

Performance report - 2011/12

Chief Executive's overview

Introduction

The LGA has a shared ambition with its associated organisations – Local Government Improvement and Development (LGID), Local Government Employers (LGE), Local Government Regulation (LGR) and Local Government Leadership (LGL) - to make an outstanding contribution to the success of local government. In the first quarter of 2011-12 the operations of these organisations were fully integrated to deliver a focused, effective offer for councils as set out in our combined business plan for the year. We work with and on behalf of our member authorities to support, promote and improve local government.

The LGA had 422 member authorities in England and Wales in 2011-12. The 22 Welsh authorities are in corporate membership through the Welsh Local Government Association.

Business review

The priorities in our business plan were firmly based on evidence and research, identifying the issues most important to member councils. Our offer to councils was designed around two top priorities. The first, achieving greater devolution for local government, has meant leading the national debate on the key issues facing councils and the people they represent. To achieve this, we have developed forward-looking policy positions to influence government policy in the priority areas identified by our members. We have focused on making a compelling case for a significant devolution of powers and funding to local councils and onward to local communities. We have lobbied on national and European legislation using evidence based on real examples of best practice from our membership.

In particular, in the second year of the coalition government, we have worked closely with our membership to represent their interests in the face of the major policy reforms that are being undertaken, and the significant reductions in public spending announced in the 2010 Spending Review which set councils some of the most challenging financial targets in the public sector.

Over the past twelve months, against the backdrop of recession and reductions in public sector funding, we have progressed a wide range of local government finance issues. These include halting plans to give ministers power to force councils to pay EU fines levied against the government for missing national targets on issues such as air quality, saving councils £1.3 billion; devolving £970 million major schemes transport budget to councils and local partners; and raising the cap on capitalisation from £200 million to £300 million, granting most councils 100 per cent of their capitalisation bids compared with around 40 per cent in previous years.

In October 2011, the Icelandic Supreme Court ruled that local authorities were entitled to priority status in the administrations of Landsbanki and Glitnir. This followed legal action that we co-ordinated on behalf of 123 local authorities following the collapse of the Icelandic Banks, and will allow those authorities to recover an additional £470 million, compared with the position had to the legal action been unsuccessful. This kind of legal challenge could only have been undertaken at national level.

We secured commitment to the introduction of new arrangements that will cut Public Works Loans Board interest rates by 0.2 per cent. Councils will also benefit from a substantial reduction in audit fees in 2012-13, following our consistent lobbying of the Audit Commission over several years.

As a result of our work, government announced there will be no increase for 2012-13 in the amount to be removed from formula grant to pay for central education functions for academies, a considerable improvement on the position proposed in the Department for Education's summer 2011 consultation. We have agreed that councils and not central government will retain the lead role in working with troubled families and that they will receive £448 million of additional funding to enable them to do so. We have also been working to secure the future of adult social care, setting out what we hope to see in the forthcoming care and support white paper and the measures by which we will judge it. We have supported councils through our annual Culture, Tourism and Sport conference focusing on maximising the opportunities presented by the 2012 Games.

Following intensive lobbying, the National Planning Policy Framework will now include time for councils to get their local plans in place. We have also persuaded government to reform financing for council housing from April 2012, ending the so-called "tenant tax" and allowing councils to retain and reinvest rental income in their housing stock. We have continued to lobby to ensure that changes made to the housing benefit, business rates and council tax systems are not financially disadvantageous to councils. This has included maintaining councils' role in delivering Universal Credit.

We have provided support to councils preparing for the transition to Police and Crime Commissioners and secured government agreement to allocate £74 million for fire control room improvements. We have regularly engaged in the development of policy and implementation for regulatory services, both to influence government and to shape policy and practice in regulatory services. For example, government has responded to the LGA's calls to strengthen councils' ability to regulate scrap metal dealers following considerable media attention.

With regard to workforce issues, following detailed negotiation we have delivered a national pay freeze for local government for the third successive year, as requested by the vast majority of councils. We won the argument that the Local Government Pension Scheme is different from other public sector pension schemes and should be allowed to negotiate its own reform, largely separate from other negotiations on public sector pensions reform. We have also developed and agreed transitional guidance with the trade unions to cover public health staff moving into local government.

Our second priority, helping councils tackle their challenges, recognises that the way councils improve over the next ten years will be radically different from the last ten. We are moving away from the government wanting to control public services through top-down performance management and inspection, with a dismantling of Public Service Agreements and Comprehensive Area Assessments. In a world in which councils take responsibility for their own performance, our role is to ensure that new ideas and new ways of working are shared.

To help achieve this we have invested in the Knowledge Hub, a new web based service where councils can learn from each other and share information on efficiency and innovation. Alongside this, we have supported the Creative Councils initiative, enabling councils to share experiences and highlight innovation. We have also created LG Inform, where councils can compare data to help them improve their performance and efficiency. Since its launch, LG Inform has built a user base of 280 registered authorities.

In 2011-12 we supported over 500 councillors from 198 councils through the Leadership Academy and we provided a range of other leadership programmes including the Leeds Castle programme for leaders and chief executives, the Next Generation programme for up-and-coming young councillors, and the National Graduate Development programme which continues to recruit high calibre graduates into local government.

We continue to maintain an overview of the performance of the sector and we have provided targeted support to individual councils, especially those with the most severe performance challenges.

To help councils in 2011-12 we delivered a total of 97 peer challenges. Included in this is our offer of a no cost “corporate” peer challenge. In 2011-12 we delivered 23 corporate peer challenges, with another 40 booked in for 2012-13. We have allocated £6.5 million in 2011-12 to support a local-government-led programme of improvement support for children’s services. This has included delivering 27 children’s safeguarding peer challenges. We also provided a subsidised peer challenge for six councils whose adult social care services are currently rated “adequate”.

We have addressed these priorities through the LGA boards covering children and young people, community wellbeing, culture, tourism and sport, economy and transport, environment and housing, European and international, safer and stronger communities, workforce, and improvement.

In 2011-12 gross income for the group, excluding contributions from joint ventures, amounted to £76.1 million, a reduction from £84.7 million in 2010-11. In addition to subscription income from member authorities, and Revenue Support Grant (RSG) top-slice, this has included almost £20 million of grant funding for specific programmes. Income from renting out space in Local Government House and Layden House has increased, with the greater sharing of accommodation in Local Government House and the rental of Layden House in its entirety during 2011. We continued to secure income from running conferences and events.

Work on getting closer to our members and retaining authorities in membership continued in 2011-12 with the return of four authorities to membership. Subscription rates have again been reduced for 2012-13, and all 2011-12 subscription income was paid over promptly by our member authorities.

Key Performance Indicators

We have reviewed the impact of our work and the delivery of our priorities through robust performance management which has included regular reports to the LGA’s Audit and Scrutiny Panel. A summary of our performance against the objectives in the 2011-12 business plan is included at Appendix A.

In addition we have reviewed our own efficiency and effectiveness through a number of key indicators which are included at Appendix B. These include the number of organisations in membership, which stood at 422 in March 2012 and included all but four eligible councils. We continue to monitor employee absence, which has fallen from an average annual number of sick days per employee of 6.4 days in December 2010 to 4.2 days in March 2012.

