

# LGA Leadership Board

## Agenda

Wednesday 13 June 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

## **Guidance notes for visitors**

**Local Government House, Smith Square, London SW1P 3HZ**

### **Welcome!**

Please read these notes for your own safety and that of all visitors, staff and tenants.

### **Security**

All visitors (who do not already have an LGA ID badge), are requested to report to the Reception desk where they will be requested to sign in and will be handed a visitor's badge to be worn at all times whilst in the building.

### **Fire instructions**

In the event of the fire alarm sounding, vacate the building immediately following the green Fire Exit signs. Go straight to the assembly point in Tufton Street via Dean Trench Street (off Smith Square).

**DO NOT USE THE LIFTS.**

**DO NOT STOP TO COLLECT PERSONAL BELONGINGS.**

**DO NOT RE-ENTER BUILDING UNTIL AUTHORISED TO DO SO.**

### **Members' facilities on the 7th floor**

The Terrace Lounge (Members' Room) has refreshments available and also access to the roof terrace, which Members are welcome to use. Work facilities for members, providing workstations, telephone and Internet access, fax and photocopying facilities and staff support are also available.

### **Open Council**

"Open Council", on the 1st floor of LG House, provides informal meeting and business facilities with refreshments, for local authority members/officers who are in London.



### **Toilets**

Toilets for people with disabilities are situated on the Basement, Ground, 2nd, 4th, 6th and 7th floors. Female toilets are situated on the basement, ground, 1st, 3rd, 5th, and 7th floors. Male toilets are available on the basement, ground, 2nd, 4th, 6th and 8th floors.

### **Accessibility**

Every effort has been made to make the building as accessible as possible for people with disabilities. Induction loop systems have been installed in all the larger meeting rooms and at the main reception. There is a parking space for blue badge holders outside the Smith Square entrance and two more blue badge holders' spaces in Dean Stanley Street to the side of the building. There is also a wheelchair lift at the main entrance. For further information please contact the Facilities Management Helpdesk on 020 7664 3015.

### **Further help**

Please speak either to staff at the main reception on the ground floor, if you require any further help or information. You can find the LGA website at [www.local.gov.uk](http://www.local.gov.uk)

**Please don't forget to sign out at reception and return your badge when you depart.**

**LGA Leadership Board**  
13 June 2012

---

A meeting of the LGA Leadership Board will be held at: **2.00pm on Wednesday, 13 June, 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)

### **Carers' Allowance**

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £6.08 per hour is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

### **Hotels**

The LGA has negotiated preferential rates with Club Quarters Hotels in central London. Club Quarters have hotels opposite Trafalgar Square, in the City near St Pauls Cathedral and in Gracechurch Street, in the City, near the Bank of England. These hotels are all within easy travelling distance from Local Government House. A standard room in a Club Quarters Hotel, at the negotiated rate, should cost no more than £149 per night.

To book a room in any of the Club Quarters Hotels please link to the Club Quarters website at <http://www.clubquarters.com>. Once on the website enter the password: localgovernmentgroup.



**LGA Leadership Board**

Date: 19.08.11

---

**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	Yes		
Gary Porter	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
Robert Light	Yes	Yes	Yes	Video	No	Yes	Yes	Video	Yes		
Andrew Lewer	Yes	Yes	Video	No	Yes	Yes	Yes	Yes	Yes		
Robert Gordon DL	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes		
<b>Labour</b>											
David Sparks OBE	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes		
Sharon Taylor	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes		
Steve Reed	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
<b>Liberal Democrat</b>											
Gerald Vernon-Jackson	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
Mayor Dorothy Thornhill MBE	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No		
<b>Independent</b>											
Marianne Overton	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
<b>Observers</b>											
Edward Lord OBE JP	No	Yes	No	No	No						
Keith Mitchell CBE				Video							
David Rogers OBE						Yes			Yes		
Catherine West								Yes			
Mayor Sir Steve Bullock									Yes		





## Agenda

---

### LGA Leadership Board

13 June 2012

<b>Item</b>	<b>PART 1</b>	
1.	<b>Improving Commissioning for Better Public Services</b>	<b>3</b>
	LGA Business	
2.	Independent Local Government Campaign	13
3.	Future of the Leadership Centre for Local Government	33
4.	Full Year Performance Report - 2011/2012	39
5.	LGA Annual Conference and Exhibition 2012	75
6.	Special Interest Groups – Annual Reports	99
7.	Police and Crime Commissioners (oral report)	
8.	LGA Forward Plan	107
9.	LGA Executive agenda	
	<b>PART 2 – CONFIDENTIAL</b>	
10.	LGA Energy Offer	112
11.	Note of the last meeting	111
	For Information	
12.	Public Affairs Review and Forward Plan	121
13.	Chief Executive’s report.	129



## **Improving commissioning for better public services**

### **Purpose of report**

To inform a discussion of the LGA's work to support councils in commissioning for local services and whether the LGA should partner the Cabinet Office in developing proposals for a Commissioning Academy.

### **Summary**

This paper sets out:

- the background and context to commissioning as a tool for public service reform;
- a proposed LGA position on commissioning in local public services;
- LGA work already underway to support councils in developing effective commissioning approaches;
- a proposal for a joint LGA / Cabinet Office Commissioning Academy.

### **Recommendations**

Members are invited to:

- comment on and approve the proposed LGA policy position on commissioning (at paragraphs 11 & 12); and
- consider whether the LGA should partner the Cabinet Office in developing the Commissioning Academy (at paragraphs 15–19).

### **Action**

Officers to progress the proposed work programme in light of comments from members.

**Contact officer:** Michael Coughlin  
**Position:** Executive Director, Policy and Development  
**Phone no:** 020 7664 3141  
**E-mail:** michael.coughlin@local.gov.uk



## **Improving commissioning for better public services**

### **Background**

1. Commissioning is increasingly featuring as a key part of the debate on public service reform. As a concept, commissioning is not new, but in the past it has tended to focus on money and staff, procurement and performance management in individual services. However, as councils explore ways to redesign services to deliver spending cuts and meet rising demand and expectations, many increasingly see commissioning as a key tool in reforming services and joining up resources to focus on improving outcomes for citizens in the most efficient and effective way.
2. The Open Public Services White Paper (published July 2011) is clear that commissioning is a central part of Government's vision for reformed public services. It wants more services opened up to commissioning from a wider range of providers with better data and information and more choice for service users. It also recognises that local government has made more progress towards these goals than the rest of the public sector and decisions about commissioning should be decentralised to the "lowest appropriate level".
3. In implementing Open Public Services, the Cabinet Office and CLG are looking to ensure that commissioners have the skills to create, shape and manage new markets for service provision and deliver better outcomes through more efficient delivery models. The Cabinet Office has invited the LGA to develop a joint Commissioning Academy to ensure senior officers in central and local government are equipped with the skills to develop effective commissioning approaches.

