9 on notice. This is the lowest number on notice for some years. However with 2 London Boroughs now out of membership and another 2 on notice, this is an area to monitor closely over the coming year.</p>	Amber
<p>Effective governance - we will make changes to our governance structures creating a City Regions and a People and Places Board to ensure that we fully represent the interests of our members, as well as streamlining our governance arrangements in other areas to ensure that we operate efficiently.</p>	Claire Holloway	<p>New governance arrangements introduced in September 2014 are fully operational. However following questions raised by the Peer Challenge team, a small task force of elected members are currently reviewing the arrangements with a view to determining whether they can be further improved.</p>	Green
<p>Persuasive communications - we will work to support, promote and improve local government using the full range of communications activity, ensuring councils have a strong national voice and are well represented to central government</p>	David Holdstock	<p>We are currently on track to deliver against our business plan priorities and corporate communications strategy targets. We have maintained our satisfaction levels amongst member councils continuing our improvement from 2012.</p> <p>In 2014/15 the LGA appeared in every national daily and weekend newspapers and online broadcasters.</p> <p>National media coverage has increased by 25% from 1182 mentions in 2013/14 to 1480 in 2014/15. A breakdown of this coverage shows:</p> <ul style="list-style-type: none"> • 85% of national coverage was positive. • 81% of coverage was through pro-active media work. <p>The LGA was mentioned 1429 times in the House of Commons and House of Lords during 2014/15. This equates to the LGA being quoted 7 times each day Parliament sat to debate policy and legislation during this period.</p> <p>61% of MPs feel the LGA is very or somewhat effective – up from 45 per cent in the previous 12 months.</p> <p>The LGA had 4,457,445 website page views with 790,779 users, of which 57% were new users.</p>	Green
<p>Financial sustainability - we will work with our member authorities and government to ensure we secure core funding for the LGA from 2015/16 from subscriptions and LGA top-slice. We will also implement proposals to develop the commercial activities of the LGA and take action to ensure that we maximise the value of our two properties.</p>	Helen Platts	<ul style="list-style-type: none"> • Core RSG funding of £23.5million secured for 2015/16. Review underway to prepare for 2016/17 onwards. • LGA Commercial Strategy agreed, Head of Commercial Strategy appointed. Deal Room Develop and Data projects now underway • Layden House Refurbishment – City of London appointed to client the project. Design phase now underway • Local Government House – EC Harris options appraisal completed. Repairs programme now underway 	Amber
<p>Efficient business management - we will continue to make changes to improve the efficiency of our back-office services, to achieve a further saving in our overheads</p>	Helen Platts	<ul style="list-style-type: none"> • Liberata contract now terminated. End date 22 January 2016 • Early transfer of all Liberata services apart from ICT negotiated to take place 1 June 2015 • Service redesign process underway • ICT reprocurement; providers now shortlisted and site visits in progress 	Green
<p>Effective people management - we will support our employees through effective performance management and development, and will place a high priority on engaging them in developing and improving our services to councils</p>	Claire Holloway	<p>Following very positive staff survey in 2014, appraisals were carried out in February 2015 with a 95% return. Whilst development opportunities in a small organisation are always limited, we continue to support outward secondments and employ 2 NGDP graduates each year.</p>	Green

Business Plan outcome	Reporting manager	What have we delivered and has it helped achieve the business plan outcome?	Traffic light: did we deliver what we said we would deliver?
Accessible information - we will focus on achieving improvements for our customers and supporting them with sharing information and knowledge, as well as reductions in our own costs through a coherent, affordable programme of ICT development which aligns with our overall priorities	Helen Platts	<ul style="list-style-type: none"> • New ICT strategy agreed September 2014 • Committee Management and Events Management Systems now implemented • ICT reprocurement now underway to achieve significant savings and service improvements in line with the new ICT strategy - see above 	<p style="text-align: center;">Amber</p>