In the coming year we will monitor customer satisfaction indicators, by carrying out a survey of our members. We will also regularly review employee satisfaction through an annual survey.

We review our financial sustainability by carefully controlling our staff costs. As a result of the restructuring described more fully below, employee numbers have fallen from a baseline of 481 employees in March 2011 to 286 employees in March 2012.

We also continue to pay close attention to the collection of outstanding debt. The percentage of debtors over 12 months has reduced from 34 per cent of total debtors in March 2011, to 12 per cent of debtors in March 2012.

Restructure

The LGA has along with its associated companies completed its largest review and restructure since its creation. This work started in 2009-10 with the formation of a shared communications service which ensured a more efficient and unified communications function.

Faced with a reduction of 38% in the funding distributed through the RSG top-slice mechanism, a restructuring exercise was started in 2010-11 and completed during 2011-12, with a new organisational structure in place from 1 June 2011. This has meant a reduction in staff resources of over 30 per cent, taking staff costs for the LGA and its associated organisations from £39.0 million in 2010-11 to £24.1 million for 2011-12.

As a result we have had to undertake several rounds of voluntary redundancy and an extensive selection and recruitment process for those employees that wished to remain. There has been a significant reduction in the number of senior posts in the restructuring process. Excluding senior posts that are funded by specific grants (3 such posts at 1 April 2011 and 1 April 2012), the total number of senior manager and Director level posts has reduced from 41 as at 1 April 2010 to 21 as at 31 March 2012, following completion of implementation of the restructuring programme. Total transition costs, covering the administration of the selection process, outplacement support for those leaving and the costs of redundancy and notice period payments, have amounted to £7.6m, the majority of which was paid or provided for in 2010-11.

Despite very challenging times we have delivered a satisfactory financial outcome in 2011-12. Costs were kept down, allowing each body to make a significant payment towards its pension fund deficit and meet the severance costs paid within 2011-12 without needing to draw on reserves.

Future Developments

Our future success will rely heavily on our delivering ever greater value to local government when councils are facing significant reductions in their own funding and are, more than ever, questioning the value of every item of expenditure. The further work to make our offer even more focused on the priorities of key importance to member authorities and even more effective in lobbying in support of local government, is therefore vital.

Our priorities for the year ahead include supporting councils in leading public sector reform, where we will be focusing in particular on the need to reform the funding system for adult social care. We will be promoting councils' leadership of economic development as well as campaigning to ensure there is sustainable funding for local government going forward. Councils have already shown remarkable resilience in coping with the spending cuts, and we will also be focusing on supporting them in finding innovative ways of moving forward through our support with productivity and efficiency, our programme of peer challenges and direct support, and our leadership programmes.



Carolyn Downs
Chief Executive

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Children and Young People

2011-12 Business Plan	What we delivered	Impact	RAG
Councils have a strong strategic role in education	<ul style="list-style-type: none"> • ‘Local freedom or central control II’ report • Secretary of State for Education session for Lead Members at NACS conference • Event for Lead Members to discuss the interim report of the LGA/DfE action research into the evolving council role in education • Lobbying campaign re concerns about the impact of Government policy on the sector’s ability to support Raising the compulsory Participation Age 	<ul style="list-style-type: none"> • Set the terms of the debate on the continuing council role in education • Discussion with the Secretary of State re education as a benefit of LGA membership • Lead Members shared best practice, networked with peers and fed into action research • Raised profile of key issues of concern to councils, influenced drafting of statutory guidance and strengthened council role in Youth Contract 	A
Children’s health is a priority in the planned change to the health service	<ul style="list-style-type: none"> • Developed a support offer with health • Conference on ‘Reducing Health Inequalities for Children and Young People’. • Updated existing LGA products eg methodology for the safeguarding children peer review to take into account the public health reforms. • Worked with the National learning set for HWBs focusing on children and families to produce a product for health and wellbeing boards • Raised the profile of CYPs’ health on the Knowledge Hub and created a dedicated webpage • Consultation response on the CYPs’ Health Outcomes Strategy. • Commissioned research on Children’s Trusts and how councils are interpreting their new flexibilities. 	<ul style="list-style-type: none"> • Increased buy in from health sector • Well attended and received by membership, set out clear policy landscape especially around children’s trusts. Shared emerging good practice. • Existing products now fit for purpose in light of the new public health reforms. • LGA involved in developing a sector led improvement product. Product well received by health and local government sector. • Gave membership opportunity to discuss the issues and a place to find resources to help them overcome issues. • Gave local government an opportunity to influence government policy • Local authorities more able to share ideas, clarify policy 	A
Councils understand and are implementing their role in reducing youth offending and the use of custody for	<ul style="list-style-type: none"> • Introduction of sector led peer review for Youth Offending Teams • Publication on resettlement of young offenders • Influenced plans for devolution of youth custody 	<ul style="list-style-type: none"> • YJB revised oversight plans are less prescriptive • Shared good practice • Raised profile with VCSs • Full assessment of costs and impact being carried 	A

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2011-12 Business Plan	What we delivered	Impact	RAG
young people	budgets to councils	out by YJB	
Front-line staff are freed up from unnecessary bureaucracy to allow them to spend more time with children and their families through influencing the implementation of the Munro review	<ul style="list-style-type: none"> Influenced revision of two sets of statutory guidance Lobbied for revisions to Ofsted Inspections Lobbying on Adoption Action Plan, including Parliamentary briefings and strong messages conveyed through media Sector led support on Munro and Adoption through CIB 	<ul style="list-style-type: none"> Guidance shorter and less prescriptive Current draft of Working Together reduced from c400 to c20 pages New inspection framework considers contribution of all services not just councils End to annual rating of children's services Govt publicly recognised limitation of adoption scorecards and committed to reduce bureaucracy and central guidance, scorecards contain contextual information to reflect councils' challenges 	G
Improvements in children's services are made through delivery of a new sector led improvement and support programme (funded through 8m DfE grant).	<ul style="list-style-type: none"> Infrastructure for SLI being set up through CIB Funding for 2012/13 agreed Targeted support delivered to 14 councils subject to DfE notices Programme of peer challenge Data profiles have been piloted and will be rolled out via LG Inform Support to councils on children's centres, innovation, productivity and commissioning 	<ul style="list-style-type: none"> All councils have a focus for SLI in children's services Councils on improvement notices have access to advice and support Peer challenge will allow the sector to help itself Data profiles provide common set of data Supported councils in areas of new policy 	A
Children's services are provided with improvement support for Children's Safeguarding	<ul style="list-style-type: none"> 24 Safeguarding peer reviews delivered 80 officer and partner peers accredited through national and regional training events Research on the impact of peer review on a sample of authorities in intervention undertaken by NFER Two consultation events (one with lead members and one with member peers) on refreshing the peer review held with DCSs and officer and partner peers 	<ul style="list-style-type: none"> Peer review making a significant contribution to sector led improvement, Improvement in review methodology 100% of DCS's and review teams agreed that the review provided a basis for improvement 94% of DCS's said they would recommend a review and be willing to take part in a review themselves 99% of review teams agreed that the review developed their own skills 	G
Councils achieve increased	<ul style="list-style-type: none"> Launch of new 'Better commissioning and productivity' group on the Knowledge Hub 	<ul style="list-style-type: none"> Sector is better able to network and collaborate on productivity 	A

