

# LGA Leadership Board

## Agenda

Wednesday 16 May 2012  
2.00pm

Smith Square Rooms 1 & 2  
Local Government House  
Smith Square  
London  
SW1P 3HZ

**To:** Members of the LGA Leadership Board  
**cc:** Named officers for briefing purposes

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A meeting of the LGA Leadership Board will be held at: **2.00pm on Wednesday, 16 May, in Smith Square Rooms 1 & 2, ground floor, Local Government House, Smith Square, London, SW1P 3HZ.**

### **Attendance Sheet**

Please ensure that you sign the attendance register, which will be available in the meeting room. It is the only record of your presence at the meeting.

### **Apologies**

**Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting**, so that a substitute can be arranged and catering numbers adjusted, if necessary.

<b>Labour:</b>	Aicha Less:	020 7664 3263 email: <a href="mailto:aicha.less@local.gov.uk">aicha.less@local.gov.uk</a>
<b>Conservative:</b>	Luke Taylor:	020 7664 3264 email: <a href="mailto:luke.taylor@local.gov.uk">luke.taylor@local.gov.uk</a>
<b>Liberal Democrat:</b>	Evelyn Mark:	020 7664 3235 email: <a href="mailto:libdem@local.gov.uk">libdem@local.gov.uk</a>
<b>Independent:</b>	Group Office:	020 7664 3224 email: <a href="mailto:independent.group@local.gov.uk">independent.group@local.gov.uk</a>

### **Location**

A map showing the location of Local Government House is printed on the back cover.

### **LGA Contact:**

Cathy Boyle Tel: 020 7664 3205;  
e-mail: [cathy.boyle@local.gov.uk](mailto:cathy.boyle@local.gov.uk)

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**LGA Leadership Board**

Date: 19.08.11

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**Membership: LGA Leadership Board 2011/2012**

<b>Councillor</b>	<b>Authority</b>
<b>Conservative (5)</b>	
Sir Merrick Cockell [Chairman]	RB Kensington & Chelsea
Gary Porter [Vice-chairman]	South Holland DC
Robert Light [Deputy-chairman]	Kirklees Council
Andrew Lewer [Deputy-chairman]	Derbyshire CC
Robert Gordon DL [Deputy-chairman]	Hertfordshire CC
<b>Labour (3)</b>	
David Sparks OBE [Vice-chairman]	Dudley MBC
Sharon Taylor [Deputy-chairman]	Stevenage BC
Steve Reed [Deputy-chairman]	Lambeth LB
<b>Liberal Democrat (2)</b>	
Gerald Vernon-Jackson [Vice-chairman]	Portsmouth City
Mayor Dorothy Thornhill MBE [Deputy-chairman]	Watford BC
<b>Independent (1)</b>	
Marianne Overton [Vice-chairman]	Lincolnshire CC

## LGA Leadership Board Attendance 2011-2012

	14.09.11	12.10.11	9.11.11	7.12.11	11.01.12	8.02.12	14.03.12	11.04.12	16.05.12	13.06.12	11.07.12	
<b>Councillors</b>												
<b>Conservative</b>												
Sir Merrick Cockell	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes				
Gary Porter	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes				
Robert Light	Yes	Yes	Yes	Video	No	Yes	Yes	Video				
Andrew Lewer	Yes	Yes	Video	No	Yes	Yes	Yes	Yes				
Robert Gordon DL	Yes	Yes	Yes	No	Yes	Yes	No	Yes				
<b>Labour</b>												
David Sparks OBE	No	Yes	Yes	Yes	Yes	Yes	Yes	No				
Sharon Taylor	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes				
Steve Reed	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes				
<b>Liberal Democrat</b>												
Gerald Vernon-Jackson	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes				
Mayor Dorothy Thornhill MBE	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes				
<b>Independent</b>												
Marianne Overton	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes				
<b>Observer</b>												
Edward Lord OBE JP	No	Yes	No	No	No							
Keith Mitchell CBE				Video								
David Rogers						Yes						
Catherine West								Yes				



## Agenda

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### LGA Leadership Board

16 May 2012

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PTO....

**PART 1**

17. Chief Executive's monthly report – May 2012 79

**PART 2**

18. **LGA Membership – National Parks Authorities - CONFIDENTIAL** -



**Item 2**

## **Governance of Cities and the Growth Agenda**

### **Purpose of Report**

For noting and consideration of proposed nominations referred to in the report.

### **Summary**

This reports sets out issues for the LGA to consider in its response to the 3 May mayoral referendums and other developments in city governance.

### **Recommendations**

That the LGA Leadership Board notes the report and considers the proposed nominations referred to in sections 4.B and 4.C

### **Action**

Officers to progress in accordance with the Board's decision/s.

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## **Item 2**

### **Background**

1. On 3 May there were referendums in our major cities about whether or not to establish a system of a directly elected mayor. One city has already established this (Leicester), whilst another city (Liverpool) was voting to select a mayor, following a vote by that city council to create the post of directly elected mayor. In Salford(also a city, but not one of those where the Government required a referendum) there was also be a mayoral election, following a referendum earlier this year when there was a vote in favour of establishing the post of directly elected mayor.
2. The outcome of those referendums was as follows. Birmingham 57.8% against; Bradford 55.1% against; Bristol 53.3% for; Coventry 63.5% against; Leeds 63.3% against; Manchester 53.2% against; Newcastle 61.9% against; Nottingham 57.5% against; Sheffield 65% against; Wakefield 62.2% against.
3. There was also a referendum in Doncaster about whether to maintain the mayor model. This received support, with a much higher turnout than in the other cities and with the vote for being 44571 against 23506.
4. Bristol will vote for its directly elected mayor on 15 November (the same date as that for the election of Police and Crime Commissioners)
5. Those cities with directly elected mayors were offered a twice yearly cabinet chaired (initially) by the Prime Minister. Whether this offer remains on the table we will find out in due course.
6. Given the consistency of these results we can assume that the model of city mayors will no longer be on the table for any significant further roll out (not least because there is now a ten year period before there could be further referendums in those cities which voted against the change).
7. The LGA still however needs to consider its response to these referendums and other developments in city governance.

### **Emerging Issues**

8. Whilst there is now a limited pool of directly elected mayors, they are still significant in number. From November 14 unitaries or London/metropolitan boroughs will now have directly elected mayors. This is in addition to the districts which also have elected mayors (Watford and Mansfield).
9. In parallel with the referendums for Mayors the Government has been proceeding with its city deals. Of those we know the details so far one key

**Item 2**

new element has been the stress on combined authorities. The Greater Manchester city deal has been based around the combined authority already created (Greater Manchester Combined Authority). We know the outlines of the West Yorkshire deal - and this will be finalised in the near future. We know that this too is predicated on the creation of a combined authority.

10. Many of the critics of the city mayors argued that the individual authority was the wrong unit to base the mayoralty on, and instead it should be for the city region. The emergence of combined authorities gives the Government two options to progress this agenda. First it could consider mayors for the combined authorities, and secondly from November we will have elected Police and Crime Commissioners. There is therefore the potential to begin to extend their powers. This may not be through any direct radical move (we might assume a diminished appetite for local constitutional innovation during this Parliament). But consider an approach whereby a Police and Crime Commissioners joins the board of the LEP and we are on the path to what could be a de facto city region mayor.
11. Historically there has been very little direct engagement with the LGA by the leaders of the big cities. Indeed for most big city leaders the Core Cities group has been their prime route for national engagement.

**Proposed LGA response**

**A. For directly elected mayors**

The LGA will offer to recreate the mayors forum (previously run by NLGN) to provide an opportunity for mayors to share experience and ideas. Whilst the referendums results show there is clearly little public appetite for constitutional change here, the Doncaster result also show little appetite to unpick the arrangements. We should therefore assume that we will continue to have a significant group of authorities with directly elected mayors.

**B. For our major cities**

The city deals take on extra significance, given the increasing public attention on stimulating the economy. We now have government recognition of the importance of cities in stimulating growth. The LGA needs to position itself as the key provider of support to those cities/city regions with the city deals. In so doing the LGA will also re-establish better working relationships with the core city leaders.

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**C. Cities plus**

Given the focus on growth it is likely that the Government will not wish to see the city deal approach limited only to the core cities, but will see to expand them to other areas, and not only those counties with a significant urban core (Cornwall for instance has developed a significant growth argument, which is very similar in approach to some outline city deals). The LGA should start a series of conversations in those areas, so we have a second wave of proposals ready for Government for later this year.

The Leadership Board might wish to nominate lead members to take forward both the city deal conversations and those with counties.



**Item 3**

## **Independent Local Government Campaign**

### **Purpose of Report**

For decision.

### **Summary**

This paper reports on activity to date on the Independent Local Government Campaign and sets out suggested next steps to ensure we maintain momentum and manage risks over the next few weeks.

### **Recommendations**

The Leadership Board is invited to agree:

1. the process for reaching a view on the Political and Constitutional Reform Select Committee's proposed draft Code on independent local government set out at paragraph 4;
2. the suggested next steps for taking a view forward, after Conference when we have one, which are set out at paragraph 7;
3. the outline sketch at paragraphs 8-13 of how the campaign might assert the value of local democratic accountability in a way that complements the Code debate but has a wider reach and appeal.

### **Action**

Officers to follow the Board's steer.

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**Item 3**

## **Independent Local Government Campaign**

### **Background**

1. At its January meeting, the Leadership Board agreed that the LGA should work with the House of Commons Political and Constitutional Reform Select Committee to invigorate a debate at a national and local level about the Select Committee's proposal for a new formal Code setting out relations between central and local government, whilst not endorsing the draft code at this stage, pending the views of member councils. In February, the Board asked for this work to become an LGA campaign, and to be linked to campaigning on the role of elected councillors in holding local services to account. This paper provides an update on that campaigning work so far and proposes how we should take it forward over the next few months.
2. For now, our work has focussed on the debate about the proposal for a Code. We have held a series of events around the country in partnership with the Select Committee, have engaged with members of Parliament, academics and think-tanks, and have secured positive media coverage in both national and trade outlets. We have also published, again in partnership with the Select Committee, a pamphlet setting out the proposed draft Code together with comments on it from the LGA's group leaders. **Annex A** lists the events held so far and events planned for the next few weeks. The Leadership Board's agreement with Graham Allen MP, the chairman of the Select Committee, was that this phase of activity would conclude with a debate at the LGA's Annual Conference and that is in the conference programme.
3. While this work delivers the debate on the Code proposal which the Leadership Board asked for, we now need to set out:
  - 3.1 how we will bring the debate to a head, including how we will reach decisions about a formal LGA position on the proposed Code;
  - 3.2 how we might take those conclusions forward into further campaigning work; and
  - 3.3 how this might combine with the campaigning theme the Leadership Board wanted to see promoting the role of elected councillors in providing accountability.

### **Reaching a view on the Code**

4. We propose the following steps to lead us to the Annual Conference debate on the Code:

**Item 3**

- 4.1 we should summarise what we have learned through the debate about councils' views on the proposed draft Code in a document that could be published at Annual Conference;
  - 4.2 we should then discuss a proposed LGA position, based on that document, in the pre-Conference Leadership Board and Executive on 13 and 14 June;
  - 4.3 we should share our views with Graham Allen MP and the Select Committee following that discussion and in advance of Annual Conference; and
  - 4.4 we should put that position to the Conference debate.
5. In doing that, there are two things it may be important to take into account:
- 5.1 the need for the Conference debate to be a positive discussion that provides momentum; and
  - 5.2 the distinction between the issue of codification of the central-local relationship, on the one hand, and the substance of what the Code might say on the other.
6. Judging by what has been said in the debate so far, it feels unlikely that the LGA's position would be to endorse the Code the Select Committee has proposed in full in its current form. We should, though, be able to develop a position which is positive and campaignable about either the principle of codification, or some of the individual issues of substance reflected in the Select Committee's draft, or both.

**Once we have a position**

7. Once we have an LGA position, we suggest our next steps are:
- 7.1 to make a formal response to the Select Committee;
  - 7.2 to take discussions forward with the government about the ways in which the key elements of our position might be adopted as policy, in particular with an eye to the suggested refresh of the Coalition Agreement;
  - 7.3 to use our position as the substance for LGA events at the Autumn Party Conferences; and
  - 7.4 to continue working in partnership, as far as possible, with the Select Committee.