### **Commissioning as a means of reforming services**

4. Commissioning has been well established in some services for many years, particularly for example in health, adult and children's services, work and training programmes. Councils have extensive experience in developing joint commissioning approaches and interventions with partners, for example through Public Service Boards and joint needs assessments. Across the country, councils are building on this experience to extend commissioning to more services; develop markets for service and support a more diverse range of providers.
5. As part of local initiatives to reform services, a number of councils are exploring how commissioning can be embedded more widely across service areas or on a corporate basis, for example, the Community Budget pilot areas, Brighton and Hove's "intelligent commissioning" model, Lambeth's "Co-operative Council". In developing these approaches councils recognise the importance of engaging providers and potential providers as well as communities in redesigning services.

**Item 1**

6. There is no single definition of commissioning and approaches will necessarily differ according to local circumstances and practice, but broadly speaking commissioning involves the following key activities that combine to achieve efficiency and maximise value:
  - 6.1 understanding needs and desired outcomes – that requires up to date information about risk factors, needs, trends to gain a solid understanding what people need and want and where the priority areas are.
  - 6.2 optimising resources – including money, community and user resource, assets. This could mean redesigning internal or external workforce to deliver a service or return for the end user; optimising public buildings in an area to collectively create best value for the community; or building community resilience or skills.
  - 6.3 targeting – resources at those citizens in need, services that are a priority and at the right stage to have maximum effect on outcomes.
  - 6.4 choosing the right mechanism – to best achieve the desired outcomes. The choice of mechanisms range from more traditional approaches including procurement, service level agreements, performance management to a focus on pooling budgets, market management, partnership building, enhancing choice, harnessing voluntary and community resources and capacity, influencing partner spend and users decisions and behaviours.
7. Commissioning is often incorrectly used interchangeably with procurement or outsourcing. Whilst a commissioning strategy may result in procurement, it does not start with a preconception that services should be provided by a particular sector or type of provider. Who delivers the outcome remains the choice of the council or the partner organisation based on the recommendations from the commissioning process.

**Councils' and councillors' role in commissioning**

8. Commissioning involves changes to culture and systems and requires strong leadership to drive that change both within an organisation and with the networks of agencies, services and citizens. Councils make effective commissioners because their democratic mandate, accountability and knowledge of their place and residents mean they are uniquely placed provide this leadership to focus on community wide strategic outcomes and ensuring fair representation of different interests. Councils can lead an informed public debate about choices and decisions to be made including identifying priorities and outcomes, what could be done differently and how service levels could be revised. As democratically elected representatives responsible for spending of public money, councillors

**Item 1**

also provide the primary route for holding the range of service providers to account and protecting the rights of users and tax payers.

9. The nature of these conversations, the way they are conducted; the conclusions they reach and the way outcomes are delivered will be different in different areas. Some approaches will work well in some areas but not in others. No one model will fit all circumstances. Therefore decisions about which local services are commissioned and how should be a matter for local authorities to decide.

**LGA position on commissioning**

10. Members are invited to comment on the following proposed positions that could be reflected in the LGA's discussions with Government to ensure that commissioning is informed by the needs of places, not Whitehall service silos.
11. Expansion of commissioning should build upon existing local initiatives and pilots that are already underway at local level and will require:
  - 11.1 the ability to join up services at local level – that will require more place-based community budget type approaches and decentralisation of services so that they can be joined up around local needs.
  - 11.2 developing skills and expertise for commissioning – we need to work with other commissioners and providers to develop skills and expertise and share learning.
  - 11.3 better information about services - that does not require a top heavy imposed system of performance management, but locally developed approaches to gathering and managing information and evidence.
12. Government can support more commissioning of local services by:
  - 12.1. resisting attempts to centrally specify “open commissioning” and to define which services are suitable for commissioning and how supply should be diversified. Past experience demonstrates that centralised approaches will introduce unintended bureaucracy and stifle innovation and diversity of supply.
  - 12.2. avoiding bureaucratic monitoring and performance management processes – we cannot afford a return to top-heavy performance management and government should not seek to duplicate councils role in holding services to account role by creating new quangos and extending the role of ombudsmen.
  - 12.3. focusing on decentralising funding and decision making for services to

**Item 1**

enable councils to expand their role as strategic commissioners, joining up services, and cutting through bureaucracy and organisational incoherence to focus on results, not process.

**The LGA offer on commissioning**

13. It is proposed that the LGA supports councils in the further development of their strategic commissioning role by:
  - 13.1 disseminating good practice and innovation on commissioning;
  - 13.2 providing training and tailored support to individual councils in developing new approaches and commissioning skills;
  - 13.3 support the sector in developing and shaping the market, build capacity in the private, voluntary and independent sectors and broker collaboration with providers to develop future commissioning models and contracts that are fit for purpose.
14. The LGA is already is already working with councils to develop and share effective approaches to commissioning through a number of programmes (listed at **Annex A**).

**Commissioning Academy**

15. The Cabinet Office has developed proposals for a Commissioning Academy aimed at senior level within the public sector to support the development of knowledge and skills for commissioning. They are keen for the Academy to include local as well as central Government and have invited the LGA to jointly develop the programme and for the Academy to be badged jointly with the LGA.
16. Initial discussions at official level with the Cabinet Office have proved constructive and resulted in a number of improvements to the proposed programme and arrangements in response to input from the LGA. A number of councils have contributed to the development and changes to the programme to date. This has been important for example in ensuring the Academy reflects a place-based approach to commissioning and is focused on leadership and driving change rather than technocratic training on process and rules. Further iterations of the programme are expected by the Cabinet Office as the pilot cohorts roll out.
17. Early reactions from the sector have been positive with a number of councils having already expressed an interest in being involved in the pilot cohort. Officers feel that the initiative could form a useful component of the LGA's support to the sector in developing knowledge and skills in this area.



**Item 1**

18. Key features of the proposal are:

- 18.1 Initially there will be two pilot cohorts to test and develop the curriculum, starting in June 2012. The initial cohort is likely to include the Cabinet Office, local authorities, justice, health and some place based groups. A number of councils have expressed interest in being involved either as pilots or in hosting study visits. Two information sessions for potential pilot authorities are taking place on 28 May and 12 June.
- 18.2 The Academy would aim to reach 2,000 commissioners over three years, with 20 people in each cohort, made up of 6 or 7 small groups from an organisation or place;
- 18.3 The target audience would be Director/Assistant Director equivalent in the local government sector. Importantly, leaders (political and executive) will be engaged through a boardroom briefing with each organisation/area involved;
- 18.4 Each participant would attend around 10 academy days over a six month period, comprising workshops/roundtables, site visits, lectures/seminars and peer challenge;
- 18.5 The two pilot cohorts are to be funded by the Cabinet Office and discussions are ongoing as to how the programme will be funded in the longer term.

**Recommendation**

- 19. Members are invited to consider whether the LGA partner the Cabinet Office in developing and co-badging the Commissioning Academy.

**Financial Implications**

- 20. There are no additional funding requirements arising from this report. The Commissioning Academy Pilots would be funded by the Cabinet Office and funding for the programme in future is yet to be decided.