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2011-12 Business Plan	What we delivered	Impact	RAG
productivity in children's services	<ul style="list-style-type: none"> Facilitation of the Commissioning and Productivity Forum 		

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Community Wellbeing

2011-12 Business Plan	What we delivered	Impact	RAG
There is local democratic leadership of strategies and commissioning as outlined in the Health and Social Care Bill	<ul style="list-style-type: none"> Regular written and verbal briefings to peers and MPs resulting in several amendments Regular updates to LGA member authorities on progress of the Bill Health and Wellbeing Leadership programme (in partnership with DH) design and promotion phase completed for implementation in 2012/13 	<ul style="list-style-type: none"> Extended duty of clinical commissioning groups to have regard to JHWS and JSNA Introduced the power of HWBs to refer back plans to CCGs Increased the role of HWBs in authorisation process CCGs have duty to commission for whole population Integration of Health and Care services Retained flexibility to LAs to determine membership of HWBs 	G
The role and contribution of councils to public health is emphasised in the Public Health White Paper	<ul style="list-style-type: none"> Policy paper outlining leading role of LG in public Health Established GP and PH stakeholder group Joint statement of intent with GP and PH stakeholders Comprehensive response to white paper Held conference for LG and PH High level briefings/meetings with DH on public health funding 	<ul style="list-style-type: none"> Public health responsibilities to transfer to LAs in 2013 PH funding to transfer to LAs in 2013 	A
Local authorities play a key role in developing the future care and support system	<ul style="list-style-type: none"> Two roundtables for council leaders and CExs Series of parliamentary briefing sessions on reform FAQ document on Dilnot Commission Video interview on future of adult social care 'Time to act' declaration submitted to the three national party leaders Evidence to related inquiries for EHRC and Joint Committee on Human Rights Two Smith Square Debates on care reform Evidence to two major Health Select Committee inquiries (Public Expenditure, and Social Care) New publication 'Ripe for reform: the sector 	<ul style="list-style-type: none"> LGA work is considered both reactive and proactive, with a consistent message around the urgent need to reform the system and provide adequate funding to meet current and future pressures. Involved member authorities directly in our work LGA is well positioned to continue being a leading influencer of the reform debate, and a major commentator on it. 	G

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2011-12 Business Plan	What we delivered	Impact	RAG
	agrees, now the public expects		
There is an effective approach to sector-based support in adult social care	<ul style="list-style-type: none"> • TEASC programme established • Co-ordinated regional networks for ASC and Health • Established Partnership in Dignity in Care • NCASC conference Oct 11 • Summit for lead members July 2011 • Leadership Academy for lead members and scrutiny chairs • TLAP programme 	<ul style="list-style-type: none"> • Significant development in transition to new performance framework • High levels of regional take up on local self reporting • Sustainable improvements being achieved in previously 'adequate' councils 	A
Councils are provided with improvement support for Safeguarding Adults	<ul style="list-style-type: none"> • Programme on outcome focus with CQC • Worked with stakeholders in response to Winterbourne View scandal • Peer challenge of Adult Safeguarding • Hosted Safeguarding Co-ordination Group • Continued engagement with Government • Series of webinars to debate policy and practice 	<ul style="list-style-type: none"> • Raised awareness of adult safeguarding • Worked with councils to develop a more outcome focus to performance management 	A
Councils achieve increased productivity in adult social care services	<ul style="list-style-type: none"> • ASC efficiency programme • Leveraged £300k funding from DH to support councils diagnostic work 	<ul style="list-style-type: none"> • 44 projects supported with grants of £30k or more • Independent evaluation of phase 1 diagnostic commences May 2012 	A
Councils are effective in promoting fairness and tackling inequality in their communities	<ul style="list-style-type: none"> • Delivery of Equality Frameworks • Peer review and Community of Practice • Events to develop business case for Equality • Smarter Equality Analysis Programme 	<ul style="list-style-type: none"> • High demand for the Frameworks- reputational benefits for the LGA • Costs are relatively low due to the income generated from peer challenges. 	G
The Ageing Well programme	<ul style="list-style-type: none"> • Achieved all key targets • Comprehensive legacy website established 	<ul style="list-style-type: none"> • High levels of satisfaction reported • DWP commissioners extremely pleased with delivery 	G
Healthwatch Implementation Programme	<ul style="list-style-type: none"> • Healthwatch Implementation Programme established • Various events and publications • New partnership approach to communications and 	<ul style="list-style-type: none"> • LGA involved in developing a sector led improvement product. • Products and services well received by health and local government sector 	A

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2011-12 Business Plan	What we delivered	Impact	RAG
	engagement <ul style="list-style-type: none"> • Established Healthwatch Adviser Network • Dedicated Healthwatch website and webinar events 	<ul style="list-style-type: none"> • Local authorities able to share ideas, clarify policy • Local authorities will be stepping up activity in this area now we are in the implementation phase. 	

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Economy and Transport

2011-12 Business Plan	What we delivered	Impact	RAG
Local Authorities are better able to influence local transport provision, thus enhancing local economic wellbeing.	<ul style="list-style-type: none"> The devolution of the £970m major work budget from DfT. An agreement from DfT to work with councils to resolve barriers to local economic growth originating in national transport policy. 	<ul style="list-style-type: none"> More devolved budgets A agreement to a programme of future localism by DfT 	G
Councils have a clear role in promoting economic growth, are able to articulate that role and deliver better outcomes for their local areas	<ul style="list-style-type: none"> A six-month Local Growth Campaign to highlight and help the clear ambition for councils for economic growth. A Hidden Talents campaign (jointly with Children's and Youth Peoples Board) identified barriers to local solutions for young unemployed. 	<ul style="list-style-type: none"> The sector's own Green Paper on growth (to be published at LGA conference) with buy-in from business and other key partners. Clear local solution provided to Government to help resolve youth unemployment. 	G
Support to councils and LEAs to take full advantage of the opportunities available	<ul style="list-style-type: none"> A programme of learning events focusing on leadership, finance and working with LEAs. A new on-line local economic growth community through which good practice and information on new opportunities is shared. 	<ul style="list-style-type: none"> .A demand-driven programme of support to councils on economic development in a difficult financial climate. 	G
Support to enable councils to use innovative financial mechanisms, programmes and powers to develop infrastructure	See finance programme achievement re infrastructure funding.		