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**Making this an accountability campaign: my councillor**

8. In line with the Leadership Board's earlier view, we have considered how to give this campaign an expression that sets out the stall for democratic localism in a less policy-heavy way that appeals to a wider audience.
9. We recommend that, following Conference, we should complement our further campaigning by developing nationally, but also providing to councils for local use, material that celebrates the role of democratically-elected councillors in holding services to account locally.
10. Officers have discussed a relatively simple offer, building on what has been successful in the past, aimed at raising awareness of, and reinforcing positive perceptions of, the work that individual councillors do for their residents.
11. On our current thinking, the offer would focus on:
  - 11.1 poster/online graphics showing typical ways councillors help residents with simple text reinforcing the message: for instance, "Today I...listened to people worried about potholes. *My councillor: there to speak for me.*"  
"Today I...helped an old person get the care they need. *My councillor: there to speak for me* ;
  - 11.2 raising the visibility of councillors using social media by further promoting the Tweety Hall offer; and
  - 11.3 developing a simple app allowing smartphone users to send a message to the councillor for wherever they happen to be at the time.
12. The aim would be both to further improve the standing and perceptions of the frontline councillor role, but also to provide visible collateral for the narrative about democratic accountability which underpins the more rarefied discussion about local government's constitutional role. If the Code, or elements of it, are the "what" we are campaigning about, this aspect of the campaign provides the "why" which is currently only implicit in our campaign.
13. We are very conscious that members will wish to be closely involved in taking ideas of this kind forward and we will be guided by Councillor Light and other members in doing so.

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**ANNEX A**

**INDEPENDENT LOCAL GOVERNMENT CAMPAIGN ACTIVITY**

Campaign launch with Parliamentary reception	9 February
Smith Square debate	29 February
Publication: 'Independence from the centre'	1 March
Smith Square debate on Public Service Reform	28 March
Leeds event	13 April
Parliamentary roundtable	16 April
Oral evidence to CLG Select Committee	16 April
Nottingham event	20 April
Roundtable for MPs	23 April
Wakefield/LGYH event	22 May
Article in First	26 May
Birmingham event	30 May
INLOGOV event	14 June
Sunderland/ANEC event	16 June
Sheffield event	22 June

## **Proposed changes to LGA Governance structures**

### **Purpose of report**

For decision.

### **Summary**

Earlier this year the Executive and Leadership Board identified the need for a dedicated member body to take responsibility for the local government finance policy. This paper puts forward recommendations developed by the four Group Leaders for a series of changes to our current governance arrangements to take forward finance policy work and to increase the number of members actively engaged in the work of the LGA.

### **Recommendation**

Leadership Board are invited to agree the proposals set out in paragraph 3.

### **Action**

Officers to include proposed changes in the papers to General Assembly

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## **Proposed changes to LGA Governance structures**

### **Background**

1. The current Governance arrangements were established in September 2009 and reviewed in 2010. Since then local government funding, currently within the remit of the LGA Executive, has become increasingly critical. Earlier this year the Executive and Leadership Board identified the need for a dedicated member body to take responsibility for local government finance policy, (as distinct from internal LGA finance which falls within the remit of the Resources Panel). A Finance Task & Finish Group, chaired by the Chairman of the Association and reporting to the Executive, was established as an interim measure.

### **The issue**

2. Group Leaders have now considered the longer term arrangements for finance, in the context of the wider LGA governance arrangements, taking into account
  - 2.1 The importance of the LGA Executive continuing to have overall responsibility for the LGA's work on local government finance.
  - 2.2 The importance of the Chairman of the LGA continuing to be the Association's lead spokesperson on local government finance.
  - 2.3 The availability of staff resources to support additional member structures.
  - 2.4 The need to actively engage more members in the LGA's work.
3. Group Leaders have developed the following set of proposals
  - 3.1 The remit of the Resources Panel to be expanded to include the scrutiny role currently undertaken by the Audit & Scrutiny Panel.
  - 3.2 A new Finance Panel to be created with a remit to cover external local government finance issues, with SRAs as for the Resources Panel.
  - 3.3 A small Audit Committee, comprising one representative from each of the four Groups, to be established to deliver the legal requirements of our company board structure. Given that the Committee would need to meet only infrequently, Group Leaders suggest reimbursement is via a day rate based on the member peer rate.
  - 3.4 Membership of the existing nine Boards to be increased from 14 to 18 places.

### **Financial Implications**

4. The proposed changes will add up to an additional £116,684 to the members' allowances budget, broken down as follows –

36 additional board places		£93,348
Alignment of Finance Panel SRAs	Chair	£7,778
with Resources & Scrutiny Panel	Vice/deputies	£15,558

### **Next steps**

5. Changes to the LGA's formal governance structures require the approval of the General Assembly. Subject to the outcome of the discussion the proposals will be taken forward to General Assembly as part of a wider package of minor changes to the Constitution that includes the addition of the membership scheme for police and crime commissioners and corporate membership scheme for National Park Authorities.



## **Local Elections and LGA Political Balance 2012-2013**

### **Purpose of report**

For decision.

### **Summary**

Local elections in England took place on 3 May. The LGC Elections Centre at the University of Plymouth has provided the definitive figures for the LGA's proportionality for 2012-2013. This reports sets out the revised proportionality and its implications for the distribution of seats amongst the political groups on the LGA's governance structures.

### **Recommendations**

That LGA Leadership Board endorses the proportionality figures for 2012/2013, as the basis for negotiating the allocation of chairs and vice chairs and populating all member structures.

### **Action**

Political Groups to agree the allocation of places across all LGA structures.

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## **Local elections and LGA Political Balance 2012-2013**

### **Background**

1. The 2012 local elections were held on Thursday, 3 May in 128 English Councils  
  
Mayoral elections took place in Salford and Liverpool and new mayoral referenda were held in 10 cities, Birmingham, Bradford, Bristol, Coventry, Leeds, Manchester, Newcastle, Nottingham, Sheffield and Wakefield. A separate report at Item 2 on the agenda sets out further detail on the outcome of the mayoral elections and governance of cities.
2. 21 out of the 22 Welsh Unitaries held elections on an all out basis. (Anglesey's election has been postponed until May 2013).
3. The Conservatives lost ground in this year's elections, losing control of 13 councils and nearly 390 councillors. However, they regained Winchester from No Overall Control.
4. Labour made a net gain of 795 councillors across England and Wales, and took control of over 30 councils. In England the party took back Carlisle, Burnley and Chorley in the north; Plymouth, Harlow and Southampton in the south and Birmingham, Derby and Dudley in the Midlands. In Wales, it had its best election in over fifteen years, retaking authorities such as Caerphilly, Swansea and Cardiff. Labour also won the first directly-elected Mayoral elections in Liverpool and Salford.
5. The Liberal Democrats retained control of all their majority controlled councils making gains in Portsmouth, Eastleigh and South Lakeland. They lost the leadership of five councils across England and Wales.
6. Overall the Independent Group lost 213 seats across England and Wales but gained 52. In Wales, Independent councillors retained the leadership of Powys and Pembrokeshire and retain significant influence on a number of councils which moved to No Overall Control.

### **LGA proportionality**

7. The final figures for 2012-2013, based on data provided by the University of Plymouth are set out below along with the 2011/12 figures. The figures include the effect of the 50% weighting for Welsh authorities, and the respective weightings for two tier areas.

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Year	Conservative	Labour	Lib Dem	Ind / other
2012/13	43.2	35.8	14.4	6.7
2011/12	45.4	31.6	16	7

8. Under the LGA Constitution, the largest party appoints the chairman of the Association. The chairman of the Association also chairs the LGA Leadership Board, the LGA Executive and the Councillors' Forum. The remaining Office Holders are appointed according to proportionality. The political balance on each of the Association's governance structures is calculated with reference to proportionally and/or by agreement between group leaders.

**LGA Leadership Board**

9. The LGA Leadership Board is currently made up of 11 members and is balanced proportionally. The Board comprises the chairman plus 4 additional Conservatives, 3 Labour, 2 Liberal Democrat and 1 Independent. To most accurately reflect the new political balance, as set out in **Table 1**, it is recommended that this figure is increased to 12 for 2012/2013.

**Chairs**

10. Currently there are 15 chairs covering the nine boards, two panels, one company board (LG Regulation) and the urban, rural and fire commissions. The Chairs of the Improvement, Workforce and European & International Boards also chair the company boards of the IDeA, LGE and LGIB respectively. From September 2012 the LACORS Company Board will be chaired by the Chair of the Safer & Stronger Communities Board. This company board will not be included in the figures for chairs.
11. Should the Board decide to establish a Finance Panel it will be included in calculations relating to Chairs, Boards and the LGA Executive, replacing the current Audit & Scrutiny Panel.
12. As a registered charity whose trustees elect their own chair, the Leadership Centre is excluded from the calculations. The chair of Local Partnerships is excluded following changes to its governance arrangements in 2011.

**LGA Executive**

13. The LGA Executive currently comprises 32 members, made up of the Leadership Board (11), Chairs of Boards (9), regional representatives (10), the Chair of LACORS and one Liberal Democrat balancing member.

**Item 5**

14. The chairs of the Resources Panel, CCN, DCN, SIGOMA, the Leadership Centre and Local Partnerships are entitled to attend in a non-voting capacity and are not included in the political balance of the Executive.

**Boards**

15. Currently each of the 9 boards has a core membership of 14, including the chair. The Safer & Stronger Communities and Environment & Housing Boards each include one representative from the LACORS company board. The Safer & Stronger Communities board includes the chair of the Fire Services Management Committee. The European & International board includes one representative from each of the remaining boards except Community Wellbeing and Culture, Tourism and Sport, and three representatives from the European bodies.

Subject to the decision of the Leadership Board, the core membership of the 9 Boards will increase to 18 from September 2012.

**Panels**

16. Currently the Resources and Audit & Scrutiny Panels have a core membership of 9 members. Audit & Scrutiny includes a representative from the IDeA, LGE and LACORS boards.

Subject to the decision of the Leadership Board, the new Finance Panel will have a membership of 9.

**Commissions/Fire Services Management Committee**

17. The Fire Services Management Committee has a proportional membership of 15 drawn from authorities with responsibility for fire & rescue.
18. The LGA appoints only the chairs of the Urban and Rural Commissions. The remaining vice and deputy chairs are agreed by the Commission members.

**Conclusion**

19. Subject to LGA Leadership Board's endorsement, the political groups will negotiate the allocation of chairs and vice chairs across the LGA member structures set out in **Table 1**. **Table 2** shows the current allocation of chairs and vice chairs based on existing proportionality.



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**Table 1 – 2012/13 allocation for each structure**

<b>Structure</b>	<b>Year</b>	<b>Cons</b>	<b>Lab</b>	<b>Lib Dem</b>	<b>Ind</b>	<b>Total</b>
<b>LGA Leadership Board</b>	<b>2012/13</b>	<b>4.74</b>	<b>3.94</b>	<b>1.57</b>	<b>.73</b>	
	<b>Rounded</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>12</b>
	2011/12	5	3	2	1	11
<b>Chairs of boards/panels/ commissions</b>	<b>2012/13</b>	<b>6.04</b>	<b>5.01</b>	<b>2.01</b>	<b>.92</b>	
	<b>Rounded</b>	<b>6</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>14</b>
	2011/12	7	5	2	1	15
<b>LGA Executive (voting)</b>	<b>2012/13</b>	<b>13.37</b>	<b>11.10</b>	<b>4.44</b>	<b>2.07</b>	
	<b>Rounded</b>	<b>13</b>	<b>11</b>	<b>4</b>	<b>2</b>	<b>30*</b>
	2011/12	14	11	5	2	32
<b>Board members</b> <b>18 Member Board</b>  <b>14 Member Board</b>	<b>2012/13</b>	<b>7.77</b>	<b>6.44</b>	<b>2.59</b>	<b>1.20</b>	
	<b>Rounded</b>	<b>8</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>18</b>
	<b>2012/13</b>	<b>6.04</b>	<b>5.01</b>	<b>2.01</b>	<b>.92</b>	
	<b>Rounded</b>	<b>6</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>14</b>
	2011/12	6	5	2	1	14
<b>Panel members</b>	<b>2012/13</b>	<b>4.38</b>	<b>3.22</b>	<b>1.29</b>	<b>.59</b>	
	<b>Rounded</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>9</b>
	2011/12	4	3	1	1	9
<b>Fire Services Management Committee</b>	<b>2012/13</b>	<b>6.48</b>	<b>5.37</b>	<b>2.16</b>	<b>.99</b>	
	<b>Rounded</b>	<b>6</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>14*</b>
	2011/12	7	5	2	1	15

\* leaves one unallocated place for negotiation.