## **Annex A - LGA current activity on commissioning**

There are a number of programmes of work underway or in development across the LGA aimed at supporting councils to be effective commissioners. These include:

- **“Keep it REAL” support programme** – Funded programme of tailored support to (12) councils in effective community leadership, evidence-based decision-making, commissioning and engagement with particular emphasis on partnership and commissioning with VCS.
- **Children’s Improvement Board (CIB) support programme** – The Productivity Programme are leading this strand of the CIB’s work to provide support to local authorities in commissioning and productivity. This includes working directly with local authorities to establish networks of commissioning champions to share learning, jointly identify needs, and build knowledge and materials to address local challenges; creation of a commissioning and productivity ‘hub’ to disseminate key products, tools and materials.
- **Health commissioning work programme** – Proposal in development to support exchange of good practice and awareness in health sector of how commissioning can maximise opportunities for integrating services (linking to Community Budgets). The programme will involve case studies and conferences with other elements in development.
- **Culture and sport commissioning support**– The Culture, Tourism & Sport Board is working with Sport England, ACE and CLOA to develop a programme to support for Members and Officers leading culture and sport services to understand better and exploit the opportunities presented by commissioning, particularly in the context of health reforms. The package includes the development of core training materials, a web resource and piloting leadership training for Members.
- **Workforce development and transformation LGA / Skills for Justice** – Externally funded project to support councils on key themes including: increasing workforce productivity and innovation; workforce implications of commissioning new ways of working / service delivery, and identifying the future skills sets needed to deliver effective service transformation.
- **Leadership Centre for Local Government** have been working with Local Government leaders and the private sector on establishing new long term relationships and new models of service delivery – including commissioning.
- **Productivity programme work on procurement**– The productivity programme’s support to councils on procurement as an essential part of the commissioning process (national e-procurement programme, quick wins – big wins strategy, guidance on EU rules, national advisory group, procurement fitness checks).



## **Independent Local Government**

### **Purpose of report**

For discussion and decision.

### **Summary**

The LGA has been conducting a debate within the sector about how to respond to the House of Commons Political and Constitutional Reform Select Committee's proposal for a Code entrenching local government independence. The Leadership Board agreed that it would seek to bring that debate to a conclusion and frame a response to the select Committee.

### **Recommendation**

That following discussions with the Chairman of the Select Committee, the LGA set out a formal position at annual conference along the lines suggested in the private paper circulated alongside this one.

### **Action**

A cross-party group of members, convened by Councillor Robert Light as the Leadership Board sponsor of this work, to engage with the Select Committee.

**Contact officer:** Paul Raynes  
**Position:** Head of Programmes  
**Phone no:** 020 7664 3037  
**E-mail:** [paul.raynes@local.gov.uk](mailto:paul.raynes@local.gov.uk)



## **Independent Local Government**

### **Background**

1. The LGA has been conducting a debate within the sector about how to respond to the House of Commons Political and Constitutional Reform Select Committee's proposal for a Code entrenching local government independence. This is an extremely unusual and welcome collaboration between the LGA and a Select Committee. We have held events and discussions across the country involving national politicians and academics as well as councils. These have tested the draft Code published by the Committee.
2. The tentative conclusions emerging from those events are as follows:
  - 2.1 the principle of a Code is possibly of less significance than its substance and effectiveness;
  - 2.2 in particular, a declarative Code could not remove legal barriers identified by councils as limiting their autonomy and councils would look for measures with legal effect;
  - 2.3 of the substantive ideas reflected in the Select Committee's draft Code, councils were attracted by the idea of genuine financial self-sufficiency, subject to retaining mechanisms for fairness and redistribution;
  - 2.4 councils were attracted by removing many of central Government's unnecessary supervisory powers;
  - 2.5 councils were attracted by the prospect of removing central Government's power to intervene in councils' boundaries, structures and governance models;
  - 2.6 councils were attracted by making it a default position that local government should have the power to provide any local public service not explicitly reserved to another body;
  - 2.7 councils were attracted by the possibility of entrenching local government's position in a way that made it harder for future Parliaments to re-regulate local government.
3. A number of other proposals in the Select Committee's draft Code, however, did not command consensus among councils.

4. A copy of the Select Committee's draft Code is **attached** to this paper.
5. Following the Executive's discussion, which Graham Allen MP, the Select Committee's Chairman is available to attend, the Executive may wish to mandate a cross-party group of members, including Cllr Robert Light who is the Leadership Board's sponsor for this piece of work, to seek to agree a formal response to the Select Committee which the Committee might be minded to accept and which we might then jointly at the LGA annual conference commend to central government as a way of pursuing a policy of localism. The private paper circulated to Leadership Board members in parallel with this one suggests the outline of an LGA position.



**Item 2 - Appendix A**

**Illustrative draft Code for central and local government<sup>1</sup>**

**Preamble**

Through this code Parliament recognises free and independent local councils in England accountable to local citizens. These include unitary, county, district, metropolitan district, and London borough councils. They shall enjoy independence in both powers and finance and be entitled to do all that is required at local level, within the law, to secure and improve the well-being of their citizens and communities. Parliament makes plain that within their spheres of competence, local councils have co-equal—not subordinate—status to central government and that their rights and duties shall enjoy equal protection in law.

**Article One:**

1. The fundamental rights and duties of local councils herein are defined protected and entrenched. They may only be changed by the consent of Parliament as authorised firstly by an elected joint committee of both Houses, and then by the approval of both Houses of Parliament as prescribed in the amendment to the 1911 Parliament Act [enabling the second chamber to reject changes to the fundamental freedoms of local governance].
2. The code represents a consensual agreement between central government and local councils. Councils, local government representative bodies, all ministers, government departments, MPs, civil servants, courts of law and all public agencies interacting with local government are bound by the articles within this agreement and will act in accordance with these articles.
3. All of the provisions of the code are subject to the law. The individual rights of citizens are not affected by this code and citizens may seek judicial review against any injustice or infringement of rights as now. Councils and government can seek legal adjudication should it be felt that a council, councils or central government are not acting in accordance with the code.

**Article Two: Local Autonomy and Local Self-Government**

1. Councils' accountability is to local citizens.
2. Councils shall operate within the rule of law and with regard and respect to human rights legislation.
3. Councils are autonomous, democratically elected bodies which independently decide upon, administer and regulate the public affairs of and deal with all matters of concern within their boundaries which are not dealt with or attended to by other governmental bodies.

---

<sup>1</sup> On 18 January 2011, the Committee agreed “that written evidence be sought from an academic witness, containing an illustrative draft code governing the relationship between central government and local authorities in England”. Professor Colin Copus of de Montfort University agreed to take on this work. On 23 March 2011, the Committee wrote to all those who had given oral evidence to the inquiry asking for their views on the draft code for relations between central and local government. Suggested revisions were received and at the request of the Committee incorporated by Professor Copus into the draft code.

4. Councils operate within a framework of an irrevocable general power of competence with a full legal personality. Powers rest with councils, acting in accordance with the national legal framework, to pass local legislation on matters affecting the affairs and interests of their area.