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Environment and Housing

2011-12 Business Plan	What we delivered	Impact	RAG
<p>Campaigning for greater local decision-making in planning and housing through the Localism Bill, National Planning Policy Framework and elsewhere</p>	<ul style="list-style-type: none"> • Lobbying on how CIL is spent locally • Influenced DEFRA consultation on Town and Village Green registration system • Lobbied on local planning fee setting model. PAS led programme with 250 councils to develop evidence base 	<ul style="list-style-type: none"> • Secured appropriate transition arrangements to the new planning system • Secured key changes to NPPF • Secured role for councillors in neighbourhood planning • Secured policy change to a new self financing system and supported transition • Secured the principle of local retention of capital receipts from Right to Buy 	<p>A</p>
<p>Provision, allocation and regulation of social housing</p>	<ul style="list-style-type: none"> • Delivery of a housing support programme • Influenced new social housing regulatory framework to include role of sector led improvement • Submitted input to CLG Select Committee on the role councils can play to support housing delivery. • Joint publication with HCA • Support for councils to work with private rented sector via masterclasses, briefings etc. • Submissions to Government on institutional investment in private rented sector 	<ul style="list-style-type: none"> • Free masterclasses delivered to over 90 elected members with over 90% satisfaction rating • Principles will underpin new regulatory regime • Good practice and tools available to councils to enable them to promote housing delivery. • Contribution to enhancing reputation of local authorities • Will become a key theme in Housing the Nation campaign 	<p>G</p>
<p>Ensuring a strategic role with adequate resources for councils to act on local energy security, carbon reduction and the low carbon economy</p>	<ul style="list-style-type: none"> • Key role of councils on the Green Deal acknowledged and acted upon. • Lobbying of the Energy Bill • Conclusion of the Local Carbon Framework Pilots • Lobbying on the Hills Review of Fuel Poverty • Green Deal Conference • Successful lobbying on feed-in tariffs for solar energy for councils • Successful lobbying on the Carbon Reduction Commitment (CRC) • Successful lobbying on new EU Energy Efficiency 	<ul style="list-style-type: none"> • Council-led finance models for delivery of Green Deal developed • Council-specific questions in consultation on Green Deal. • Local Authorities Green Deal forum. • Committee on Climate Change commissioned by DECC investigate role of councils. • Significant references to councils during debate on Energy Bill. The Energy Act retaining HECA but avoiding local carbon budgets. • Learning from local carbon framework pilots shared 	<p>A</p>

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2011-12 Business Plan	What we delivered	Impact	RAG
	Directive	<ul style="list-style-type: none"> • Reporting on fuel poverty being reviewed. • Community installation' tariff being proposed for councils and social housing providers • Simplification of CRC. Review into inclusion of schools. • On course to avoid council targets on energy efficiency in EU legislation. • More funding to councils from energy suppliers on energy efficiency measures for domestic properties. 	
Councils are better prepared for climate adaptation	<ul style="list-style-type: none"> • Funding from EA and DEFRA to provide web-based support 	<ul style="list-style-type: none"> • Defra continue to offer capacity building programme • Widespread media coverage/MP meetings • National recognition for role of LAs in managing drought and water resources 	A
Powers and flexibility for councils to make local decisions on waste	<ul style="list-style-type: none"> • Interested Party on the Judicial Review of DEFRA into Recycling Regulations • Close working with DCLG on new funding for councils on more frequent waste collection services • Lobbying of DEFRA to retain local powers on the presentation of waste for collection • Lobbying on more funding to councils to manage increased recycling from packaging • Lobbying on improving quality of recycling • Successful conference on Waste • Influencing 'Red Tape Challenge' • Consultation response and joint letter with other organisations asking for powers to be retained. 	<ul style="list-style-type: none"> • Judicial Review adjourned for 6 months whilst DEFRA re-write regulations • £250 million available to councils to improve collection frequency of waste. LGA influencing meant that the eligibility criteria gave councils greater flexibility to support local decisions. 180 bids received, 5 workshops held, LGA on Technical Advisory Group. • More positive relationship with packaging industry. • LGA involvement in new Responsibility Deal for MRFs and new quality statements. 	A
Improvement and self-regulation for energy and climate	<ul style="list-style-type: none"> • Memorandum of understanding with DECC • Council secondee into DECC on MOU • Development of Climate Local 	<ul style="list-style-type: none"> • Closer working relationship with DECC • £70K funding from Environment Agency to develop the Climate Local commitment, and support tools 	A
Support to councils to seize the opportunities from the changes to	<ul style="list-style-type: none"> • 234 councils in the benchmark club • Events on strategic planning and the duty to co-operate; neighbourhood planning; planning reform 	<ul style="list-style-type: none"> • Supporting deregulation of planning fees • Authorities understand new responsibilities • Supporting authorities with understanding service 	A

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2011-12 Business Plan	What we delivered	Impact	RAG
<p>planning, working through PAS</p>	<ul style="list-style-type: none"> • 6 pilots for different models of delivery • Supporting 14 CiL front runners 	<p>costs and making informed decisions on service provision (OPS white paper)</p>	

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Safer and Stronger Communities

2011-12 Business Plan	What we delivered	Impact	RAG
Police and Crime Commissioners integrated with local government	<ul style="list-style-type: none"> • Amendments to the Police Reform and Social Responsibility Bill around the powers of police and crime panels to hold PCCs to account. • Representation of local authority interests in the Home Office programme preparing for the transition to PCCs. • Production of guides for councils on PCCs, setting up police and crime panels, and how community safety partnerships can prepare for PCCs, along with a national conference in October on preparing for PCCs. • Visits to councils across England to explain how councils should prepare for the introduction of PCCs. • Established a group on Knowledge Hub to support those involved in setting up police and crime panels. • Launching the offer of a national membership body for PCCs integrated with the LGA. 	<ul style="list-style-type: none"> • The powers of the police and crime panel to hold PCCs to account have been strengthened. • Increase in the funding from the Home Office for support to police and crime panels, and LGA involvement in Home Office PCC roadshows. • Councils have been able to make significant progress in setting up police and crime panels, and community safety partnerships are starting to prepare for the introduction of police and crime panels. • Councils informed of the actions they need to take to prepare for PCCs. • The LGA's membership offer to PCCs is increasingly recognised by key stakeholders and prospective PCC candidates. 	G
Emergency Planning policy and strategy development	<ul style="list-style-type: none"> • Focus has been on Olympic resilience both in terms of the Games and the Torch Relay to confirm readiness; • Other activity at official and elected Member level in COBR as necessary around potential fuel strikes and drought and flooding. 	<ul style="list-style-type: none"> • Councils play a vital role in delivering both the Games and the Torch Relay and protecting the reputation of the UK; • Local government is regarded as key player in civil contingencies response and recovery. 	G
Continued role for councils in reducing re-offending	<ul style="list-style-type: none"> • Worked with the Probation Association on sustaining and building links between trusts and councils. • Raised issues for councils arising from the Legal Aid, Sentencing and Punishment of Offenders Bill. 	<ul style="list-style-type: none"> • Assistance for probation trusts in building connections with local authorities to reduce re-offending. • Highlighted the impact changes to the legal aid provisions could have on councils. 	G