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**Table 2 - Current allocation of chairs and vice chairs (2011/2012)**

<b>Structure</b>	<b>Chairs</b>	<b>Vice Chairs</b>
<b>Boards</b>		
Children & Young People	Conservative	Labour
Community Well-being	Liberal Democrat	Conservative
Culture Tourism and Sport	Liberal Democrat	Labour
Environment & Housing	Conservative	Labour
Economy & Transport	Labour	Conservative
European & International	Labour	Liberal Democrat
Improvement	Conservative	Liberal Democrat
Safer & Stronger Communities	Labour	Conservative
Workforce	Labour	Liberal Democrat
<b>Panels</b>		
Audit & Scrutiny Panel	Labour	Liberal Democrat
Resources Panel	Conservative	Labour
<b>Company Boards</b>		
LGID	as Improvement Board	as Improvement Board
LGE	as Workforce Board	as Workforce Board
LGR	Conservative	Labour
<b>Commissions</b>		
Fire Commission	Conservative	Labour
Rural Commission	Conservative	N/A
Urban Commission	Independent	N/A



## **LGA annual conference and exhibition 2012**

### **Purpose of report**

For discussion and direction.

### **Summary**

This report updates the Leadership Board on progress to date on the LGA Annual Conference, taking place in Birmingham from 26-28 June 2012. The Leadership Board's views are sought.

### **Recommendation**

This report is primarily for information although it provides the Board with an opportunity to comment on the programme.

### **Action**

Officers to take forward in line with the Board's comments.

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## **LGA annual conference and exhibition ‘the local government event of the year’**

### **Conference programme structure and other information**

1. The objectives of the LGA annual conference and exhibition are:
  - 1.1 to support the LGA’s lobbying and influencing agenda;
  - 1.2 to help showcase local authority best practice;
  - 1.3 to provide an opportunity to profile the LGA’s lobbying, research publications, and the work of the programme areas;
  - 1.4 to support the LGA’s policy work and membership strategy and help to promote local government reputation; and
  - 1.5 to raise income for the LGA.
2. As previously reported, this year’s conference will build on the importance of the event as ‘the local government event of the year’. The conference sessions have been put together around three key themes:
  - 2.1 economy and growth;
  - 2.2 local political leadership; and
  - 2.3 new models of local government.
3. Political invitations remain unresolved but will be finalised by the end of May. **Robert Chote**, Chairman of the Office for Budget Responsibility will provide the keynote opening address at this year’s conference.
4. In addition to the **Local Government Challenge** question time session, the winner of which will be announced at the closing session of the conference, other key plenary sessions this year will cover:
  - 4.1 **Health and Social Care** – a keynote address by **Sir David Nicholson**, Chief Executive of the NHS in England.
  - 4.2 **Community budgets** – with **Cllr Sir Richard Leese**, Leader of Manchester City Council, **Cllr Philippa Roe**, Leader of the London Borough of Westminster, the Chief Constable of Essex Police and a GP from Cheshire West and Chester.
  - 4.3 **Driving local growth** – a keynote address by **John Cridland CBE**, Director General of the Childrens Improvement Board (CBI) and

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speeches by Cllr Peter Box and Angela Maxwell, a member of the West Midlands Enterprise Board.

- 4.4 **Police and Crime Commissioners** – a politically balanced panel session to be chaired by **Michael Crick** – speakers to be advised.
5. In addition to this, the conference programme and key activities around the event will be fully linked to the business plan priorities and the LGA campaigns for 2012/13. We have identified a number of sessions related to, and fully reflective of, the LGA campaigns (this list is not exhaustive):

**5.1 Securing the future of adult social care**

Tuesday workshop – Local leadership, better health – the new vision for public health.

Thursday sub plenary – ‘Are we nearly there yet? The care and support white paper and the LGA’s campaign for meaningful reform’.

**5.2 Sustainable funding for local government**

Tuesday opening plenary with Robert Chote

Wednesday workshop – ‘Surviving the squeeze: getting to a sustainable settlement for local government’.

**5.3 Local economies, local growth**

Wednesday plenary – ‘Driving local growth’.

Wednesday evening fringe – ‘Local growth’.

Thursday fringe – ‘Revitalising town centres’.

**5.4 Housing the nation**

Tuesday workshop – ‘Housing the nation: how to deliver development that communities support’.

Wednesday workshop – ‘Using planning to deliver for – and with – your communities’.

**5.5 Keep it REAL: responsive, efficient, accountable local services**

Wednesday plenary – ‘Community budgets’.

Wednesday workshop – ‘Constitutional reform’.

Thursday plenary – ‘Police and crime commissioners’.

**5.6 Hidden talents**

Fringe event currently under construction.

The current draft conference programme is attached at **Annex A**.

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**Breakout sessions**

6. Sessions have been put together by a variety of staff from across the LGA – with the annual conference project group overseeing the quality and content. All sessions have now been agreed and work continues to finalise a handful of outstanding speakers.
7. In addition to this, there is a full programme of breakfast and evening fringes run by local authorities and key stakeholders.
8. We will ensure that key campaigns and products are promoted widely at conference through relevant sessions, the exhibition stand and other innovations.

**Marketing and bookings**

9. Delegate numbers are currently around 130 up on this time last year, with over 700 delegates already booked to attend. We continue to actively market those councils who have not attended the conference for the past few years to increase delegate numbers and have offered packages to various groups in order to try and increase and improve the diversity of our audience. Whilst leaders and chief executives remain the core audience, it is clear that there are excellent opportunities to engage other tiers of members and officers with the work of the organisation.
10. Sponsorship is at a similar level to the final figures for the 2011 conference with around 15 organisations working in partnership with us. We are working with the exhibition contractor to ensure that the exhibition continues to thrive and it is currently selling well.
11. The conference dedicated website is now live and includes links to the conference blog and twitter accounts.

**Innovation and promotion**

12. We will look across the project group at ways to showcase the value of continued membership to authorities, through good use of the exhibition stand for launches and other presentations. A list of these is currently being identified with staff across the Association.
13. Staff organising sessions have been asked to identify what key messages will be important before and during the conference to raise the profile of the Association's work with the national and trade press. The press and public affairs teams will work closely with the online communications and events teams to deliver these messages through a detailed communications plan.

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14. The LGA will again provide live and interactive web coverage of the annual conference through its contract with PRTV to provide LG Intelligence TV. This service provided contact for delegates that are unable to attend the conference and will be invaluable for colleagues across the country giving access to the annual conference speeches, presentations, interviews and downloadable podcasts plus all the documents presented at conference without the need to travel to the event.

**Conclusion and next steps**

15. Work continues to finalise speakers and logistics; to identify press and media opportunities; and to highlight links with the LGA business plan and campaign priorities around the conference.

**Financial Implications**

16. The conference continues to generate the largest profit of all the events held across the Association and work continues to identify efficiencies in costs and to increase income through delegate fees and sponsorship.

**LGA annual conference and exhibition**  
**26-28 June 2012, ICC Birmingham**  
 sponsored by Vodafone

**Item 6**  
**Annex A**

**as at 3 May 2012**

*All venues are within the ICC unless otherwise specified.*

*General Assembly and all plenary sessions take place in Hall 1*

### Conference theme

In June 2012, the conference will be the place to go for debates on economic growth, local leadership, new models of innovation in service delivery and a host of other issues.

It will also be happening just weeks away from the 2012 London Olympic and Paralympic Games and attention will rightly turn to how economic growth can be generated across the country. The role of councils in creating jobs and wealth will be paramount.

With the forthcoming introduction of city mayors, policing and crime commissioners and health and well-being boards, councils will also need to demonstrate leadership at the heart of a new set of relationships between the citizen and the state. Pressure will be on local authorities more than ever to innovate, deliver and manage services differently.

The Local Government Association's annual conference is the biggest event in the local government calendar. It also is one of the biggest political conferences of the year regularly attracting over 1,100 delegates. In 2012, the LGA conference will have much to debate, not to mention reforms in planning, local government finance, welfare and benefits, and discussion around the role of local authorities in education, social care and self-improvement.

### **Tuesday 26 June 2012**

From 9.00	<b>Registration, refreshments and exhibition viewing</b>	Hall 3
From 11.00	<b>Political group meetings</b>	
	• LGA Conservative Group	Hall 1
	• LGA Labour Group	Hall 4
	• LGA Liberal Democrat Group AGM	Hall 8B
	• LGA Independent Group AGM	Hall 7A
	• District Chief Executives Network	Executive Room 1
	• Challenge and learning network (invite only)	Executive Room 2

12.30-13.30	<b>Sandwich lunch</b> <ul style="list-style-type: none"> <li>• LGA Conservative Group</li> <li>• LGA Labour Group</li> <li>• LGA Liberal Democrat Group</li> <li>• LGA Independent Group</li> </ul>	Hall 3 Hall 4 foyer Hall 3 Hall 7 foyer
13.30	<b>General assembly meeting</b>	Hall 1
15.10	<b>Refreshment break</b>	Hall 3
15.50	<b>Conference opening</b> Lord Mayor of Birmingham, <b>Cllr John Lines</b>	Hall 1
15.55-16.40	<b>Conference plenary 1</b> <b>Robert Chote</b> , Chairman, Office for Budget Responsibility	Hall 1
16.45-17.45	<b>Workshop sessions</b> (9 concurrent sessions)	
	W1 Housing the Nation: How to deliver development that communities support	Hall 5
	W2 Creative Councils – The Discipline of Innovation	Executive Room 1
	W3 Members and officers: rethinking the relationship	Hall 8A
	W4 Transforming the delivery of sport in local communities	Executive Room 2
	W5 What are your employees worth? The changing face of pay bargaining in local government	Hall 7A
	W6 In it together for communities: councils and the voluntary and community sector	Hall 7B
	W7 Local leadership, better health – the new vision for public health	Hall 8B
	W8 Leading localism: the elected mayor's view	Hall 4
	W9 The council role in education – learning from the LGA/DfE action research	Mezzanine Room 1
17.45-18.30	<b>Civic drinks reception</b>	Hall 3
18.30	<b>Exhibition closes</b>	
From 18.30	<b>Evening fringe meetings</b> <ul style="list-style-type: none"> <li>• District Councils Network</li> <li>• The Leadership Support Offer</li> <li>• Community Development Foundation</li> <li>• LGiU</li> <li>• Mendip District Council</li> </ul>	Executive Room1 Hall 8B Hall 7A Hall 7B Hall 8A



From 19.30	<b>Political group social events</b>	
	LGA Conservative Group	Hall 4
	LGA Labour Group	Hall 11
	LGA Liberal Democrat Group	Hall 9
	LGA Independent Group	Hall 10

### Wednesday 27 June 2012

8.00	<b>Breakfast fringe sessions</b>	
	<ul style="list-style-type: none"> <li>• AIA – details to be confirmed</li> <li>• RNIB and OPM – Quick wins and missed opportunities: how local authorities can work with disabled people to shape a better future</li> <li>• IPPR North – who polices the commissioners?</li> <li>• Newton Europe – details to be confirmed</li> <li>• mySociety</li> <li>• Sheffield City Region Leadership Academy</li> </ul>	Hall 7A Hall 7B  Hall 8A  Hall 8B External Copthorne Hotel Birmingham
8.30	<b>Registration and exhibition opens</b>	
9.15-10.00	<b>Plenary session 2</b> <b>Councils and better health: how local leaders can seize the opportunities of the NHS reforms</b> The need for Health and Well-being Boards and the NHS Commissioning Board to develop relationships to ensure that commissioning of health services is transparent, locally accountable and focussed on the needs of local communities. As we prepare for the transfer of public health to local government in 2013, this plenary session offers a valuable opportunity to analyse the implications for local government and public health.  Introduction: <b>Cllr David Rogers OBE</b> , Chairman, Community Well-being Board, LGA Keynote speech by <b>Sir David Nicholson KCB CBE</b> , Chief Executive of the NHS in England Chair: <b>Mike Burton</b> , The MJ	Hall 1
10.00-10.30	<b>Plenary session 3 – Political spokesperson</b> Speaker to be confirmed <b>Chair: Cllr Gerald Vernon-Jackson</b> , Vice Chair, LGA	Hall 1
10.30-11.15	<b>Refreshments</b> <b>LGA smoothie reception</b>	LGA group stand