#### **Article Three: Scope of Local Government**

1. The powers and responsibilities of councils shall after due consultation be prescribed by statute subject to safeguards in Article 1.1.
2. Councils have full discretion to exercise their initiative with regard to any matter which is not excluded from their competence or assigned to any other authority or body.
3. Councils are to be consulted, early within the policy and decision-making processes, by the Government if it is proposing reform, which will affect any council and its communities.

#### **Article Four: Inter-Governmental Activities**

1. Central and local government acting jointly shall be allowed to create inspection regimes to set and maintain service standards.

#### **Article Five: Territorial Autonomy**

1. The boundaries of local authorities are an issue for councils and their citizens. Any proposal for boundary changes must be conducted with the involvement of the Local Government Boundary Commission for England and within the law and subject to a local referendum in the area concerned.

#### **Article Six: Council Governmental Systems**

1. Local citizens through their councils have autonomy to choose their internal political decision-making systems (including, whether to adopt a directly elected mayor and cabinet, cabinet and leader, committee system, or some other political decision-making arrangement). Changes to political decision-making systems must first be subject to a binding local referendum.
2. Councils must review their political decision-making system every eight years and produce a publicly available 'Political Governance' report setting out the effectiveness of the system and if appropriate considering alternative approaches.
3. Councils or local citizens can adopt any electoral system for use in council elections, after consultation and a binding referendum.

#### **Article Seven: Local Government Financial Integrity**

1. Local councils shall to the greatest possible extent be financially independent of central government. Equalisation will be conducted by an independent Equalisation Board on an annual basis.
2. Local citizens through their councils may raise additional sources of income in their localities in any way they wish [subject to the rule of law and human rights legislation] if they gain the consent of their electorates through a binding referendum or local propositions.
3. Local government shall be given a guaranteed annual share of the yield of income tax. This share shall be increased as and when service provision responsibilities are transferred from central to local government so that councils are always able to benefit from the growth in buoyant tax resources available to the state as a whole.
4. The process of equalisation, ensuring fairness as between local councils, shall be undertaken by a body independent of central government.

5. Councils shall be able to raise any loans which their credit rating allows and will be exclusively responsible for repayment. For the purpose of borrowing for capital investment, councils shall have access to the national capital market at their own discretion. All councils shall operate an annual balanced budget so that all outgoings, including interest repayments on borrowings, shall not exceed income.
6. Central government will not cap, or in any way limit, councils' taxation powers. Central government must consult with councils on how it will distribute and allocate government funding when using local government as an agent to pursue its own policy objectives. Government funding to councils, in pursuit of central government policy objectives is to be based on a rolling three year budget cycle to coincide with the comprehensive spending review process. Once the three year medium term budget planning process has been agreed and announced no significant changes in funding levels will be made by central government.
7. The same financial transparency standards will apply to local and central government, alike.

#### **Article Eight: Councils' Right and Duty to Co-operate and Associate**

1. Councils as independent legal entities are entitled, in any undertaking, to co-operate in any way with other councils, public and private bodies, any voluntary, charity or third-sector organisation, or with any financial, commercial or private enterprise.
2. Where more than one Council is responsible for services in a geographic area, these Councils shall co-operate to maximise the well-being of those within that area.
3. Councils are able to belong to any association for the protection and promotion of their common interests and to belong to an international association of any sort. Councils are entitled to co-operate with councils in other countries for any matter.

#### **Article Nine: Local Referendum**

1. The administration of any local referendum process shall follow standards set by the Electoral Commission, and those responsible for the conduct of any such referendum shall be accountable to the Electoral Commission for their performance against those standards.

#### **Article Ten: Legal Protection of Local Government**

1. Councils have the right of recourse to a judicial remedy in order to secure free exercise of their powers and respect for the power of general competence and any other principles of local self-government or individual rights enshrined in law or contained within the code or evident in Human Rights legislation.



### Prospects for Codifying the Relationship between Central and Local Government

#### Introduction

The Committee set out [nine principles](#) to be expanded upon and to form the basis of a draft code governing the relationships between central and local government. The draft code could then be the basis for a wider consultation and discussion under the auspices of the Select Committee. The nine principles flow throughout the draft code and are developed in the clauses within each article. The Committee also asked for an assessment of the issues involved in implementing the principles through a code of central and local government relationships.

The first section of the paper sets out a rationale for the construction of a code of intergovernmental relationships and the rationale for each article contained within the draft code; the second section presents the draft code. The Third section assesses the feasibility and practicality of such a code. The paper concludes by drawing out the main issues that the Committee may want to consider in the development and decisions about the adoption of a code of intergovernmental relationships.

#### Section One: Rationale for Codification

The draft code is based on an assumption that it is required to re-establish and strengthen the position of local government within the constitution, to enable it to operate as a co-equal alongside central government and to provide a degree of protection for local government and its citizens from centralisation and over-regulation. If codification is to produce a balanced working relationship between central and local government it must explicitly recognise the value of local government and formally establish the degree of its political and governing autonomy. Without those underpinning assumptions a code is likely to see local government as little more than a means of providing or overseeing the provision of public services and consequently diminish its politically representative features.

#### *Article Rationale*

**A preamble** is required to set out a broad framework within which the articles sit and to set the context for operationalising the code in relation to principal authorities by stressing the underlying localist philosophy on which it is based.

**Article One** is required to emphasise the independence and autonomy of local government and to secure the code as an agreement between the entire centre and the localities. It is designed to ensure that all central government departments work with local government through a shared set of practices. Constitutional protection for the code is required to prevent it being amended or abolished.

**Article Two** is required to achieve an agreed definition, between central and local government of the role, purpose, nature and constitutional status of local government and to emphasise that local government accountability is primarily to citizens. It asserts councils as governing and politically representative institutions with independent regulatory and legislative powers within their own boundaries.

**Article Three** establishes a consultative working relationship between central and local government based on a mutual acceptance of the broad remit of local government responsibilities.

**Article Four** is required to ensure a negotiated and mutually agreeable process of constructing a framework for ensuring service delivery quality.

**Article Five** establishes the territorial autonomy of local government and that council boundaries are to be agreed by councils and their citizens (through local referendum). Without territorial integrity and autonomy council boundaries can be re-organised for the benefit of central government and the national parties' ideological concerns.

**Article Six** is required to operationalise the freedom of councils and local citizens to decide the internal political decision-making arrangements of the council and the voting systems for local elections to suit local circumstances. The article recognises that central government is not required to decide how councils will be elected or how they will make decisions once they have been elected.

**Article Seven** recognises that local autonomy and independence is strongly related to financial freedoms, but also that financial responsibility and rectitude comes with a clear link of accountability to local citizens. Alignment is required between central and local government financial processes to add certainty and consistency to financial planning. The article recognises the importance of an independent equalisation process between councils and that local and central government should be co-equal partners in this process.

**Article Eight** is required to set out the broad parameters within which councils can co-operate with each other and with other bodies so that there is clarity and recognition of councils' rights to act in ways that they think beneficial to their areas.