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2011-12 Business Plan	What we delivered	Impact	RAG
A flexible and locally-set license fees structure	<ul style="list-style-type: none"> The Police and Social Responsibility Act included the power for councils to set licence fees at a local level. Commencement of these powers will take place in October 2012. 	<ul style="list-style-type: none"> It is estimated that the current national fee structure has cost councils over £100 million since the Licensing Act was introduced in 2005. The new approach will allow councils to set fees on a cost recovery basis. 	G
Fire – redefining roles and responsibilities to protect national resilience	<ul style="list-style-type: none"> New National Framework for fire sets out new grown-up relationship with much less national prescription. Fire authorities have greater operational responsibility for resilience and a new mechanism, the Strategic Resilience Board, for managing the discussion on risk and resourcing with central government. Future of the Fire College secured through the work of FSMC. Successfully lobbied for £90 million of funding to go to fire authorities to develop “future control” 	<ul style="list-style-type: none"> The successes of this year place fire authorities in a much stronger position to protect national resilience 	G
Supporting councils to make their communities safer and stronger	<ul style="list-style-type: none"> Secured the ability for councils to request enhanced CRB check as part of the taxi licensing process. 	<ul style="list-style-type: none"> Councils will be able to reassure all taxi passengers, including vulnerable adults and children, that all drivers have undergone a full background check. 	G
A programme of fire peer reviews	<ul style="list-style-type: none"> The Fire peer review programme, initiated by FSMC and developed in partnership with CFOA is in place and delivering reviews. Each fire authority is entitled to a free peer review. 	<ul style="list-style-type: none"> Nearly 30 authorities have agreed to undertake a peer challenge. This represents 2/3 of the sector. 	G

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Culture, Tourism and Sport

2011-12 Business Plan	What we delivered	Impact	RAG
<p>Sector-led improvement models that support councils to improve on libraries, museums and the 2012 Games</p>	<ul style="list-style-type: none"> • <i>Taking the Lead in Culture and Sport</i> – a new improvement offer for CTS services, reflecting the LGA’s corporate approach • The <i>Libraries Development Initiative</i> (LDI) with Arts Council England (ACE) • A check and challenge self-improvement tool for libraries, two seminars for libraries portfolio holders and two peer reviews • Two leadership academies and one seminar for sport portfolio holders with Sport England • National network to support councils to exchange good practice on the 2012 Games and identify issues • Supported councils to share good practice through publications and K-Hub 	<ul style="list-style-type: none"> • Supported over 50 portfolio holders for libraries and over 70 portfolio holders for sport to lead transformation in their local areas • 13 projects will receive a total of £230,000 to develop, capture and share new delivery models for libraries • Over 240 councils receive monthly 2012 Games e-bulletins and share good practice • Reached a much wider number of councils through workshops at LGA conferences, publications and case studies • Secured agreement from ACE and Sport England for partnerships in 2012/13 to strengthen further local political leadership 	<p>G</p>
<p>A new approach to local community sport</p>	<ul style="list-style-type: none"> • A new partnership with Sport England and strong local government engagement in the consultation on Sport England’s new strategy 	<ul style="list-style-type: none"> • Sport England’s new strategy includes a commitment to work closely with councils and makes available new funding on facilities 	<p>G</p>
<p>Councils play an enhanced role in the new visitor economy landscape</p>	<ul style="list-style-type: none"> • Ensured that local government has a strong voice on VisitEngland’s new engagement structures and used this to promote councils’ role 	<ul style="list-style-type: none"> • Worked with VisitEngland to capture and share new models of investing in the visitor economy through case studies and events 	<p>A</p>
<p>Councils play their part in hosting an exciting and safe 2012 Olympic and Paralympic Games</p>	<ul style="list-style-type: none"> • Dedicated National Resilience Team to support councils’ preparedness for the 2012 Games and a one-day resilience conference attended by 140 councils • New Councillor handbook for hosting community events • 2012 Task and Finish Group set up by the LGA Executive to provide strategic oversight and make 	<ul style="list-style-type: none"> • National Resilience Team has provided support and advice to councils across the country and raised concerns / issues nationally with LOCOG and Government • Engagement with members of LGA Boards has resulted in active communication with member councils on a range of issues and maintaining a high profile for local government at national level for the 2012 Games. 	<p>G</p>

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2011-12 Business Plan	What we delivered	Impact	RAG
	<ul style="list-style-type: none"> sure that member councils have the latest information and share experience and knowledge 		
Digital inclusion and superfast broadband	<ul style="list-style-type: none"> Supported councils to submit Local Broadband plans by April 2012, with Local Partnerships Raised councils' concerns about the lack of local flexibility in the national approach to the rollout of superfast broadband 	<ul style="list-style-type: none"> Councils received tailored support from Local Partnerships, who in turn represented their interests to Broadband Delivery UK 	A
A more flexible approach to live music licensing	<ul style="list-style-type: none"> Secured amendments to the Live Music Act 	<ul style="list-style-type: none"> The Act will cut red tape for the music industry and ensure councils still have sufficient powers to protect residents and people attending events. 	G
The new quango landscape works will with councils	<ul style="list-style-type: none"> Represented councils interests in the transfer of responsibilities from MLA to ACE and The National Archives (TNA) and advocated the need for a single cultural conversation with councils spanning improvement, assets and working with communities 	<ul style="list-style-type: none"> Local government central to ACE's vision for its expanded remit (libraries and museums) Agreement with TNA to develop a sector led approach to improvement for archives 	A

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European and International

2011-12 Business Plan	What we delivered	Impact	RAG
Maximise EU take of structural funds budget	<ul style="list-style-type: none"> Led a lobbying campaign to secure future EU resources for local regeneration: <ul style="list-style-type: none"> secured council inclusion in the UK negotiating Team, secured access to pre-negotiation meeting with BIS, HMT, CLG, DWP and DEFRA briefed numerous decisions makers on the case for local delivery of the funds. Lobbied DWP to align the £200m ESF families’ provision with the Troubled Families initiative at local level. 	<ul style="list-style-type: none"> Clear place for LGA and councils at negotiation table with EU and Government, with clear proposals for local delivery. The proposal is still being debated in Brussels and will be debated and finalised in early 2013. 	A
Review of EU procurement law	<ul style="list-style-type: none"> Secured major review of EU procurement rules, with the Commission proposing more local flexibility. 	<ul style="list-style-type: none"> Secured agreement to reduce red tape and allow greater local flexibility. 	A
Working time directive review	<ul style="list-style-type: none"> Worked across three LGA Boards (E&I, Workforce and Fire) to ensure the sector’s views on costs and impact feed into current negotiations. Kept the debate live with EU decision makers in the run up to the delayed review. 	<ul style="list-style-type: none"> Ensured decision-makers are challenged and aware of the cost to the UK public service of a change in UK opt-out. 	A
EU targets for energy and water efficiency	<ul style="list-style-type: none"> Whilst acknowledging the good intent of legislation, led a lobbying campaign on the cost of implementation to councils. 	<ul style="list-style-type: none"> The proposal is still being debated in Brussels. 	A
EU waste/recycling laws			A
New EU VAT rules	<ul style="list-style-type: none"> Provided the cost to UK councils of an EU proposal to harmonise VAT rules to Government, EU decision makers 	<ul style="list-style-type: none"> The proposal was stopped. 	G
The Waste Electrical and Electronic Equipment Directive	<ul style="list-style-type: none"> A clear lobbying campaign in Brussels and London to ensure no return to fridge mountains and no new costs to councils. 	<ul style="list-style-type: none"> The proposal is still being debated in Brussels 	A
Council of Europe review of local-central relations in the UK	<ul style="list-style-type: none"> Early work with Congress officials who have already engaged in work of LGA and introduced to current local/central debates. 	<ul style="list-style-type: none"> The review will be undertaken in late 2012, but Council of Europe is already relying on LGA for support and information. 	A
Facilitate local govt practitioner engagement in	<ul style="list-style-type: none"> Commissioned by African LGA to pilot peer reviews Achieved “approved supplier” status with DFID. 	<ul style="list-style-type: none"> Ensured more local government practitioners where engaged in UK aid programme, 	G