11.15-12.15	<b>Workshop sessions</b>	
	W10 What can we learn from the private sector? How do we reduce workforce costs and still drive innovation?	Hall 7B
	W11 Be a councillor – councillors as talent spotters	Hall 7A
	W12 Civil disturbances 10 months on – are we doing enough to prevent further disorder in the future?	Hall 8A
	W13 Surviving the squeeze: getting to a sustainable settlement for local government	Hall 4
	W14 Beyond books and buildings: should councils close their libraries to save money?	Executive Room 2
	W15 Constitutional reform	Hall 5
	W16 Using planning to deliver for – and with – your communities	Hall 8B
	W17 The Council of the Future: Beyond Shared Services and Shared Management	Executive Room 1
	W18 Taking the lead – councils improving adults and children’s services	Mezzanine Room 1
12.15-14.00	<b>Lunch and exhibition viewing</b>	Hall 3
12.20-13.50	Forum for new leaders (invite only)	Executive Room 2
12.45-13.45	Inspirational leadership – Chief Executives session – speaker to be confirmed	Venue tbc
12.45-13.45	District Councils Network Executive	Executive Room 1
14.00-14.45	<b>Plenary session 4</b> <b>Local Government Challenge</b> The Local Government Challenge, now in its third year, is designed to give staff with the drive and determination to reach the top, the opportunity to demonstrate their individual and team-working skills. Open to employees in the LGA’s member authorities, contestants will undertake a series of challenges in a range of council services.  The winner of the LG Challenge, who will be announced at the close of the conference and can look forward to a career enhancing scholarship worth up to £10,000 from the Bruce Lockhart Leadership Programme.	Hall 1

**Chair:**  
**Cllr Marianne Overton**, Vice Chair, LGA

Panellists:

**Carolyn Downs**, Chief Executive, LGA

**Graham Farrant**, Chief Executive, Thurrock Council

**Paul Knight**, 2011 LG Challenge winner

14.45-15.30

### **Plenary session 5**

Hall 1

#### **Community budgets**

At the LGA's annual conference 2011, the Deputy Prime Minister announced support for areas to develop two 'whole-place' community budgets and two others to do the same at a neighbourhood level. Subsequently, on the 21st December 2011, the Government announced that 4 areas had been selected to take forward the whole area approach and 10 for the neighbourhood level.

Six months on from their successful selection, two places who are taking a leading role in shaping the future of public service delivery by developing community budgets will share their experiences with delegates.

**Cllr Sir Richard Leese**, Leader, Manchester City Council

**Cllr Philippa Roe**, Leader, Westminster City Council

**Jim Barker-McCardle**, Chief Constable, Essex Police

**Dr Huw Charles-Jones**, Chair, West Cheshire Clinical Commissioning Group  
Chair: Cllr Sir Merrick Cockell

15.30-16.15

### **Plenary session 6**

Hall 1

#### **Driving local growth**

In November 2011, the LGA launched a "Local Growth Campaign" to highlight the important role that councils play in creating the right conditions for local economic growth. At this plenary, we will be concluding our campaign and launching our own Green Paper on growth, highlighting the critical role that councils can play in the national economic recovery and how a renewed programme of localism could support new jobs and investment.

**John Cridland**, Director General, CBI

**Cllr Peter Box CBE**, Chair, Economy and Transport Board, LGA

**Angela Maxwell OBE**, Founder, Acuwomen and board member of the West Midlands Enterprise Board (and previously board member, Advantage West Midlands)

16.30-17.45	<b>Political group meetings</b>	
	• LGA Conservative Group	Hall 1
	• LGA Labour Group	Hall 4
	• LGA Liberal Democrat Group Finance <i>Adapting to the new financial environment</i>	Hall 8B
	• LGA Independent Group– Working out the implications of the Localism Bill	Hall 7A
	• Sleepless nights – what children’s services improvement can bring (invited Chief Executives only)	Hall 8A
17.45-18.30	<b>Drinks Reception</b>	Hall 3
18.30	Exhibition closes	
18.45	External evening fringe sessions	
	• Local growth	Hall 8A
	• St. Modwen Longbridge Tour – the region’s largest regeneration scheme	-
	• Office of Public Management: <i>Unlocking Local Capacity: switching on the power of councillors as community leaders</i> company, has been working with Shropshire Co-op	Hall 7A
	• Ogilvy/British Sprinklers Association	Executive Room 1
	• Post offices	Hall 7B
	• Becoming the Change We Want to See – New Designs for Local Government Improvement and Efficiency West Midlands	Hall 8B Symphony Ballroom, Hyatt Regency

## Thursday 28 June 2012

8.00	<b>Breakfast fringe sessions</b>	
	• Promoting growth –The councils role The Enterprising Local Councils –How local councils promote economic growth in their areas with the use of their capital assets and the governments present cities and growth programme.	Executive Room 2
	• Citizens Advice	Hall 7A
8.30	<b>Registration and exhibition opens</b>	

9.15-10.15	<b>Workshop sessions</b>	
	W19 Sector led improvement – more than an “add on”	Hall 8A
	W20 Are we nearly there yet? The care and support white paper and the LGA's campaign for meaningful reform	Hall 5
	W21 Welfare reform	Hall 4
	W22 Troubled families	Hall 8B
10.15-11.00	<b>Refreshments</b>	
11.00-11.30	<b>Plenary session 7 – Political spokesperson</b> Speaker to be confirmed <b>Chair: Cllr David Sparks OBE</b> , Vice Chair, LGA	Hall 1
11.30-12.15	Plenary session 8 <b>Preparing for police and crime commissioners</b> Police and Crime Commissioners will be elected on 15 November 2012. This session provides an opportunity to explore how community safety partnerships have prepared for police and crime commissioners, how panels can provide a robust check and balance to police and crime commissioners and to hear from potential candidates what they will be looking for in their relationships with councils. Chair: Michael Crick, Political Correspondent, Channel 4 News  Speakers to be confirmed	Hall 1
12.00-14.00	ACCE/SMCE business meeting	Venue tbc
12.15-14.00	<b>Lunch and exhibition</b>	Hall 3
12.30-13.45	Districts network assembly	Hall 1
13.00-13.45	<b>Lunchtime fringe meetings</b>	
	F1 Children in care: challenges and innovation	Hall 8A
	F2 Sector led improvement: The evolved role of “corporate” peer challenge in improving councils	Executive Room 2
	F3 Place-based leadership and social inclusion	Hall 7A
	F4 Olympic and Paralympic Games – creating new opportunities for the future	Hall 7B
	F5 Revitalising town centres	Mezzanine Room 1
	F6 Ernst and Young – details to be confirmed	Executive Room 1
	F7 Local authority collective bonds agency – details to be confirmed	Hall 8B

14.00-15.15	<b>Political group sessions</b> <ul style="list-style-type: none"> <li>• LGA Conservative Group</li> <li>• LGA Labour Group</li> <li>• LGA Liberal Democrat Group – <i>Future funding of social care and its impact</i></li> <li>• LGA Independent Group – <i>Building local economies</i></li> <li>• Have I got money for you? Chief Executives session (invite only)</li> </ul>	Hall 1 Hall 4 Hall 8B  Hall 7A  Hall 8A
15.30-16.00	<b>Plenary session 9 – Political spokesperson</b> Speaker to be confirmed <b>Chair: Cllr Gary Porter</b> , Vice Chair, LGA	Hall 1
16.00	<b>Conference close</b> <b>Local Government Challenge award and reception</b>	Registration foyer

**Item 7**

## **LGA Vice-Presidents 2012-2013**

### **Purpose of report**

For discussion and endorsement.

### **Summary**

This paper details those Members of the House of Commons and the House of Lords that the Political Groups, in discussion and agreement with the Public Affairs and Campaigns team, have invited to be Vice-Presidents for 2012-13, and who they would like to be formally appointed at the annual General Assembly on 26 June.

### **Recommendation**

That Leadership Board approve the nominations made by the Political Groups.

### **Action**

Agree nominations to be formally appointed at the LGA General Assembly.

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## **LGA Vice-Presidents 2012-2013**

### **Background**

1. Each year the LGA formally appoints a number of MPs and Peers as Vice-Presidents at the General Assembly, held during the LGA annual conference.
2. These individuals are nominated and invited to take up the role of Vice-President by the Leader of each Political Group.
3. The role of an LGA Vice-President involves acting as a champion of local government within Parliament. To this end, the Public Affairs and Campaigns team, in coordination with colleagues across the programme teams, works with Vice-Presidents in various ways, such as offering them bespoke briefing support ahead of parliamentary debates, asking them to host LGA briefing sessions for MPs and Peers within the parliamentary estate, or approaching them to table amendments on legislation as it passes through Parliament.
4. Similarly, the LGA Political Groups work closely with their Vice-Presidents on party political activity.

### **The nominations for the 2012-13 Vice-Presidents**

5. The nominated Conservative Vice-Presidents, agreed with and approached by LGA Conservative Group Office, are:
  - 5.1 Gavin Barwell MP (Croydon Central)
  - 5.2 Mike Freer MP (Finchley and Golders Green)
  - 5.3 Stewart Jackson MP (Peterborough)
  - 5.4 Henry Smith MP (Crawley)
  - 5.5 Charles Walker MP (Broxbourne)
  - 5.6 Heather Wheeler MP (South Derbyshire)
  - 5.7 Baroness Eaton
  - 5.8 Lord Jenkin Of Roding
  - 5.9 Earth Cathcart (new nomination for 2012/13)
  - 5.10 Philip Bradbourn MEP
  - 5.11 Julie Girling MEP
6. The nominated Labour Vice-Presidents, agreed with and approached by the LGA Labour Group Office, are:
  - 6.1 Heidi Alexander MP (Lewisham East)
  - 6.2 Clive Betts MP (Sheffield South East)
  - 6.3 Louise Ellman MP (Liverpool Riverside)

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- 6.4
  - 6.5 Ian Mearns MP (Gateshead)
  - 6.6 David Miliband MP (South Shields) (new nomination for 2012/13)
  - 6.7 Lord Beecham
  - 6.8 Baroness Smith of Basildon
  - 6.9 Lord Smith of Leigh
  - 6.10 Richard Howitt MEP
  - 6.11 Derek Vaughan MEP
7. The nominated Liberal Democrat Vice-Presidents agreed with and approached by the LGA Liberal Democrat Office are:
- 7.1 Gordon Birtwistle MP (Burnley)
  - 7.2 Annette Brooke MP (Mid Dorset and Poole North)
  - 7.3 Mike Hancock MP (Portsmouth South)
  - 7.4 Julian Huppert MP (Cambridge)
  - 7.5 David Ward MP (Bradford North)
  - 7.6 Baroness Barker
  - 7.7 Lord Greaves
  - 7.8 Baroness Maddock
  - 7.9 Lord Rennard
  - 7.10 Lord Shipley
  - 7.11 Edward McMillan Scott MEP
  - 7.12 Catherine Bearder MEP
  - 7.13 Fiona Hall MEP
  - 7.14 Peter Black AM
8. The nominated Independent Vice-Presidents agreed with and approached by the LGA Independent Group Office are:
- 8.1 Caroline Lucas MP (Green, Brighton Pavilion) (new nomination for 2012/13)
  - 8.2 Lord Alton
  - 8.3 Lord Richard
  - 8.4 Baroness Greengross
  - 8.5 Baroness Howarth
  - 8.6 Lord Ouseley
  - 8.7 Lord Walpole
  - 8.8 Lord Adebawale CBE
  - 8.9 Lord Laming (new nomination for 2012/13)
  - 8.10 Keith Taylor MEP

**Conclusion and next steps**

9. A number of the invitations to take up/continue the role of Vice-President for the 2012/13 year are pending.

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10. Once these are received, and if approved by LGA Leadership Board, these individuals will then be formally appointed at the General Assembly next month.

**Financial Implications**

11. There are no financial implications to this paper.



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## **Future of the Leadership Centre for Local Government**

### **Purpose of Report**

For decision.

### **Summary**

This report sets out options for the future of the Leadership Centre for Local Government for the Board's consideration.

### **Recommendation**

The LGA Leadership Board is asked to agree the approach outlined in the report.

### **Action**

To take forward as directed by the Board.

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**Item 8**

## **Future of the Leadership Centre for Local Government**

### **Background**

### **History**

1. The Leadership Centre was established in 2004. Funding was secured from the then Office of the Deputy Prime Minister (ODPM). The funding for the Centre was originally routed via Kent County Council, and then Westminster City Council, before being routed via the IDeA. In July 2009 the Centre moved into the LGA and its staff employed via the LGA. Following the Getting Closer process, many of the Centre's staff were assimilated into posts within the LGA structure and a number of its programmes are now undertaken by the LGA Leadership and Localism team.