**Article Nine** provides for local referendum to be the responsibility of the Electoral Commission. Such independence enhances the probity of and confidence in, the referendum process and that local referendum will be overseen by a body Independent of local and central government.

**Article Ten** by enabling local government to take legal action in any circumstances that might threaten the autonomy of a council serves to provide additional protection to local government independence from external control or interference.

The next section sets out a draft codification of relationships between central and local government.

## **Section Two: The Practicalities of Codification**

The section is set out in two parts to ease consideration of the issues involved. The first part examines the key issues (identified as italicised sub-section headings below) involved in codifying the relationship between central and local government and the implications arising. It does this by using the draft code developed from the nine principles the committee articulated which have been collapsed where they consider similar issues, such as finance. The first part of this section considers the following issues: securing agreement to the principle of codification; central and local government policy consultation; council boundaries; local electoral systems and

internal council political decision-making systems; local government financial freedom; quality of services; and, local government independence and autonomy.

The second part of this section makes a brief assessment of each article of the draft code.

### **1. Assessment of Broad Principles**

*Securing agreement* of central government to the very principle of a codification of the relationship with local government has two key dimensions:

1. Central government accepting a permanent change to the current constitutional settlement between the centre and the localities
2. Ensuring that agreement to a code and abiding to its conditions extends across government, that it is not restricted to the DCLG alone and that it is adhered to by ministers and civil servants

Given the last Labour Government's policies of devolution to Northern Ireland, Scotland and Wales and given the current government's localism agenda and the Localism Bill, particularly section one's 'general power of competence', common ground should exist across the parties, for establishing a framework for the independence and autonomy of local government. Past governments, however, including the last government, have implemented policies which expressed little patience for local government autonomy and have viewed councils as a mechanism for little more than implementing central government policy. Currently however, each of main political parties appears to support greater autonomy for local government, so the time is right to develop and consult on a draft code. The feasibility of a code stands or falls on two aspects: first, Parliament and government re-balancing the constitutional relationship and doing so on a permanent basis; and, second, local government being willing to use new found freedoms.

A code itself does not alter the fundamentals of the constitution; making that code constitutionally secure does however, create a re-balance to a more localist orientation in the governing system.

Government would not be able to change the structure, nature, functions or purpose of local government, without the due process necessary to respect the independence of local government including undertaking negotiations. Any change negotiated would require (under Article 1.1) a legislative process different to that normally employed. While this may create frustration for government and slow down its own policy implementation, it would also mean less legislation, wider consent and more localised decision-making. Parliament has become accustomed, very quickly, to constitutional change brought on by devolution to Northern Ireland, Scotland and Wales and what that means for Parliamentary and governing processes. If viewed in the same devolutionary and evolutionary way a codification of central-local relationships would soon establish itself as the standard operating procedure.

A failing of the current concordat is that it has not been taken up across government departments and across ministers as the means by which intergovernmental relations are to be conducted. The concordat's focus on the service role of councils has served to sideline the political, democratic and representative contributions made by local government. Experience has shown that production of a code alone is insufficient to change working practices and that a change of attitudes across central government is required to successfully operationalise any code.

Independent central and local government would need to devise effective arrangements to work together in partnership. Developing a forum for *policy consultation* between local and central government means a shift from a top-down, control relationship to a negotiated, consensual style. Such a relationship between the centre and local government exists in other governmental systems, both unitary and federal (Goldsmith and Page, 2010). Central government already consults and negotiates with local government and creating a forum would sharpen the focus of existing processes and enable more detailed consideration of policy development concerning local government. A negotiating forum may however, slow down policy decisions, delay the implementation of government policy and frustrate government intentions across a range of policy areas. Genuine consultation and negotiation comes with the expectation of compromise and concession and that would be an expectation on all parties to the process. As a consequence delay may be off-set by better policy decisions and policy outcomes.

Control of *council boundaries* resting with councils and local citizens rather than with central government, exemplifies local autonomy and independence. Devolving to councils and citizens, working with the Local Government Boundary Commission for England, the power to set and change boundaries, to amalgamate (in whole or in part) or to disaggregate councils, is easily achievable. Moreover, it avoids the danger of council boundaries being manipulated for national party political reasons; or for reasons that suit the needs of the central government machine.

There are examples across the globe where decisions about council boundaries rest with citizens and councils and there are no practical difficulties in switching to a system of local boundary control, which would remove the need for the expensive bidding process that has been seen in some past reorganisations (Chisholm and Leach, 2008). A question arises as to whether council boundaries should be something that citizens alone should control, rather than giving councils a say in the matter as councils will tend to want to maintain or extend existing boundaries.

Central government will, of course, have a view on proposed boundary changes and on the overall coherence of the structure of local government and will be able to express that view during any consultation process.

*Local electoral systems and internal council political decision-making systems* need not be the same across the country. Indeed, since the Local Government Act 2000, some choice in internal political decision-making systems has existed. Moreover, the Localism Bill widens that choice by making the committee system open to all councils. The implications of councils being able to adopt different internal decision-making systems fall on the councils concerned; although, government inquiries have explored the way councils make decisions in an attempt to speed-up and add clarity and accountability to the process and this will still be a central government concern (HMSO, 1967, HMSO, 1986).

If council decision-making is perceived to be slow then there is an impact on central government as local people look to it for a solution to be developed and imposed. In this case government continues to be the arbiter of local matters at a detailed level. Encouraging independent councils to develop local political decision-making processes, with local people, rather than government legislating across the entire local government system could lead to more refined processes developing. By devolving responsibility to councils and local people to set council political decision-making arrangements, central government will be faced with a possible array of



systems when it comes to negotiating with councils. But, local decision-making forms would be the choice of local people rather than designed for the convenience of Whitehall.

The consequences of local electors choosing different electoral systems would again fall mainly on the councils concerned. Those council areas choosing a more proportionate electoral system are likely to have a wider range of parties and non-partisan groups represented on the council and would be more likely to be governed by some form of coalition, than those choosing to employ the first-past-the-post system; those areas retaining the current voting system for local elections are more likely to have a clearer one party outcome and governance. Central government will, of course, have a view on the matter and will be able to express that view during any consultation process, while the choice of electoral system should rest with the locality rather than Whitehall.

Securing *Local government financial freedom* is necessary to operationalising any of the nine principles and the draft code in section two. Central government control of local finances, both the source of finance and the way in which it is used by councils, would need to be fundamentally changed to give councils greater financial freedom (Layfield, 1976, Foster, *et al*, 1980).

Securing local government financial freedom from the centre is made difficult by: the role that local government expenditure has in the macroeconomic and fiscal policy fields; the control governments, of all parties, have been able to exert over local finances for national economic and political reasons; and, the current government's deficit reduction policy. Again, these issues are not insurmountable but rely on the formation of a different mind-set in the relationship between the centre and the localities when it comes to financial matters, rather than relying on an evolution of policy to secure change (John, 1999).