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2011-12 Business Plan	What we delivered	Impact	RAG
developing nations			

Workforce

2011-12 Business Plan	What we delivered	Impact	RAG
National pay and conditions bargaining – ensure an affordable and flexible pay and rewards framework	<ul style="list-style-type: none"> • Third year of no pay offer communicated in Feb 2012 • Progress on reform of national agreement not possible as unions refused to engage 	<ul style="list-style-type: none"> • Councils welcomed third year of no pay offer • Growing debate on ongoing value of national collective bargaining • Profound impact on employer/employee relationship for years to come 	A
Develop an affordable and fit for purpose pension scheme	<ul style="list-style-type: none"> • Joint LGA/Union project to agree set of objectives for LGPS 	<ul style="list-style-type: none"> • Recognition from Government that LGPS should be reformed separately • Significant shift from Government on their view of reformed LGPS 	A
EU and national workforce and employment policy	<ul style="list-style-type: none"> • Ensured views of sector represented in the review of working time directive • Responded to Government consultations (eg Reforms to Employment Tribunal system) 	<ul style="list-style-type: none"> • Review of working time directive ongoing • Views of LGA on reform of ET system were reflected in final Government proposal 	G
Good practice advice and support to help councils develop a productive, flexible, skilled workforce	<ul style="list-style-type: none"> • Spans and control delayering pilot • Range of employment advice • Self assessment toolkit on redeployment advice • LG workforce needs conference • Worked with Skills for Justice to identify future skills 	<ul style="list-style-type: none"> • £2m projected savings at four pilot councils • Positive feedback from councils • Regular access and use of self-assessment • Positive feedback from national conference • £250k funding secured 	G
Advice on approaches to executive pay, pay strategies and total reward	<ul style="list-style-type: none"> • Checklist advice and recommendations issued to councils • Joint Guidance with ALACE • National and Regional conferences • Survey of local approaches to help councils benchmark own actions 	<ul style="list-style-type: none"> • Positive feedback and councils using guidance • Conference outputs help to shape future work • Helping local reform programmes will be key activity in coming years 	G
Support to councils on working with other employers in a place	<ul style="list-style-type: none"> • Working at national level on reform of public health • Provision of national guidance • Negotiating key approaches with TUs 	<ul style="list-style-type: none"> • Positive feedback on national transition guidance • Strong national impact on eg specific strands on 	G

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2011-12 Business Plan	What we delivered	Impact	RAG
		pensions	

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Improvement

2011-12 Business Plan	What we delivered	Impact	RAG
Sector led Improvement	<ul style="list-style-type: none"> the LGA’s seven point support offer on sector led improvement developed and idelivered Sector led improvement being mainstreamed in key services areas – specifically children’s and adults An agreed approach developed to managing risk and support provided to a range of councils 	<ul style="list-style-type: none"> Initial evaluation demonstrates high level of awareness Take up of support tools gathering momentum and initial feedback very positive DCLG has confidence in our approaches and has not sought to intervene in a council 	A
LG Inform – support for benchmarking	<ul style="list-style-type: none"> Launch of LG Inform in June 2011 as prototype benchmarking tool for the sector Enhancements released in October 2011 Commissioned new version of LG Inform for launch in autumn 2012 	<ul style="list-style-type: none"> Positive feedback that LG Inform has the potential to be a useful tool (100 individual pieces of constructive feedback received; and now 32 councils actively participating in shaping it) 1,400 registered users across 85 per cent of councils 	G
Data and transparency	<ul style="list-style-type: none"> Guide published for councils on publishing contracts and tenders Impact assessment conducted for DEFRA on the effects of implementing INSPIRE (a European directive about location data) within authorities Lobbying and representing local government interest in transparency and local open data 	<ul style="list-style-type: none"> Identified cost of implementing INSPIRE in authorities, which is acting as the basis for negotiations with DEFRA on how this might be minimised Local government view fed into data policy. The requirement for authorities to publish data listed in the code of practice was not made statutory. 	G
A comprehensive programme of peer challenges and peer support	<ul style="list-style-type: none"> Delivered Corporate Peer Challenges to 20 councils 97 peer challenges delivered in total in 2011-12 (including corporate, adults, safeguarding children and planning). Worked in partnership with CFOA to develop a new offer for Fire and Rescue Services (FRS) piloted successfully in 3 services 	<ul style="list-style-type: none"> Feedback from councils very good Cardiff Business School commissioned to undertake external evaluation – emergent findings positive. Safeguarding children peer review shown to have high impact and drive strong outcomes 	G
Leadership support programmes	<ul style="list-style-type: none"> Leeds Castle Cohort 8 successfully delivered 17 participants (8 leaders and 9 chief executives) 	The programmes of leadership support is increasing the leadership capacity of local government by:	G

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2011-12 Business Plan	What we delivered	Impact	RAG
	<ul style="list-style-type: none"> • Next Generation Cohort 6 successfully delivered with 55 participants across the three party groups • Leadership Academy 9 main programmes deliveredtp 106 senior councillors; 14 focused programmes delivered in collaboration with programme teams, 436 senior councillors participating; a two-day programme on Shared Services has been designed and piloted • Change of Control 34 projects were run to support councils where there was likely to be a change of control following local elections. • Councillor Development 21 Cllr development workbooks revised and redesigned; joint conference with NALC on Localism; 221 councils committed to the Member Development Charter and of these 128 have gained Charter status; Ashridge virtual learning portal (VLRC) and the Political Skills framework revised. • New Councillor Induction 8 regional events delivered to inform new councillors of key issues and promote role of the LGA - 400+ new councillors attended; Councillor Guide 2011: 5,365 copies sent out to 365 councils • Be a Councillor the new marketing campaign was launched as part of the LGA annual parliamentary conference in February. Since the launch 20,000+ people have seen “Be a Councillor” material • NGDP Development programme for 82 trainees in Cohort 12; recruited 47 trainees to Cohort 13 and redesigned and tendered for their development programme; received 2,000 applications for Cohort 14; over 80 past NGDP trainees participated in the 2012 NGDP Alumni event; “A Brighter Future” 	<ul style="list-style-type: none"> • Developing cadres of existing and future leaders at both the local and national level and maintaining these through alumni events • Developing the personal leadership capacity of senior councillors and their understanding of key issues so that they can better lead their organisations and communities. • Supporting councils to provide better quality councillor development at the local, sub-regional and regional levels by providing and promoting a range of materials and initiatives • Ensuring all new councillors have some basic information about local government, their roles, the major issues and how the LGA supports them • Promoting the role of the councillor to encourage a wider range of people to consider standing • Recruiting and developing a pool of high quality graduates to provide a pool for the future managerial leadership of local government • Increased interest from in NGDP councils with 38 councils currently offering 65 places for Cohort 14. 	