### **Structure**

2. Unlike the other bodies in the (then) LG Group, the Leadership Centre is a registered charity. In securing its registered charitable status, the Centre also secured the agreement of the Charity Commission that the Centre could work within the different political traditions of the political groups within the LGA, as long as the overall effect of the work was politically neutral. This enabled the Centre to undertake initiatives such as the Next Generation Programme. Charitable status however also brings wider ramifications. The Centre is not, and legally cannot be "controlled" by the LGA, nor can the LGA "determine" the membership of the board. The Centre has not insignificant reserves (nearly £1million). The board is chaired by Lord Peter Smith, the Leader of Wigan and the Chair of AGMA/GMCA. The rest of the board comprises of a mix of politicians and local authority chief executives, as well as the chief executives of London Councils and CIPFA. The board has sought legal advice about how it should decide its future. That advice is fairly clear, which is that no one with an interest in any other interested organisation would be able to vote on such a decision. To date the Centre has operated in a fairly consensual way at board level, and so it would be good to try and continue so doing.
3. The Board is keen to see the Centre continue to do some work, but is also keen to do so with the agreement of the LGA. If we look at the options along a spectrum we could broadly define the extremes as follows:

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**Closure of the Centre**

4. The argument for this would be that having decided a new structure for the LGA, there is now no role for the Centre. Whilst there may be some advocates for this position there would remain the following difficulties:
  - 4.1 That is not the view of the Centre's trustees- whose decision it would have to be.
  - 4.2 There still would remain the question of the Centre's reserves (where our aspiration should be to ensure maximum benefit to local government through a spend pattern which complements that of the LGA).
  - 4.3 Closing a charity is not an easy process, so even if this were the preferred solution, the route to achieving it would probably be via a merger with another charity.

**Fully stand alone charity**

5. Under this option the LGA would wish the Centre well and the trustees would be free to pursue agreed goals. Again whilst there may be some advocates of this position that too creates difficulties.
  - 5.1 It is unclear from where any future funding for the Centre might come, and to the extent that any such funding might be forthcoming that might be in competition with the LGA to secure such funding.
  - 5.2 There would be no synergy between LGA activities and the activities undertaken by the Centre.
  - 5.3 There would be no guarantee that the work would not be duplicated.

**A new and more tightly defined role for the Centre?**

6. If options 1 and 2 have significant downsides, is there a different role the Centre might play? Having created the new LGA structure, now would not be the time to recreate the Centre as was. An argument for the old Centre was that it was able to take initiatives, by having greater flexibility than the LGA. However programmes such as Next Generation, Be a Councillor and Leeds Castle are now being delivered



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in the new structure and can no longer be regarded as at “proof of concept stage”, so it is difficult to see what specific advantage would accrue by disconnecting those programmes from the new LGA structure.

7. There are however some issues where there may well be an advantage to the LGA in having delivery through an organisation at slight arms length from the LGA. Three particular issues highlight such possibilities:

7.1 Issues where it is difficult for the LGA to agree a line.

7.1.1 The most recent illustration of this might be directly elected mayors. Authorities with directly Elected Mayors are in membership of the LGA, but it would be fair to say that the LGA has been perceived to be sceptical at minimum about their role out. A second illustration would be Police and Crime Commissioners (PCCs), where, prior to the legislation being passed, the LGA was not in a position to actively engage in the debate.

7.2 Future agendas.

7.2.1 An example of this might be the politics of austerity. We know that for the foreseeable future local government is going to have to operate in an environment of much restricted budgets, but still with many areas of growing demand (not just adult social care, but also childcare and education in many urban areas). The LGA’s job will be to argue local government’s case for the maximum resources possible. The Centre therefore could provide the space to “think the unthinkable”, and construct some what if scenarios.

7.3 Working across the public sector.

7.3.1 We know from the Total Place experience that one of the reasons for the failure to make a radical realignment of funding was that our position was *perceived* to be “give us the money and let us make the decisions”. We have seen with the proposals for support for elected PCCs that again Home Office officials *perceive* a conflict of interest. In these negotiations, perception can be reality. If we are successful with Whole Place and with PCCs we will have a major development programme requirement across public

## **Item 8**

services. There may be an advantage in offering to develop these through an arms length charity, rather than directly be the LGA. So, for example, were there to be a Leeds Castle equivalent for PCCs and Chief Constables, to secure the buy in of the latter in particular, proposing delivery through a charity such as the Leadership Centre might produce a much more positive response from Chief Constables in particular.

7.3.2 As we move towards more collaborative arrangements, one of the key issues to be addressed will be better forms of governance. We have seen the emergence of combined authorities (e.g. in Greater Manchester) but we will now also need to see what would be appropriate once we also have PCCs, CCGs etc.

7.3.3 If we contrast the above items with the work previously done by the Leadership Centre we could describe the above all as “what next” questions, whilst the previous work was more a mixture of innovation and improvement (and as such inevitably meant there was potential confusion with what was done by the then IDeA).

7.4 More work within the different political traditions.

7.4.1 The Centre did a number of projects working within the different political traditions. That aspect of its work barely features in the new LGA work plan and sits least well within the LGA with its emphasis on cross party collaboration.

### **A new governance?**

8. Any new role for the Centre would still raise questions of governance, and in particular the relationship between the LGA and the Centre. The below principles are suggested as a possible way forward.

8.1 A board comprising both of elected politicians and senior officers.

8.1.1 Projects such as Leeds Castle depended on the equal engagement of chief executives. This was represented in the membership of the board. That principle should continue (but perhaps with officers from local public service and not just local government). Historically the Board has also had one private sector representative.

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- 8.2 An annual business plan jointly agreed by the LGA and the Leadership Centre.
  - 8.2.1 Having secured coherence through the restructuring the LGA must not lose it through the back door. Having an agreed annual plan (produced in tandem with the overall) business plan for the LGA would ensure continued coherence.
- 8.3 The LGA would be the primary commissioner of work undertaken by the Leadership Centre.
- 8.4 The LGA Leadership Board should be the commissioning body.
  - 8.4.1 Under the previous remit, the Improvement Board was the prime interface with the LGA structure (and the then Chairman of the Improvement Board sat on the board of the Leadership Centre). But with a sharper focus on a “what next” agenda, the best link for the Centre would be with the Leadership Board.

**An example of how this might work**

- 9. The LGA Leadership Board met with SOLACE recently. It was agreed that we should explore further collaboration. It is proposed that there be a joint LGA/SOLACE away day to look at the potential shape and role of local government through to 2020. It is suggested that this take place in early September, and the Leadership Centre asked to construct and facilitate the day.



## **LGA Campaigns for 2012-2013 – Update on the securing the future of adult social care campaign**

### **Purpose of report**

### **Summary**

LGA Leadership Board has previously agreed the campaign themes for the coming year. These closely reflect the LGA's business plan and associated corporate objectives for that period.

This paper provides a progress report on the future of the adult social care campaign.

### **Recommendation**

That the Leadership Board notes the current status of the securing the future of adult social care campaign.

### **Action**

Officers to proceed as directed.

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## **LGA Campaigns for 2012-2013 – Update on the securing the future of adult social care campaign**

### **Background**

At the February Leadership Board the following campaign areas were agreed:

- 1) Securing the Future of Adult Social Care**
- 2) Sustainable Funding for Local Government
- 3) Planning Our way to Growth/ Local Economies, Local Growth
- 4) Housing the Nation
- 5) Independent Local Government/ Keep it Real (Responsible, Efficient, Accountable, Local).
- 6) Hidden Talents

Work is now well underway on developing campaign plans for all of the campaigns. This involves cross-cutting work involving boards, programme teams, policy, public affairs, press and media and the online team. This paper sets out in more detail draft plans for the adult social care campaign

### **SECURING THE FUTURE OF ADULT SOCIAL CARE**

**Link to Business Plan:** Adult Social Care / Public Service Reform

#### **Campaign Description/ Objectives:**

With the announcement of the white paper in the Queen's speech, we want the LGA to continue to be highly visible in the run up to its publication. Our approach is to develop activities that together:

- allow us to set out a clear overall message on the need to reform and fund adult social care and support
- allow us to position the LGA as the authority on reform of the social care system
- ensure that we are seen as a primary influencer in pushing for social care legislation, and in securing the future of adult social care.

**Key messages**

- Reform of adult social care is one of the biggest challenges this country is facing
- It is imperative the Government tackles this and introduces legislation without delay
- There are three urgent issues for the Government to address:
  - The integration of health and social care
  - better quality of adult social care
  - Funding
- We support the 'Dilnot proposals' as the only credible proposals currently on the table
- The LGA wants to work with Government to develop a workable solution

The campaign will be refreshed following the publication of the White Paper once it is clear how far the Government is willing to progress any reform of the system.

**Milestones/ Activities Completed**

Much work has already been undertaken to position the LGA as the leading advocate for the sector of social care reform:

- Dignity in Care Report launched 28 February.
- Smith Square Debate, **“*Social care is an embarrassment*”(Andrew Dilnot) – *Can we salvage anything from the current system?*** held 14 March.
- LGA Spotters Guide to White paper launched at the Smith Square debate on 14 March.
- The Chairman sent a letter to David Cameron, Nick Clegg and Ed Milliband in April, stating sector support for urgent reform in line with the principles outlined by Dilnot, and calling for cross party support. This received extensive media coverage and led to a number of organisations supporting the LGA and our key messages.



### **Next Steps**

The following campaign plan sets out the next steps to ensure this issue remains high on the media agenda. It will be developed and refreshed to reflect changes as they occur.

<b>Date</b>	<b>Activity</b>	<b>Audience</b>	<b>Team / person leading</b>
W/C 7 May	<b>Website section launch</b>	LGA members, stakeholders and parliamentarians	Web team, policy and public affairs
W/C 7 May	<b>Letter to PM</b> Led by Carers UK	Daily Mail exclusive	Carers UK, media
9 May	<b>Queen's speech Failure to tackle reform</b> Outlined the LGA's reaction to the Queen's speech and reiterated key messages about urgent reform.	National and trade media	Policy, public affairs and media
w/c 14 May	<b>Queen's speech debates</b> LGA briefing ahead of the debates to highlight need for legislation and support of Dilnot model	MPs/Peers	Public affairs and policy

**Item 9**

Date	Activity	Audience	Team / person leading
May/June	<b>Getting to grips with funding</b> Getting more money into the system is crucial but there are currently several figures representing the possible funding shortfall. A piece of work will look to: -quantify how the demand for services is going to change over time and the financial implications of this - show the funding gap in social care both now and in the future -consider how changes to the ways services are delivered (such as personalisation, personal budgets, user-commissioning) may impact on costs	National and trade media	Finance, policy and media
w/c 28 May	<b>Radio 4 'You and Yours'</b> Outline the LGA's three asks for the white paper and potential impact of government inaction. This will be part of a series to be broadcast on radio 4 ahead of publication of the white paper	National media	Media, policy
May/June	<b>"Ripe for Reform"</b> Parliamentary meetings for David Rogers and targeted parliamentarians	Parliamentarians	Public affairs
May/June	<b>LGC feature on adult social care</b> Pieces from Chairman, CEX and Board Chairman and possible roundtable	Local government sector	Media, public affairs, policy

**Item 9**

Date	Activity	Audience	Team / person leading
May/June	<b>National media</b> Continue to place stories in key national media.	National media	Press and media, Public affairs, policy
May/June	<b>Focus on specialist media</b> 'Thought pieces' and placed articles in trade and specialist press to complement national media coverage	Practitioners Lead members	Press and media, Public affairs, policy
May/June	<b>Involvement of centre for social justice</b> Use as advocates for our position	National media	Public affairs, policy
June	<b>Briefing to VPs, parliamentarians and key stakeholders</b>	As per activity	Public affairs
9 or 23 June(tbc)	<b>First Article</b>	Members	Policy
<b>POST</b>	<b>WHITE</b>	<b>PAPER</b>	
26-28 June	<p><b>LGA Annual Conference</b>  <b>Guide to reform agenda launch</b>            In response to the white paper we will publish our 'all you need to know' guide for Leaders and chief executives. The aim is to analyse the paper and the impact it will have on councils. It will highlight where we are currently in the debate and what we believe future adult social care should look like.</p> <p>In addition, the LGA will launch a 'pack' for councils to use to support the LGA's campaign including briefing notes, core narrative, template letters and so on.</p>	Councils and national media, care organisations, trade press Wider (local) public	Policy producing, Press and media, public affairs, events co-ordinating launch

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Date	Activity	Audience	Team / person leading
26-28 June	<b>LGA annual Conference Panel debate</b> Discussion panel with key influencers (tbc)	Members	Policy
28 June	<b>Guide to Reform ('Spotters' Guide) on Knowledge Hub</b>	Members	Online team
June/July	<b>Interactive score card</b> Available through website	All	Web team, policy and public affairs
3 July	<b>White paper feedback from local government</b> Utilise the score card as set out in the earlier LGA 'Ripe for Reform' publication to gauge council leaders / CEX's response to the white paper.	Members, trade press	Policy, media
August	<b>'Saturation campaign'</b> Use the quieter media period for sustained media campaign.	National and trade media	Public affairs, policy, media
TBC	<b>Round table event</b> Leaders across the sector to attend.	National and trade media	Public affairs, policy, media
TBC	<b>The local government offer</b> Develop an offer with ADASS and SOLACE to central government on how councils can deliver Dilnot's proposals.	National and trade media	Policy, public affairs, media
October	<b>Parliamentary reception</b> (Could tie in with LGA annual parliamentary reception) Launch of offer to central government	National media, stakeholders and parliamentarians	Public affairs, media
November	<b>Smith Square debate</b> To discuss offer to Central Government	Members, stakeholders, Westminster and Whitehall, media	Public affairs, media

**Policy Lead:** Sandie Dunne **Campaign Lead:** Kirsty Ivanoski-Nichol

## **Getting Vocal 2012 – LGA Employee Survey**

### **Purpose of Report**

To inform and engage with the Leadership Board about the results of the LGA 2012 employee survey.