The Layfield Commission (1976) and the Lyons Review (Lyons, 2007) examined local government finance set within the wider context of the purpose of local government and central–local government relationships. Lyons was restrained in the reforms suggested, but the practical implementation of alternatives such as local income tax is not the issue, here. It is in local financial matters that we often see the conflation of local and national government in the public mind. Overall council expenditure and council tax levels are national issues and debated in the national media and thus government is required to have a view on their reasonableness. But, government holding and expressing a view about council financial decisions need not mean having control of them to ensure accountability; adding clarity to the system would enhance local financial accountability.

The current system of financing local government would be greatly simplified and accountability sharpened as a result of local people having freedom to endorse, or not, council access to diverse and buoyant sources of finance and to set their own taxation levels. With complete financial freedom given to local people however, central government would no longer be able to safeguard communities from excessive increase in local taxation, high levels of local expenditure or other financial adventures by individual councils. But, if local electors continue to grant a mandate for such financial policies by re-electing controlling groups who pursue them, the choice is either for local citizens to be the arbiters of local affairs or for central government by claiming a national mandate (Wolman and Goldsmith, 1992). There are no practicalities only political choices involved here.

Financial freedom for local government is not an all or nothing choice. Structures created for negotiation and agreement between the centre and the localities over the financing of local government, financial equalisation, and the level and nature of grant support, can replace a top-down approach without the centre relinquishing all control or involvement (Goldsmith and Page, 2010). Enhanced financial freedom would provide stimulus for re-energising local political parties, local civic society and civic debate around local choices and value for money. Yet, there is a need for central government to provide funding in emergencies such as natural disasters or, if for some reason, a local authority's finances broke down entirely.

The *quality of high-profile services* provided or overseen by local government are an issue of national debate. Major policy areas, such as education and housing, will always provoke central government interest and concern for involvement beyond inspection and freedom for local government needs to be seen and set in this context. A balance must be drawn between services which can be left to local decisions reflecting local sensitivities and circumstances so as to recognise local differences and diversity; and, those areas in which government will negotiate with councils about service standards, while avoiding any centralising tendencies which the provision of public services generate and which has been long noted ( Toulmin-Smith, 1851).

The solution to the nationalising pressures of national expectations of service standards is to be found in the construction of fora where central and local government can spread best practice and negotiate and agree service standards and inspection regimes in a broad sense. Negotiation and agreement avoids the need for heavy-handed inspection regimes – which have served to undermine local autonomy and the democratic mandate granted to a council (See, Leach 2010). Moreover, it avoids the need for central government to impose required service standards and thus treat local government as a means of implementing government policy.

*Local government independence and autonomy from central government* and changing the directional flow of accountability from the centre to local citizens are factors inherent in the nine principles and are reflected throughout the code in section two. If local government is to have autonomy from the centre it must have the freedom to be able to undertake any action. The feasibility of achieving local government autonomy rest on the same considerations as those required for securing agreement to codification in the first place: re-balancing the constitutional relationship between central and local government; and, acceptance across government of a new working relationship. To ensure the continual effectiveness of a code it must be adhered to throughout the life of any government which is easier at the outset of a new government but becomes more difficult as time passes and governments become closer to the Whitehall machine.

The constitutional relationship required to secure local autonomy is something that has been achieved in federal and unitary states. Yet, there has been a recent trend across Europe for central government, in states which have constitutionally guaranteed local government freedom, to find ways of increasing control over local government (Goldsmith and Page, 2010). Again, the Localism Bill's 'general power of competence' nudges in the direction of autonomy – although the Bill does contain around 140 reserve powers for the Secretary of State, which indicates that local government autonomy will not be a direct outcome of the Bill, alone.

## **2. Brief Assessment of articles in the draft code**

*Article One:* There is no reason why this article could not be implemented. A difficulty might occur around the issue of local government representation on the hopefully rare occasions when the joint committee proposed in the article, is convened. While Parliament might not accept non-MPs being full members of a Parliamentary committee, the local government representatives could be non-voting members, or hold their membership *ex-officio*.

*Article Two:* For the purpose of drafting a code general competence and local government autonomy are not fully articulated and these concepts would have to be defined in any consultation on the code undertaken by the select committee to avoid confusion. Indeed, general competence and local government autonomy are usually limited in constitutional settlements and are not left unrestrained. It is also necessary to set out elsewhere the distribution of functions and responsibilities between the levels of government and how disagreements can be resolved. Would the Supreme Court, or some other body, for example, be the final arbiter in any dispute?

Care would be needed in defining 'local citizens', either employing the current formulation for compiling the electoral register; or, a more extensive view of 'local citizenship' based on proximity to, but not residency within, a council area.

*Article Three:* Sets some limits on the autonomy of local government to that contained in article two. The scope and extent of the powers within article three and the nature of local government and community power over economic development would need to be agreed and defined in other documentation. It would rest on the agreed distribution of functions and responsibilities between levels of government. A *de minimis* rule may need to apply when it comes to this article.

*Article Four:* There are no practical problems as to why this cannot be achieved and implemented, quickly. But, it is likely that central government would want to have primacy in the process – again, the question of allocation of functions and responsibilities between levels and agencies would be required.

*Article Five:* There is no reason why this cannot be achieved. The question of the allocation of functions and responsibilities may be an issue in boundary setting, but, given that under article eight councils would be able to co-operate with each other in the provision of services, then boundaries are no longer linked to issues of service management and efficiency. The accountability of joint-provision would need to be ensured and mechanisms needed to enable voters to cast a judgment on jointly provided services.

*Article Six:* There are no difficulties in implementing article six. The article requires straight-forward devolution of power over electoral systems and political decision-making arrangements to councils and citizens. Too frequent changes however, should be avoided and maybe there is a need to place a time limit on change – such as two electoral cycles – eight years.

*Article Seven:*

Clause 1: The concept of local government financial independence needs to be carefully defined and agreed, otherwise as a statement of principle it could become meaningless and easily ignored, unless otherwise set out in law.

Clause 2: The use of referendum provides for a specific democratic mandate for taxation and revenue raising policy. But, councils must be prepared to have their proposals overturned and thus have developed, through consultation, alternative plans.

Clause 3: Rests on the assumption that an agreement has been reached about the re-allocation of local services and the division of income tax. Such agreement is not impossible, but, would require detailed negotiations between central and local government and devolution of functions and power from the centre.

Clause 4: Rests on the assumption that existing rules will be agreed for equalisation and the mechanism for allocation will continue. It would also mean that central and local government was unable to unilaterally change the processes once they had been agreed and therefore they would both need government to accept this limitation.

Clause 5: The clause has implications for the PSBR and is something that the Treasury would need to be closely involved in and is likely to strongly oppose, given its on-going and long-standing reluctance to see any local government financial reform. It is possible that linking loans to council credit ratings would be limiting for councils if resource bases were not equalised and thus poorer areas would suffer from their low credit rating, while more affluent areas may not need to borrow. On the other hand, prudent competent councils would be recognised by a revived local government bond market of the sort that has existed in the UK and that currently exists in the USA and elsewhere. The need to balance budgets would have to include the right to maintain reserves.