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2011-12 Business Plan	What we delivered	Impact	RAG
	<p>report published on 9 February shows that the (NGDP) used by councils has the potential to drive up standards in town halls;</p> <ul style="list-style-type: none"> • Managerial Leadership 40 managers participated in a workshop on the Leadership of Place pilots; leadership programmes for managers refreshed 		
Productivity programme	<ul style="list-style-type: none"> • Adult Social Care Efficiency Programme involving 42 councils is now underway • Buying into Communities Report – guidance on managing EU procurement rules produced jointly with LP • Capital Asset Programme Wave 2 involving 15 councils rolled out • 8 Category Management Pilots involving over 70 councils launched • Crossing Borders report into shared chief executives produced • Developed a draft Local Government Procurement Pledge • Supported Local Government Delivery Council • National Advisory Group for Local Government Procurement established • Productivity Experts programme launched • Productivity Masterclasses delivered • New interactive and web based Shared Services Map produced • Support provided to councils applying for Weekly Waste Collection Scheme 	<ul style="list-style-type: none"> • New, more efficient and customer focused, care pathways for adult social care likely to realise £50m+; Additional £300k secured from DH Myth busting of EU regulations to ensure British industry benefits from councils' £62bn spend • Realising long term reductions in building running costs, floor space & CO2 levels and increases in capital receipts and local economic growth • Lessons for councils wishing to share chief executives • Making it easier for small companies and the community sector to do business with councils and access their £62bn spend • Promoted good procurement practice and examine new initiatives to ensure councils get the best when buying • Supporting 6 councils with expertise from contract re-negotiation to LEAN systems thinking • Showing graphically how 220 Councils saved £165m through 160 shared service arrangements • Supported over 120 councils to be bid for CLG's waste collection funds. Additional £240k secured 	G
Innovation in the Sector is Identified and Supported	<ul style="list-style-type: none"> • Creative Councils (CC) (in partnership with NESTA) – 137 councils applied • CC camps, conferences, events for sector • Significant (2 year commitment) on site innovation 	<ul style="list-style-type: none"> • Significant innovation ideas robustly developing in 5 -7 localities • 17 short-listed councils have significantly improved their innovation ideas and skill sets 	A

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2011-12 Business Plan	What we delivered	Impact	RAG
	support and funding for up to 17 councils	<ul style="list-style-type: none"> LGA seen by all 17 councils and beyond to have significantly invested in councils' innovation potential with NESTA 	

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Finance

2011-12 Business Plan	What we delivered	Impact	RAG
Local Government Resource Review	<ul style="list-style-type: none"> A substantial proportion of business rates income will be localised, realising a longstanding LGA campaigning objective; The LGA maintained a consensus approach to the distributional issues the resource review raises and was able to take clear public positions; Advocated strongly for councils in discussions with CLG and Treasury and ensured that councils' concerns were taken into account as the implementation of the resource review has been discussed. 	<ul style="list-style-type: none"> From 2013, a significant proportion of council income will no longer be under Treasury control – and will grow in cash terms as Treasury-controlled spending lines decline. This new system will retain a very strong redistributive element, protecting councils with weak tax bases or facing falls in rate income. 	G
Innovative ways of funding infrastructure/capital spending	<ul style="list-style-type: none"> Campaigned for the introduction of Tax Increment Financing Worked to develop the business case for a sector-owned agency to issue bonds on councils' behalf Developed a partnership with the British Property Federation to identify good practice and to campaign for policy changes. 	<ul style="list-style-type: none"> TIF has been adopted as government policy and a £150 million competition was announced in the Budget. The Budget set out a counter-offer to LA bonds in the form of a proposed discount on PWLB lending. Improved relations with the property industry; during 2012, there will be opportunities to share the learning from joint work in three places. 	G A A
Support to councils on ways to reduce their borrowing costs	<ul style="list-style-type: none"> Worked to develop the business case for a sector-owned agency to issue bonds on councils' behalf 	<ul style="list-style-type: none"> The Budget set out a counter-offer to LA bonds in the form of a proposed discount on PWLB lending. 	A
Support to councils in meeting legal and funding challenges around fees and charges	<ul style="list-style-type: none"> Supported councils in litigation on property searches; Lobbied for deregulation of planning fees. 	<ul style="list-style-type: none"> Litigation is ongoing but there is now a possibility of the government correcting the underlying legal problem. 	A
Continuing support on Icelandic Banks litigation	<ul style="list-style-type: none"> Supported councils in litigation and associated negotiations 	<ul style="list-style-type: none"> Councils achieved priority creditor status worth £470m in extra recoveries and have now received over £290m of this amount, with more likely later in 	G

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Programme: Localism

2011-12 Business Plan	What we delivered	Impact	RAG
<p>The government’s decentralisation policies including the Localism Bill, Public Service Reform White Paper, and community budgets</p>	<ul style="list-style-type: none"> • Campaigning on the Localism Bill’s provisions on EU fines, regulation-making powers, and mayors • We argued for the centrality of the councillor’s role in holding local public services to account, for recognition of councils’ pre-eminence in diversifying service delivery, and for further devolution of responsibilities; • We battled to keep community budgets on the government’s agenda despite repeated attempts to “cure the Total Place disease” (© a senior adviser to the Prime Minister); • Keep it REAL report positioning local government as leading innovation and reform and making case for devolution; • We began the “Independent Local Government Campaign” in partnership with the House of Commons Select Committee on Political and Constitutional Reform 	<ul style="list-style-type: none"> • The government conceded amendments on all these points • The role of democratic local government in holding services to account is explicitly recognised in the White Paper, as is councils’ head-start on Whitehall in reforming services; Keep it REAL led to request from Ministers for further discussions on councils’ role in reforming services; the WP promised devolution of transport and skills funding but this has made no progress. • Councils have retained the lead role on troubled families despite an effort to centralise this, new pilots of whole-place community budgets were announced by Ministers at the LGA conference, and a credible prospect of putting a community budget-style reform to Ministers remains open. 	<p style="text-align: center;">G</p> <hr/> <p style="text-align: center;">A</p>
<p>Councils are seen by government as having a central place in delivering “Big Society”</p>	<ul style="list-style-type: none"> • An LGA task force report on councils and the Big Society; • The Keep it REAL report and support programme • Guidance to councils on employee ownership • Engagement with Ministers on councils and the Big Society • Ongoing engagement on a range of issues, including the new community rights under the Localism Act, with VCS partners • Ongoing engagement with NALC on the role of town and parish councils, including delivery of a joint event Support to councils on neighbourhood issues including neighbourhood community budgets. 	<ul style="list-style-type: none"> • Relations with key VCS partners have been sustained and improved, and councils supported in developing their own approaches to the issues implied by the “Big Society” label. • 12 councils receiving tailored support on commissioning from the voluntary sector. • Councils have retained a role in Government initiatives that might have tended to bypass or conflict with councils’ role. • As a result of our lobbying, favourable changes were secured to the Public Services (Social Enterprise) Act 	<p style="text-align: center;">G</p>