### **Summary**

To report to Leadership Board the 2012 LGA Employee Survey results received in May 2012. The survey captures the views of nearly 300 individuals working in the LGA.

### **Recommendation/s**

To note the content of this report.

### **Action**

For information

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## **Getting Vocal 2012 – LGA Employee Survey**

### **Background**

1. The previous component parts of the LGA conducted employee surveys on a regular basis. The last staff survey of staff was for the “LGA Group” and was undertaken in 2009.
2. Given that a number of staff were affected by the significant change process the majority of which was concluded in 2011 and which resulted in a reduction in the workforce in the region of 40% it was felt important to establish the morale of staff and key issues for the organisation nearly a year after the change process finished.

### **Why Employee Surveys?**

3. Employee surveys are usually very helpful in establishing whether employees are motivated and therefore performing to best effect. Aside from the information that questionnaires reveal, the process of involving and consulting with staff is in itself beneficial in its own right. There is a long held understanding that employees are more motivated more by emotional than economic factors (i.e. by being involved and feeling important, rather than solely by an improvement in workplace conditions).
4. Whilst individuals had the opportunity to contribute views about the shaping of the new organisation through the consultation process, now, post-Review it was important for us to understand the views among the workforce in order to develop a new system of employee engagement as an organisation, with a view to improving the LGA’s performance and organisational effectiveness.

### **2012 Findings**

5. We had an excellent response to the Getting Vocal 2012 - LGA Employee Survey, with 76% of staff responding to the questionnaire. The key messages are attached at Appendix 1.
6. There are some positive messages that come through the responses to the questionnaire. The majority of our employees (80% positive response) feel that they have the freedom to do their job and understand, and are committed to, the objectives of the organisation (80%) - understanding how their role contributes to the success of their teams and the organisation as a whole (80%).

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7. The majority of employees are supportive of their line management and feel that the team communication (74%), performance appraisals (77%) and style of team management are appropriate. The majority (71%) of individuals also feel that LGA is committed to equal opportunities.
8. As always, and particularly following a period of significant change, the questionnaire has highlighted some areas for improvement for the organisation. The majority of our employees do not feel that the organisation manages poor performance effectively (14% positive response). Employees generally feel that the organisation could do more to be ahead of the game and innovative when it comes to responding to councils' needs (with only 30% feeling that we do this already).
9. The majority of staff felt that senior management could improve their visibility (40% positive response) and honesty in communications (37%). There is also some work to be done to improve staff perception of the senior team's vision for the LGA, as only 39% of employees felt that there was a clear vision for the future.
10. Few individuals feel that they have the opportunity to secure a better job within the organisation at the moment (17% positive response) and there is clearly some work to be done to highlight the existing (and new) opportunities for personal development within the organisation. These responses are unsurprising given the recent reduction in workforce numbers and the situation is unlikely to change significantly in the foreseeable future.

**What next?**

11. The employee surveys are always followed by a programme of development activity in an attempt to improve the experience and motivation of staff and our employees will be included in the development of solutions.
12. The Chief Executive will visibly champion the organisational development activity that will flow from the outcomes of the survey.
13. Whilst the survey captures the current views and perceptions of our employees, there is already a lot of work already being done to ensure that our employees are effective and that the culture and managerial leadership of the organisation continues to develop. We will use this year's survey to benchmark progress in a year's time.

**Financial Implications**

None specific to the Getting Vocal 2012 – LGA Employee Survey.



# GETTING VOCAL 2012

## Appendix 1

### Headline figures from LGA Employee Survey

<b>Positive Responses (above 70%)</b>	<b>Percent Positive (%)</b>	<b>No.</b>
As long as I get the job done I have the freedom to work in a way that suits me	80	223
I am satisfied with my physical working conditions	73	222
I understand how my work contributes to the objectives of my division / team	81	223
I understand how my work contributes to the success of the organisation	80	223
I have a clear understanding of the purpose and objectives of the organisation	75	222
I feel committed to the organisation's goals	80	221
The LGA offers services that are good value for money	71	223
I am kept well informed about what the LGA is doing	71	221
I am given sufficient information about the latest issues facing local government	71	223
Communication within my team is effective	74	222
My last performance evaluation accurately reflected my performance	90	60
During my last performance evaluation my manager helped me to focus on improving my performance	77	60
My line manager is accessible when I need to see her/him	77	221
.....is open to my ideas and suggestions for change	77	221
.....treats me with respect	84	221
.....holds regular team meetings	76	220
.....encourages us to work as a team	71	218
.....recognises and acknowledges when I have done my job well	75	220
I am satisfied with the opportunities for flexible working (eg remote / home working)	71	221
I believe that this organisation is an equal opportunities employer	71	221

<b>Areas for Improvement (below 50%)</b>	<b>Percentage Positive (%)</b>	<b>No.</b>
I have clear, measurable work objectives	48	223
I believe I am valued for what I can offer the organisation	46	222
The organisation is ahead of the game and innovative in responding to customer needs	30	219
We act on the feedback we receive from member authorities	49	220
I am satisfied with how LGA shares knowledge, information and learning	44	223
I have the opportunity to contribute my views before changes are made which affect my job	41	222
The LGA has a strong culture of performance management	14	222
I am satisfied with the training I receive for my present job	34	221
I believe I have the opportunity for personal development and growth in the LGA	34	223
I am satisfied with the opportunities I have to get a better job in the LGA	17	222
Poor performance is dealt with effectively where I work	31	221
I receive regular and constructive feedback on my performance	48	221
Senior Management are open and honest in their communications with staff	37	221
Senior Managers are sufficiently visible in this organisation	40	220
I believe the senior management team has a clear vision for the future of this organisation	39	221
The reasons for change are well communicated	40	222
This organisation manages change effectively	23	221
I feel the LGA is committed to providing learning and development opportunities for all employees	39	219
I would feel able to report bullying/harassment without worrying that it would have a negative impact on me	49	221



## **LGA Forward Plan**

### **Purpose of report**

For discussion and direction.

### **Summary**

The Leadership Board is responsible for driving the Association's activities and business, taking a lead in developing and overseeing delivery of the business plan and identifying the emerging and key issues to highlight to the LGA Executive.

As part of this, Members are invited to consider which items they would like to see on future agendas of the LGA Leadership Board, LGA Executive and Councillors' Forum.

The current draft agendas for June and July are attached at **Annex A.**

### **Recommendation**

Members are invited to specify topics and items for future meetings of the LGA Executive, Leadership Board and Councillors' Forum.

### **Action**

Officers to brief Members and officers in line with steer.

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Cathy Boyle

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## June 2012

<b>LGA Leadership Board - 13 June</b>	
<b>Item</b>	<b>Summary</b>
<b>Part 1</b>	
<b>Compact between the LGA and NHS</b>	<b>To consider a draft compact between the LGA and the NHS.</b>
<b>LGA Business</b>	
LGA Special Interest Groups – Annual Reports	To note SIGs’ annual reports and consider whether to invite any SIGs to Leadership Board to discuss their work.
Chief Executive’s Report	To hold the Chief Executive to account against the delivery of business plan priorities
Public Affairs review and Forward Plan	To review forthcoming events, legislation, announcements
LGA Executive Agenda	To run through the items to be considered by the LGA Executive Agenda on 14 June
Note of last meeting	To approve the note of the last meeting of LGA Leadership Board.
<b>Part 2</b>	
Liberata Contract renegotiation	Report from Resources Panel to confirm the LGA’s position
<b>Councillors’ Forum - 14 June</b>	
<b>Item</b>	<b>Summary</b>
<b>The Role of Councillors</b>	<b>Select Committee representatives will attend to present on the SC investigation into the role of councillors</b>
Chairman’s Report	To present the Chairman’s monthly report
Chairs of Boards’ Report	To present the Chairs of Programme Boards’ monthly reports
<b>LGA Executive - 14 June</b>	
<b>Item</b>	<b>Summary</b>
<b>Compact between the LGA and NHS</b>	<b>To consider a draft compact between the LGA and the NHS.</b>
<b>Hidden Talents</b>	<b>Update on the hidden talents campaign</b>
<b>Sustainable Funding</b>	<b>Update on the sustainable funding campaign</b>
<b>Resource Review</b>	<b>Update on the preparations for CSR</b>
<b>Community Budgets</b>	<b>Monthly update on the whole place community budget pilots and the role that the LGA is playing</b>
<b>Regional Update from the South East</b>	<b>Cllr Paul Carter to present on behalf of the South East</b>
<b>Children’s Improvement Board</b>	<b>The new Director of the CIB will report on the Board’s work</b>
<b>LGA Business</b>	
LGA Communications Strategy	The Director of Communications will present the LGA’s draft communications strategy for discussion.
Annual Report of the LGA Audit & Scrutiny Panel	To review the annual report of the Audit & Scrutiny Panel
Note of LGA Leadership Board	To highlight key issues from LGA Leadership Board the previous day
Note of last meeting	To approve the note of the last meeting of the LGA Executive.

## July 2012

<b>LGA Leadership Board - 11 July</b>	
<b>Item</b>	<b>Summary</b>
<b>Part 1</b>	
<b>LGA Business</b>	
Annual Conference 2012	Oral report back from the 2012 Annual Conference
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities
Public Affairs review and Forward Plan	To review forthcoming events, legislation, announcements
LGA Executive Agenda	To run through the items to be considered by the LGA Executive Agenda on 12 July.
Note of last meeting	To approve the note of the last meeting of LGA Leadership Board.
<b>Part 2</b>	
Liberata Contract renegotiation	Report from Resources Panel to confirm the LGA's position
<b>Councillors' Forum - 12 July</b>	
<b>Item</b>	<b>Summary</b>
<b>Leeds Local Government – Commission into the Future of Local Government</b>	<b>Leader and Chief Executive of Leeds City Council. Further Commission member tbc.</b>
Chairman's Report	To present the Chairman's monthly report
Chairs of Boards' Report	To present the Chairs of Programme Boards' monthly reports
<b>LGA Executive - 12 July</b>	
<b>Item</b>	<b>Summary</b>
<b>Rt Hon Eric Pickles MP – Secretary of State for CLG</b>	<b>TBC</b>
<b>Regional Update from the North East</b>	<b>Councillor Paul Watson will present on behalf of the North East</b>
<b>Community Budgets</b>	<b>Monthly update on the whole place community budget pilots and the role that the LGA is playing</b>
<b>LGA Business</b>	
Note of LGA Leadership Board	To highlight key issues from LGA Leadership Board the previous day
Note of last meeting	To approve the note of the last meeting of the LGA Executive.