Clause Six: Easily implementable but rests on government's willingness to devolve final decision-making power on local taxation to local government. Financial and Partnership mechanisms imply a limitation to local autonomy by their very existence, so they would have to be voluntary and councils entering into partnerships do so without the expectation of government funding, so that those choosing not to operate in that way were not financially penalised.

Clause Seven: Difficulties may arise with this provision unless there are comparable disciplines on central government. Problems could arise from a general election and a change of government mid-Parliamentary or mid-budgetary cycle; or, if a severe financial crisis emerges; or, an event requiring immediate and large-scale financial commitment, such as an overseas military operation. These can be overcome by the agreement of a set of 'emergency provisions' that would allow central government to respond to mid-financial term emergencies.

*Article Eight:* The broad powers suggested here would have to be only for purposes which were legal and carried out within the legal framework setting out council powers.

*Article Nine:* Included to ensure probity in the referendum process and would require the allocation of the responsibilities and functions necessary to the Electoral Commission. Cost implications of the increased use of referendum would emerge, but linking them to the electoral cycle could reduce that cost.

*Article Ten:* The power for local government contained here would be under the rule of law which could result in legal challenge to abuses by central government action, policy and proposals and as with all issues covered by UK law could involve judicial review at Supreme Court or at the European level.

## **Conclusions**

There are no real technical or practical reasons why the nine principles articulated by the committee or the draft code that is set out in section two, cannot be operationalised. The feasibility of codifying the relationship between central government and English local government rests not so much on practical and technical concerns. Rather, the feasibility of codification rests on political and ideological grounds and on the willingness of the centre to accommodate a new constitutional settlement for local government which acknowledges for it a political, representative and governing purpose. Moreover, codifying the relationship between central and local government would sit well with the government's localism and the Big Society agenda. It would underpin these policies by reducing centralisation and by providing the ground on which councils and communities could experiment with local initiatives that reflected local priorities.

The general implications of codification would be:

- Freeing local people to make many more decisions effecting their lives at a local level
- A shift to a more negotiated set of relationships between central and local government
- Enhancement of the constitutional status of local government
- A freeing of central government from the detailed control of local government
- Improvements to the clarity of the financial relationships between central and local government
- Other documents would be required to fully elaborate how the code would be operationalised, to set definitions and agree areas of responsibility
- Possible delays because of the time needed to build a consensus for central government in the development and implementation of policy and legislation as it impacts on local government
- Limitations on the central executive machine to use a Parliamentary majority in regard to local government policies, which would reflect similar limitations resulting from devolution to Northern Ireland, Scotland and Wales
- At a time of national financial constraint the costs associated with creating a new settlement between local and central government and of the consultation process may be seen to be prohibitive
- Considerable cultural change will be required to ensure that all central government ministries were aware of and adhered to the code in all activities and to recognise that a constitutional rebalancing had occurred as a result of the codification of the relationship between central and local government
- Mechanisms for dealing with disagreement between central and local government about the code and breaches of it would have to be decided upon by agreed structures
- As now, court action either involving the Supreme Court or at the European level would ensure the rule of law
- Greater freedoms for local people to make choices could result in wide diversity in the quality, type and nature of public services chosen

- Involvement and education of public and media around the choices available would be essential
- Strengthened localism could stimulate a revival of civic culture and activity and encourage local parties to forge greater links with local civil society
- The conflation, in the minds of the public and the media, of local and national politics and government may lead to central government suffering at the polls for local government failings or *vice versa*. But, a clear understanding of the roles of councils and governments could lead to them being elected on their own record and merits
- Enhanced financial freedom for councils would impact on central government economic and fiscal policy
- Robust mechanisms would be required for financial equalisation and central financial assistance in the event of local emergencies
- If local electors are to judge local issues central Government would find it difficult, if not impossible, to intervene where individual councils acted in ways that generate public concern or outrage, or are unnecessarily bureaucratic and meddlesome. Court action, as we see currently with central government, may be the only redress for citizens and the cost may be prohibitive and it would be necessary to ensure this was not repeated by local government.

The key to successfully implementing codification of inter-governmental relationships is the centre's willingness to permanently devolve political and governmental power to councils. Given that intention, the negative implications of codification can be overcome through the creation of safeguards and by negotiation and compromise. The forging of a new relationship between central and local government must go hand-in-hand with forging a new relationship between citizens, councils and councillors. The principle of codification and the draft code contained in this report, provide the basis for forging those new sets of relationships and a framework within which they can be explored.

## References

Chisholm, M., and S. Leach, *Botched Business: The Damaging Process of re-Organising Local Government, 2006-2008*, Douglas McLean, 2008.

Committee on the Management of Local Government, *Vol. I, Report of the Committee*, London, HMSO, 1967.

Committee of Inquiry into the Conduct of Local Authority Business, *Research Vol. I, The Political Organisation of Local Authorities*, Cmnd 9798, London, HMSO, 1986.

Committee of Inquiry into Local Government Finance, *The Report of the Committee* (Cmnd 6453), 1976.

Foster, CD, Jackman, R, and Perlman, M, *Local Government Finance in a Unitary State*. George Allen and Unwin, London, 1980.

Goldsmith, M., and E. Page., (eds), *Changing Government Relations in Europe: from Localism to Intergovernmentalism*, Routledge / ECPR, 2010

John, P., *Ideas and Interests; Agendas and Implementation: An Evolutionary Explanation of Policy Change in British Local Government Finance*, *The British Journal of Politics & International Relations*, Vol. 1, No.1, 1999, pp.39-62

Keith-Lucas, B., *The English Local Government Franchise*, Oxford, Basil Blackwell, 1952.

Leach, S, *Managing in a Political World: The Life Cycle of Local Authority Chief Executives*, Palgrave MacMillan, 2010.

Lyons, M. *Lyons Inquiry into Local Government: Final Report*, The Stationery Office, 2007

Toulmin-Smith, J., (1851) *Local Government and Centralisation: The Characteristics of Each; and its Practical Tendencies, As affecting Social, Moral and political Welfare and Progress, Including Comprehensive Outlines of the English Constitution*, Elibron Classics Series, 2005.

Wolman, H., M.Goldsmith, *Urban Politics and Policy: A Comparative Approach*, Blackwell, 1992.





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

### **Purpose**

For decision.

### **Summary**

At their last meeting on 16 May, the LGA Leadership Board considered a paper on the future relationship between the LGA and the Leadership Centre for Local Government. Members agreed the broad approach set out, in principle, and asked for further work to be done and for a follow up paper to be submitted to the next Leadership Board meeting. This paper sets out the outcome of further discussions with the Chairman of the Leadership Centre Board of Trustees.

### **Recommendation**

The Leadership Board is asked to confirm its agreement to the approach set out.

### **Action**

Officers to action in line with the Leadership Board's decision.