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2011-12 Business Plan	What we delivered	Impact	RAG
	<ul style="list-style-type: none"> • 		
Welfare reform – in the interests of improving services to local communities and local employment	<ul style="list-style-type: none"> • We represented the sector in the Universal Credit Programme and made the case for a council face-to-face delivery role; • We represented the sector in discussions with government on localisation of council tax support and have campaigned during the Parliamentary stages of the implementing legislation so far; • We are working with councils to assess the impact of other welfare reform measures and ensure government understands it; • We are taking forward the New Burdens conversation with government about the impact of all the above. 	<ul style="list-style-type: none"> • Ministers changed policy and now say councils will have a delivery role in UC; this will be piloted from summer 2012. • We have secured changes to the council tax exemptions rules that will allow many councils to recover some of the money lost through cuts to council tax benefit. Lobbying will continue in the Lords in Summer 2012. • We still need to see solid evidence of the impact. We have had modest success in helping government understand the data sharing problems the reforms create and it has undertaken to address them. This still ongoing. 	A
Direct support to councils on community budgets	<ul style="list-style-type: none"> • We are coordinating the four whole-place pilots, convening the Challenge and Learning Network, leading national-level lobbying and influencing and developing a media strategy, and commissioning specialist support to help develop the financial analysis and business case emerging from the pilots' work; • We are supporting the ten Neighbourhood CB pilots and providing resources to enable learning to be shared; • We are working with councils and the government's troubled families unit on the troubled families agenda. 	<ul style="list-style-type: none"> • This work will bear fruit during the next financial year • Councils have retained the lead role in troubled families work, will benefit from £448 million of funding for the work, and we have, for now, secured the principle that performance issues should be owned and resolved within the sector rather than by central intervention. 	A
Support to councils with implementing the Localism Bill	<p>We have produced or are working on:</p> <ul style="list-style-type: none"> • a publication on community assets, jointly with Locality; • guidance on how to use the General Power of Competence to extend trading and charging; • a pamphlet on the scope and ambition of the General Power of Competence • a model code of conduct under the new standard 	<ul style="list-style-type: none"> • These resources have helped to address councils' queries about the impact of the Localism Act and encourage them to be ambitious in taking advantage of the new powers it confers. 	G

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2011-12 Business Plan	What we delivered	Impact	RAG
	regime all of which are available on the LGA website.		

LGA Corporate Health Indicators

Corporate Indicator

Membership	March 2011	March 2012	Target 2012/13
Total membership	419	422	Maintain or increase
Number of councils out of membership	7	4	Reduce
Number of councils on notice to withdraw	31	34	Reduce
% subscriptions collected	100%	100%	100%

Financial sustainability			Target 2012/13
Number of employees in agreed core posts	436	266	Maintain in line with agreed core posts
Number of employees in posts with additional funding	45	20	
Employees – total headcount	481	286	
FTE	(456.43)	(281.41)	

Debtors	March 2011	March 2012 £000	Target March 2013
0 – 2 months	56%	79%	80%
3-12 months	10%	9%	20%
13-24 months	14%	3%	0%
Over 24 months	20%	9%	0%
Total	100%	100% (1,860)	100%

Shared services customer satisfaction survey	November 2010	November 2011	Target November 2012
HR and Payroll	66%	78%	80%
Finance and accounting	72%	70%	80%
ICT	58%	45%	80%
FM	80%	85%	90%
Print and design	68%	89%	90%
Overall	61%	54%	80%

People management	March 2011	March 2012	Target 2012/13
Average annual sick days per employee (Public sector average 9.6 days; local government average 10.3 days)	4.6	4.2	4 days
BAME employees % of the workforce	18%	15.7%	
BAME - proportion of employees Grade 8 and above	5%	10.3%	Increase % of BAME employees grade 8+ in line with overall representation in the workforce – 15.7%

Employee engagement survey - % of employees	Survey July 2009	March 2012	Target 2012/13
Satisfied with their job	79%	65%	Improve in all areas
Good place to work	66%	49%	
Kept well-informed	80%	71%	
Line manager helps them achieve their potential	61%	65%	
Organisation is committed to equality and diversity in its services	69%	58%	
Organisation is committed to equality and diversity in its employment practices	66%	71%	

Carbon emissions reduce % from 2007/2008 baseline of 1,450 CO2 tonnes	March 2011	March 2012	Target March 2013
	1,373	1,155	1,363
	-5%	-20%	-6%

LGA Financial Review 2011/12

Introduction

1. This is the first year for which consolidated financial statements have been prepared for the LGA and its related bodies following a decision of the Resources Panel. This reflects the fundamental changes made at the beginning of the financial year, in which the operations of the LGA and its associated organisations, LGID, LGR, LGE and LGL, were fully integrated.

Financial outturn against budget

2. The LGA and its related bodies made an operating surplus of £1.655m before financing income and costs, contributions from joint ventures and adjustments relating to pension scheme items. Financing items gave rise to net costs of £0.685m, so the surplus after these items was just under £1m. This figure is net of a contribution of £1m to the 'creative councils' work that it was previously agreed by the IDeA Board to fund from reserves, and therefore the overall outturn against budget for the year was an underspend of £2m, in line with the figure reported to the Panel's February meeting. The surplus for the LGA as a stand-alone entity was around £1m.

This profit translates into the result shown in the financial statements by means of further adjustments reflecting the LGA's share of the surpluses realised by its two joint ventures, Local Partnerships LLP and GeoPlace LLP, and the adjustments required to account for the pension scheme deficit.

Income

3. Overall income decreased from just under £85m to around £75m. A substantial decline in income was expected, because of the reduction in Revenue Support Grant top-slice and the loss of other grant income. The actual reduction was somewhat lower than originally anticipated, partly because the LGA was commissioned to operate various new grant-funded improvement services, in particular relating to Children's and Adults' social services, and partly because of a number of one-off receipts. The income for the year includes £750K being part of the total receipt of £2.707m received from the liquidation of the property company of the Association of District Councils. The balance of £1.957m is included in the balance sheet as deferred income for release over the next 9 years, to be applied principally to provide ongoing support for the District Councils' Network.
4. The LGA's two joint ventures have both made a useful contribution to income. Local Partnerships LLP has successfully clawed back its previous losses, and GeoPlace LLP traded ahead of plan and has been able to repay some of its loan funding ahead of schedule.

Staff Expenditure

5. Expenditure on staffing has reduced substantially, reflecting the move to a smaller organisation. Average staff numbers employed fell from 529 to 355.

Debtor management

6. A notable feature shown by the accounts is the continuing reduction in Trade debtors, reflecting work over the past two years to tighten credit control. The age profile of outstanding debt has also continued to improve and, with better performance in collection of debt, it has been possible to credit back some of the debt provision originally raised.

Restructuring of the LGA and related bodies

7. The previous year's financial statements included provisions of over £2.2m related to redundancy payments to staff leaving early in the current financial year following the restructuring that was undertaken. This exercise was duly completed and a report on its completion made to the LGA Leadership Board showing that overall costs incurred had been around £7.6m, within the range originally budgeted. A small amount of redundancy provision has been made to cover the costs of a few further redundancies that have since been agreed.

Audit opinion

- 8, **The LGA consolidated financial statements for the year ended 31st March 2012 have been produced and have received an unqualified audit by Littlejohn LLP.**