## Note of decisions taken and actions required

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<b>Title:</b>	<b>LGA Leadership Board</b>
<b>Date and time:</b>	11 April 2012
<b>Venue:</b>	Smith Square Rooms 1 & 2

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### Attendance

Position	Councillor	Council
Chairman	Sir Merrick Cockell	RB of Kensington & Chelsea
Vice-chairman	Gary Porter	South Holland DC
Vice-chairman	Gerald Vernon-Jackson	Portsmouth City
Vice-chairman	Marianne Overton	Lincolnshire CC
Deputy-chairman	Sharon Taylor	Stevenage BC
Deputy-chairman	Steve Reed	Lambeth LB
Deputy-chairman	Mayor Dorothy Thornhill MBE	Watford BC
Deputy-chairman	Andrew Lewer	Derbyshire CC
Deputy-chairman	Robert Gordon DL	Hertfordshire CC
Deputy-chairman	Robert Light <b>by videoconference</b>	Kirklees Council

### Apologies

Vice-chairman	David Sparks OBE	Dudley MBC
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<b>Observer</b>	Catherine West	Islington LB
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Item	Decisions and actions	Action by
<b>PART 1</b>		

#### 1. LGA Adult Social Care Campaign

Councillor Marianne Overton, Leadership Board sponsor for the Adult Social Care Campaign, introduced the proposed adult social care campaign plan.

Councillor Overton referred to a recent meeting between LGA members and officers and Peter Hay, President of ADASS, when it was agreed that reform of adult social care must involve fairer and increased funding, simplification and integration if meaningful change is to be secured.

Members made a number of detailed comments on the campaign plan which were noted by officers. In particular, members emphasised the need for clarity and a simple framework for care and support, which makes the system easier to understand and to navigate. Members expressed the view that the Dilnot model is the right starting point and that the LGA could develop an offer to government to make this model affordable and achievable.

### Decision

#### *The Leadership Board*

- **endorsed** the Adult Social Care Campaign plan as set out in the report, subject to their comments;
- **agreed** that a letter be sent to the Prime Minister, Deputy Prime Minister and Leader of the Opposition, stating the sector's support for the specifics of Dilnot and introducing the concept of a sector offer to work with Government on Areas such as prevention, productivity and integration with the NHS.

### Action

Officers to action in accordance with the Board's discussion.

**Sandy Dunne/  
Matt Hibberd**

## **2. HM Government Consultation on introducing a statutory register of lobbyists**

Joe Simpson, Principal Strategic Adviser, introduced a report summarising the key issues for the LGA in the Government's consultation on policy options that would underpin a statutory register of lobbyists.

### Decision

*The Leadership Board **agreed** that the LGA pursue the concerns raised in this report and in particular that:*

- *The LGA seek assurance that for these purposes the LGA should be seen as an integral part of local government, and therefore not considered as requiring registration.*
- *The definition of lobbyists should not be so widely drawn as to create additional difficulties for local government in engaging with key stakeholders such as charities.*

### Action

Officers to prepare a response to the consultation in line with Members' steer.

**Joe Simpson**



3. **Update on police and crime commissioners' membership body – CONFIDENTIAL**

4 **LGA Proportionality for 2012-2013**

Claire Holloway, Head of Corporate Governance, summarised the proposed timetable for confirming changes to LGA proportionality, and agreeing the allocation of seats and distribution of chairs and vice-chairs, following the 2012 local government elections on 3 May.

The Chairman proposed that Group Leaders and the Chairman meet on **10 May at 12.00** to discuss the implications for the Groups of the new proportionality figures.

Decision

*The Leadership Board **agreed** the proposed process and timetable as set out in paragraphs 6 to 10 of the report.*

Action

Officers and LGA Leadership Board to take forward in line with the timetable, including arrangements for the Chairman and Group Leaders to meet on Thursday, 10 May.

**Cathy Boyle**

5. **Public Affairs Review and Forward Plan**

Tim Hamilton, Interim Head of Public Affairs, summarised the forthcoming events, legislation and announcements, up to June 2012, for review by the Board.

Councillor Catherine West (Islington) reported on the Finance Task Group's recent discussions on reform of the Council Tax Benefit system. Task Group members had highlighted concerns about implementation of the new localisation system and the difficulties that local authorities will face in putting the new arrangements into place quickly.

Decision

*The Leadership Board **noted** the content of the Public Affairs and Campaigns Forward plan.*

Action

Officers to provide a monthly report to the Board.

**Tim Hamilton**

Officers to prepare a draft template letter for member councils to send to their local MPs and peers on the implications of Council Tax Benefit localisation.

**Stephen Jones**

## 6. General Assembly – 26 June 2012 - Outline

Claire Holloway, Head of Corporate Governance, introduced the proposed format and draft agenda for the Annual Meeting of the General Assembly on 26 June. The lead government speaker had not yet been confirmed.

Members endorsed the importance of one or more serious motions to debate and invited Heads of Group Office to consider some possible topics.

### Decisions

#### *The Leadership Board*

- **endorsed** the proposed format and agenda for the 2012 General Assembly;

### Action

HGOs to meet to discuss possible motions for debate at this year's General Assembly

**Heads of  
Group Offices**

## 7. Chief Executive's Monthly Report – April 2012

Carolyn Downs, Chief Executive, introduced the Chief Executive's April report. The report summarised the main achievements over the past month of each of the nine Boards and the LGA Executive against the business plan priorities, along with performance against key indicators.

Carolyn highlighted the risk to the LGA of the increasing number of member authorities who roll forward their notice from year to year, especially where councils share a Chief Executive/Chief Officers.

### Decision

#### *The Leadership Board*

- **received** the Chief Executive's report for March 2012.
- **agreed** the need to consider incentives that discourage councils from rolling forward membership.

### Action

Officers to take forward in accordance with the Board's decisions. **Carolyn Downs**

## **8. LGA Forward Plan**

The Leadership Board considered the forward plan of future items to be considered by the Leadership Board, the LGA Executive and the Councillors' Forum.

### Decision

*The Leadership Board **agreed** that the LG Select Committee's investigation in the Role of Councillors should be added as a topic for debate at the 14 June meeting of the Councillors' Forum.*

### Action

Officers to update the forward plan.

**Cathy Boyle**

## **PART 2 - CONFIDENTIAL**

- 9. Note of decisions taken and actions required [CONFIDENTIAL]**
- 10. Lead Member Peers [CONFIDENTIAL]**
- 11. Queen's Speech – LGA Priority Bills [CONFIDENTIAL]**
- 12. Liberata contract renegotiation [CONFIDENTIAL]**
- 13. Financial Contribution to the Early Intervention Foundation [CONFIDENTIAL]**
- 14. Integrating the LGA [CONFIDENTIAL]**

**The next meeting will be held at 2.00pm on Wednesday, 16 May 2012.**



## **Chief Executive's Monthly Report – May 2012**

### **Purpose of report**

For discussion and direction.

### **Summary**

The LGA business plan 2011/12 centres on two top priorities –

- Helping councils tackle their challenges; and
- Achieving greater devolution for local government.

This report sets out the main achievements over the past month of each of the nine programme boards and of the Executive whose remit includes local government finance and localism. It also sets out our performance against key corporate indicators, including membership and budget.

From next month, achievements will be set against the LGA's new priorities for 2012/13, agreed by the Executive at their last meeting.

### **Recommendations**

That the Leadership Board

1. Note Chief Executive's report for May 2012.
2. Confirm their continued commitment to a single corporate membership for National Parks Authorities.

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<b>Position:</b>	Chief Executive
<b>Phone no:</b>	020 7664 3213
<b>E-mail:</b>	carolyn.downs@local.gov.uk



## **Chief Executive's Monthly Report – May 2012**

### **Part 1- achievements against our five main priorities**

#### **Priority 1 - Public Service Reform**

- LGA Chairman Sir Merrick Cockell wrote to the Prime Minister, Deputy Prime Minister and Leader of the Opposition stressing the urgency of **adult social care reform**, the LGA's cross-party support for the Dilnot Commission's funding reform proposals and the dangers of inaction.
- In his oral evidence to the Local Government APPG **inquiry on social care**, Cllr Gareth Barnard of the Community Wellbeing Board argued that funding and system reform must go hand in hand. He stressed the need to move from crisis response to prevention and early intervention, the importance of integration with health and the interdependencies with housing, leisure and transport.
- We have made considerable progress on the **public health workforce** transition, in particular on continued access to NHS pensions for public health staff and maximising discretion for local authorities when appointing directors of public health.
- We responded to Arts Council England's consultation on the future of **public library services** emphasising the LGA's key messages on the impact of budget pressures and sector-led improvement.
- Our response to the **Henley Review of cultural education** reinforced local government's role in leading and supporting local cultural provision and emphasised our support for greater autonomy for schools from top-down prescription.
- We hosted an event on the council role in **school place planning** for officers from 100 member councils to share best practice and develop an LGA improvement offer.
- 80 delegates attended a successful conference on the important role Councils play in **tackling alcohol misuse** and the opportunities and challenges the transfer of public health will bring.
- We published **Building Successful Healthwatch Organisations**, which seeks to help local authority commissioners and their supporting stakeholders plan and implement robust and fit-for-purpose Healthwatch bodies by April 2013.
- We responded to the Government's consultation on the **devolution of EU fines** to councils.
- We published new guidance on **trading and charging** using new Localism Act Powers

- Over 90 councillors attended one of five free **housing and planning master classes** in March and April. The events gave an overview of the local implications of recent reforms.
- The LGA's **model Code of Conduct** under the new standards regime has now been agreed and published.
- The LGA guide for councils setting up **police and crime panels** has been well received by member authorities. The guide includes draft terms of reference for panels and rules of procedure for meetings.
- We responded to the consultation on **managing late night drinking**, outlining councils' role in policing the late night economy. This will influence the design of the new late-night levy and restrictions of sale of alcohol due to be introduced in October 2012.
- We held regional events and a Parliamentary reception for MPs in support of the **Independent Local Government campaign**.

## Priority 2 - Growth, jobs and prosperity

- Chairman Sir Merrick Cockell met Lord Heseltine, who has been commissioned by the Prime Minister to produce a **review of national competitiveness**. As a result, we will be part of the review team and Lord Heseltine will create a Sounding Board of elected members.
- Transport is key to driving economic growth The LGA has agreed a series of demonstration projects in councils to show senior DfT officials how working at a more local level can unblock **barriers to economic growth**.
- We published interim findings on our **Hidden Talents** campaign into youth disengagement from work and learning, setting out local solutions that bring together the multiple agencies responsible for support to the long-term unemployed.
- The LGA's Planning Advisory Services delivered a simple checklist to help councils prepare local plans that are compatible with the **National Planning Policy Framework**.
- We hosted an officer briefing session for councils in the Connected Cities programme that will bring **ultra-fast broadband** to ten cities.
- We launched a **tackling metal theft toolkit** for councils showing how registering scrap metal dealers can encourage them to improve site standards. It includes a template dealers' code of conduct for councils to encourage their local dealers to adopt.
- Our survey of councils on **public street fundraising** has informed our response to the Charities Act 2006 Review, arguing for greater council power to regulate "chuggers".



### **Priority 3 - Funding for local government**

- Following five LGA-led workshops across the country to help councils progress their bids to the £250 million **Weekly Collection Support Scheme**, CLG received 180 bids from councils.
- We launched a joint prospectus with DWP for council-led **Universal Credit pilots**.
- Following sustained lobbying from the LGA, the new **housing self-financing system** is in place. Councils have managed the transition and are now implementing their business and investment plans.
- The Budget set the seal on a longstanding lobbying objective by confirming that **Tax Increment Financing schemes** would go ahead.
- LGA representatives met the Treasury to discuss the budget offer of **cheaper PWLB borrowing**.
- We gave evidence to the CLG Select Committee on the role councils should play in the new **2014-20 EU funding programmes**.
- We have secured two council secondments into BIS to join the team negotiating the reform of **EU structural funds**, currently worth £8b in the UK. This is the first time that councils have joined the formal UK/EU negotiations. We also took a number of council leaders to lobby EU Commissioner Hahn - in charge of the reform of EU structural funds - setting out the case for local delivery in the UK.

### **Priority 4 - Efficiency & productivity**

- We are providing £20,000 to support eight **procurement pilots**, focused on improving buying and managing goods and services in the 'Big Win' categories of elderly care, waste collection, property, roads and corporate services.
- The Improvement Board considered the Government's **draft Local Government Procurement Pledge** but were not convinced that it reflected the strengths and aspirations of the sector. We have therefore issued our own version for consultation, which ends on until 8 June 2012.
- Proposals have been submitted to government for a new **local government pension scheme** design. Proposals on future cost control and governance will follow later this month. Consultation with employers and union members on the scheme design will commence shortly.
- The Employers' Secretary is next due to meet with the unions on 9 May for exploratory discussions on **reform of pay, conditions and the national machinery**. In the coming weeks and months, the views of local authorities in England, Wales and N Ireland will be sought on a number of possible scenarios resulting from the joint discussions.

- The **Standards for Employers of Social Workers** advisory group has taken over the SWRB career framework, previously hosted by the Department of Education. The LGA will promote the new standards to councils and dovetail some of the SWRB products into sector-led improvement.
- The number of councils wanting to participate in the **national graduate development programme** has increased significantly. 37 councils have asked for a total of 61 graduates, with discussions ongoing with a further 6 councils.
- Nine case studies have been received from local authorities to be included in the **Value for Money Toolkit**.
- We produced a short councils' guide to managing the current **drought**, highlighting examples of good practice.
- We have secured two places for Fire Service Management Committee members on the **Fire Service Strategic Resilience Board**. This direct link with the LGA will ensure a greater local authority input into the Board's advice to members.

#### **Priority 5 - Sector-led improvement**

- We have delivered 97 peer challenges in the last year and developed a revised methodology for the Fire & Rescue Service **peer challenge offer**. Take up has been positive, with 27 of the 46 English FRAs registered for a peer challenge in 2012/13–14.
- We delivered peer support on **libraries** in two councils.
- We ran a session for members of the Children and Young People Board, Lead Members for Children's Services and Member Peers to review learning from the **children's safeguarding peer review programme** and discuss how the programme can be improved. Ideas will be built into the next induction session for new Lead Members in July, the Children's services Leadership Academy programme and in improvements to the Safeguarding peer review guidance.
- We continue to provide significant support to **Wirral Council**.
- A total of 198 councils took advantage of our **subsidised leadership programmes** in the last financial year.
- The **'Be a Councillor'** website has gone live.
- We secured agreement from Sport England to fund a joint leadership programme for **sport portfolio holders**, building on the success of last year's Leadership Academies which were attended by 70 councillors.
- Our member handbook **Supporting Community Events** highlights innovative approaches to community celebrations, including the Jubilee and 2012 Games.

## **Part 2 – Performance against our corporate priorities**

### **Priority 6 - Our own efficiency and effectiveness**

#### **Delivery**

1. In April the LGA was mentioned in 1547 **national, regional, trade and online publications**. There were 43 mentions in national newspapers. The most prominently covered pro-active LGA stories were a call on the government to act urgently over reform of adult social care, a warning that clusters of bookmakers and strip clubs on high streets were hampering economic growth and a call for councils to have updated powers to combat 'chuggers'. The media team now publishes online a comprehensive round-up of all LGA mentions in the media, including links to stories and clips of LGA spokespeople being interviewed - <http://www.local.gov.uk/media-watch>
2. During April the LGA provided evidence to three Select Committee inquiries. Written evidence was submitted to the Transport Committee's inquiry into **Reform of the Railways** and the Work and Pensions Committee's inquiry into **Youth Unemployment**. Written and subsequently oral evidence, from Cllr Peter Box, was provided to the Communities and Local Government Committee as part of their **European Regional Development Fund** inquiry. Oral evidence was also given to the Local Government All-Party Parliamentary Group inquiry into **Social Care**, by Cllr Gareth Barnard.
3. Briefings were provided to appropriate MPs and Peers about the **Protection of Freedoms Bill**, the **NPPF**, the **Local Government Finance Bill**, the **roles and responsibilities of the Secretary of State for Education**, and on the LGA's work in support of **Police and Crime Commissioners**.
4. The LGA secured supplementary questions on **dangerous dogs** asked by Alex Cunningham MP at the Defra oral Parliamentary Question session on 26 April. As part of the **Hidden Talents campaign**, an MP tabled questions for DCLG oral Parliamentary Questions but unfortunately they were not selected. Preparation for a Parliamentary roundtable and a reception for this campaign have also been started.

#### **Membership**

5. The **membership position** is currently stable with three councils out of membership and 31 on notice. Letters of welcome from the chairman will be sent to all new councillors in the weeks following the local elections. These will be followed up by contact from the Group Offices, including a copy of the relevant membership offer.
6. The National Parks' Authorities have confirmed their commitment in principal to a single **corporate membership for National Parks** and to relocating the three staff from the national body – ENPAA - to Local Government House.

**Table 1 – Councils out of membership/on notice**

Out of membership	Notice to withdraw 1/4/13	
<p>London Borough of Bromley</p> <p>Royal Borough of Windsor &amp; Maidenhead</p> <p>Slough Borough Council</p>	<p>Birmingham City Council</p> <p>Brighton and Hove City</p> <p>Broads Authority</p> <p>Broxtowe Borough Council</p> <p>Cambridgeshire FRA</p> <p>Darlington Borough Council</p> <p>East Staffordshire Borough Council</p> <p>Elmbridge Borough Council</p> <p>Hartlepool Borough Council</p> <p>London Borough of Croydon</p> <p>London Borough of Hammersmith &amp; Fulham</p> <p>London Borough of Richmond</p> <p>London Borough of Wandsworth</p> <p>Royal Borough of Kingston Upon Thames</p>	<p>Mid Sussex District Council</p> <p>Mole Valley District Council</p> <p>Northumberland NPA</p> <p>Rochford District Council</p> <p>Rossendale Borough Council</p> <p>Runnymede Borough Council</p> <p>Sefton Council</p> <p>Southend on Sea Borough Council</p> <p>Stockton-on-Tees Borough Council</p> <p>Tendring District Council</p> <p>Tunbridge Wells Borough Council</p> <p>Vale of White Horse District Council</p> <p>Waverley Borough Council</p> <p>West Berkshire Council</p> <p>West Lancashire Borough Council</p> <p>West Sussex County Council</p> <p>Worthing Borough Council</p>

### **Financial sustainability**

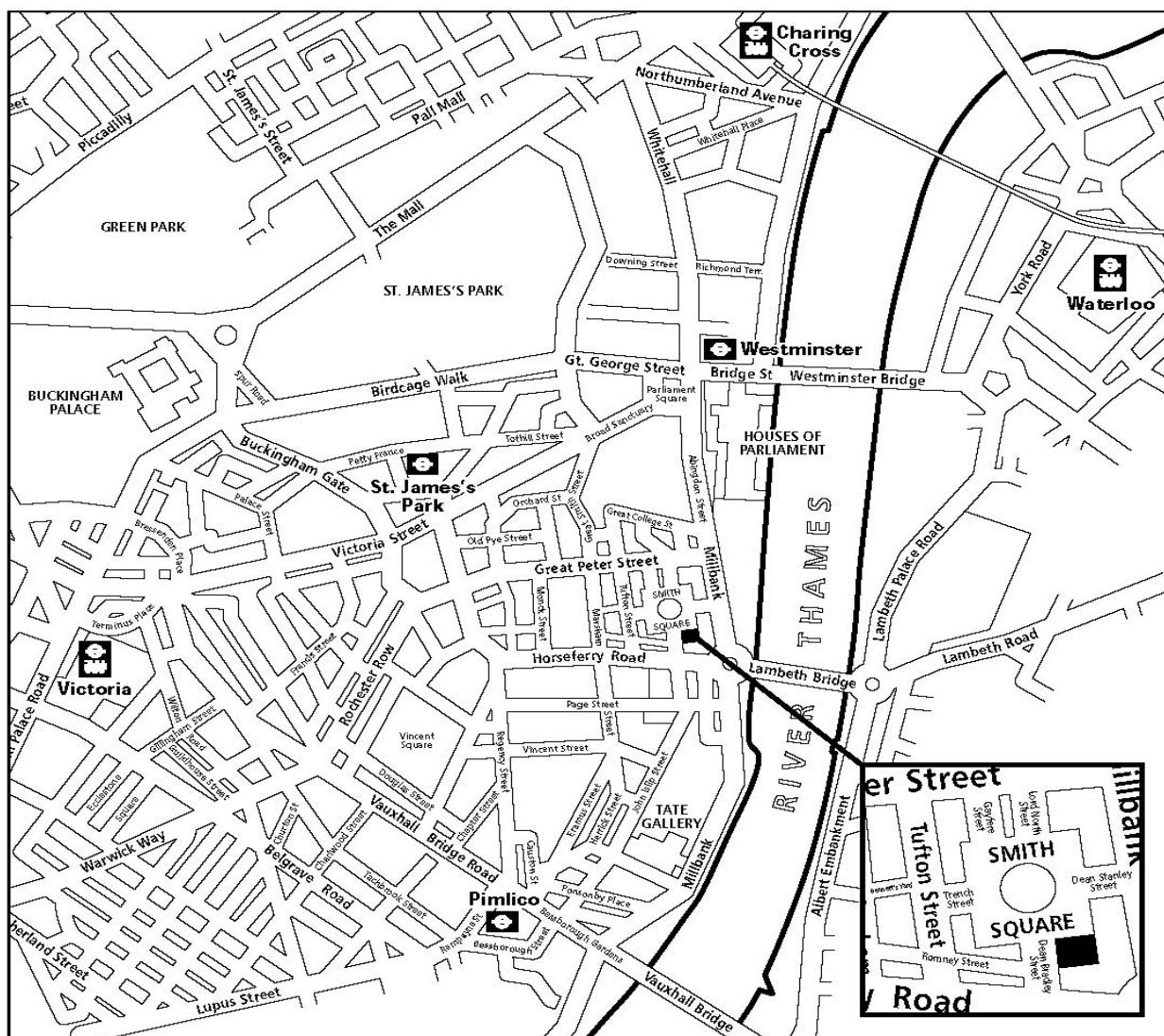
7. The new external auditors, Littlejohn, have started work on the **year-end audit** for 2011-12 to enable us to present consolidated accounts for the LGA and its associated companies to Resources Panel and the LGA General Assembly in June. This is the first time that consolidated accounts have been prepared for the LGA, enabling us easily to understand the financial position of the whole group. A final set of proposals on the programme budgets for 2012-13 is being prepared for review and agreement by Resources Panel at the end of May.
8. The review of the **Liberata contract** continues with the independent benchmarking exercise being conducted by ISG who are due to report in mid June. The findings from the review will be presented to Leadership Board and also Resources Panel with recommendations on next steps in the Liberata contract renegotiation. A more detailed update is provided in a separate confidential report to this meeting.
9. A new **Performance Framework**, developed to support delivery of the LGA business plan 2012/13, will be presented to Audit and Scrutiny Panel in May, prior to the first quarter's performance report to Leadership Board in July. The Panel's two scrutiny reviews, on the LGA's offer to members and the LGA's overheads, will be concluded in July and their findings presented to Leadership Board.

### **People management**

The new **employee appraisal system** has now been agreed and appraisals are underway.



## LGA Location Map



### Local Government Association

Local Government House  
Smith Square, London SW1P 3HZ  
Tel: 020 7664 3131  
Fax: 020 7664 3030  
Email: [info@lga.gov.uk](mailto:info@lga.gov.uk)  
Website: [www.lga.gov.uk](http://www.lga.gov.uk)

### Public transport

**Local Government House** is well served by public transport. The nearest mainline stations are;

#### Victoria

and **Waterloo**; the local underground stations are

**St James's Park** (District and Circle Lines);

**Westminster** (District, Circle and Jubilee Lines);

and **Pimlico** (Victoria Line), all about 10 minutes walk away. Buses **3** and **87** travel along **Millbank**, and the **507** between Victoria and Waterloo goes close by at the end of **Dean Bradley Street**.

### Bus routes - Millbank

- |           |  |            |
|-----------|--|------------|
| <b>87</b> | Wandsworth - Aldwych                     | <b>N87</b> |
| <b>3</b>  | Crystal Palace - Brixton - Oxford Circus |            |

### Bus routes - Horseferry Road

- 507** Waterloo - Victoria  
**C10** Elephant and Castle - Pimlico - Victoria  
**88** Camden Town - Whitehall - Westminster-  
Pimlico - Clapham Common

### Cycling Facilities

Cycle racks are available at Local Government House. Please telephone the LGA on 020 7664 3131.

### Central London Congestion Charging Zone

Local Government House is located within the congestion charging zone. For further details, please call 0845 900 1234 or visit the website at [www.cclondon.com](http://www.cclondon.com)

### Car Parks

#### Abingdon Street Car Park

Great College Street

#### Horseferry Road Car Park

Horseferry Road/Arneway Street