**Contact officer:** Joe Simpson  
**Position:** Principal Strategic Adviser  
**Phone no:** 020 7664 7389  
**E-mail:** [joe.simpson@local.gov.uk](mailto:joe.simpson@local.gov.uk)



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

### **Background**

1. In May 2012, the LGA Leadership Board considered a paper on the future relationship between the LGA and the Leadership Centre for Local Government. The Board agreed the broad approach, in principle, but asked for further work to be done and for a follow up paper to be submitted to the next Leadership Board meeting.
2. Since then further discussions have taken place, including a meeting between the Chairman, Chief Executive and Executive Director of the LGA with Lord Peter Smith, the Chairman of the Leadership Centre, at which Lord Smith confirmed his agreement with the proposals put forward by the LGA, in particular on those set out below.

### **Relationship with the LGA**

3. On behalf of the Leadership Centre board, Lord Smith confirmed the Centre's desire for a close working relationship with the LGA, in order to ensure the alignment of its work with that of the LGA.

### **Work to be commissioned from the Leadership Centre**

4. The approach agreed by the Leadership Board covered four areas –
  - 4.1. Issues on which the LGA find it difficult to establish a consensus view (e.g. Elected Mayors);
  - 4.2. Highly sensitive issues over the longer term (e.g. the future of adult social care);
  - 4.3. Working across the public sector with other bodies;
  - 4.4. Working for individual political parties.
5. One of the tensions that exists is whether working across the public sector should include non-local authority participants or whether it should be specifically tailored to support councillors and local authority senior managers to work across organisations.

**Item 3**

6. Officers have been tasked with working up proposals, with the intention of work commencing this autumn. This would enable the LGA to ensure that the proposed work programme fits with its key priorities and complements work it undertakes directly.

**Place based leadership**

7. Through initiatives such as Whole Place Community Budgets and the establishment of Combined Authorities as part of the City Deals initiative, new forms of governance are evolving, involving a range of local public sector organisations (e.g. CCGs, Health and Well-being Boards, LEPS, Police and Crime Panels). Such arrangements require new and different approaches to leadership by local government leaders, moving increasingly from direct leadership of their organisations to contributing to collaborative leadership of the place.
8. The LGA is well-placed to address the particular leadership development needs of councils under these arrangements, but is less well-placed to propose how this should happen across other public sector bodies or to help people achieve solutions (which will vary from place to place). This would run the risk that other public sector players could see this as local government dominating, rather than collaborating with them. However, as a registered charity at arms length from the LGA the Leadership Centre would be more likely to be seen as a neutral player, with which other public sector bodies would be more likely to engage.
9. If we are to demonstrate to the sector and to Government that our approaches are scalable, we would need to commission the Centre to start work on this. However we must ensure that funding of the resulting work is not solely the responsibility of the LGA/local government, but also secures commitment and resources across the public sector, to ensure that local government does not shoulder the financial burden of a commonly felt leadership development need.

**Refreshing the trustee membership of the Leadership Centre**

10. Because the Centre is a registered charity, the LGA does not have nominating rights to the board of trustees. However, as trustees complete their terms of office there is the opportunity to change the board membership. Lord Smith has confirmed that he is keen to ensure better interaction between trustees and the LGA, and that now is an appropriate time to begin to refresh the membership of the Board. Nominations will be invited through the Group Office and the Chief Executive will arrange for appropriate officer representation.

**Resource implications**

11. Whilst the charitable trust retains a budget of around £1 million, the Leadership Centre does not propose to appoint its own staff. Instead the Centre would be supported by LGA staff and work would be commissioned from appropriate suppliers.



## **Full year performance report - 2011/12**

### **Purpose of report**

For review.

### **Summary**

This report reviews the LGA's performance in delivering the priorities in the 2011-12 business plan.

### **Recommendation**

The LGA Leadership Board is asked to review the twelve month performance report on delivery against the 2011/12 business plan.

### **Action**

To inform delivery of the 2012/13 business plan and performance management in the year ahead.

**Contact officer:** Carolyn Downs/Helen Platts  
**Position:** Chief Executive  
**Phone no:** 020 7664 3313  
**E-mail:** carolyn.downs@local.gov.uk





## Full-year performance report - 2011/12

### Background

1. The annual business plan for 2011/12 for the LGA was agreed by the LGA Executive in January 2011, and confirmed at its May meeting along with final approval of the LGA's budget for the year.
2. The following framework was agreed for reporting back on progress in achieving the business plan:
  - 2.1 **A progress report on each of the programme plans** set out in the business plan.
  - 2.2 A report on performance against **a suite of Corporate Health Indicators**.
  - 2.3 A report on the **financial performance of the LGA**.
4. The six month and twelve month performance reports have both been reviewed by the LGA's Audit and Scrutiny Panel, and the twelve month performance report is now presented here for review.
5. As well as covering the information set out in paragraph 2 above, we have taken this opportunity to include the Chief Executive's annual report from the audited consolidated accounts which provides an overview of the LGA's achievements over the past year. The full performance report is therefore included as a separate **Annex** to this cover paper.

### Delivery of LGA programmes

6. A summary of delivery against each of the objectives in the 2011/12 business plan is included at **Appendix A** of the performance report. This sets out, for each objective, what has been delivered and the LGA's impact. A standard traffic light rating has been applied as follows:

<b>G</b>	<b>Outcome achieved</b>
<b>A</b>	<b>Progress made towards achieving outcome but work still underway</b>
<b>R</b>	<b>Limited progress towards achieving outcome</b>

**Item 4**

7. Overall, the assessment is that of the 76 objectives in the business plan, 39 have been achieved (assessed as “green”) with the remaining 37 objectives being assessed as “amber”. The Strategic Management Team has reviewed the traffic light report and come to the view that this overall assessment is a reasonable one given the considerable change and upheaval for the LGA over the past year. On the one hand, the absence of any red traffic lights indicates that work has progressed in relation to each of the priorities in the business plan. On the other hand, the fact that nearly half the objectives are assessed as being “amber” indicates that managers are being realistic about the progress made.
8. The performance framework has been further developed for 2012/13 to ensure there is clear reporting of achievement against the objectives set out in the business plan for the new financial year. This will form the basis of the first quarterly performance report for 2012/13, which will include, as now, the Corporate Health Indicators and a report on financial performance, as well as the Strategic Risk Register. This will be presented to LGA Leadership Board in July.

**Corporate Health Indicators**

9. The twelve month report on the LGA’s Corporate Health Indicators is presented at **Appendix B**. The format of this report has been amended to bring it in line with the Corporate Indicators set out in the 2012-13 business plan so that we are clear about the targets we are working to in the current year.
10. Key issues are:
  - 10.1 The number of authorities in membership has increased by 3. The number of councils on notice to withdraw however is at the same level as a year ago and this will continue to be actively managed over the course of the year ahead to ensure that membership levels are maintained.
  - 10.2 Total headcount has fallen significantly following the restructuring exercise, in line with the reduction in core funding.
  - 10.3 Debtor balances continue to fall, reflecting the increased effort being put into credit control across the LGA. In particular the proportion of debt over 12 months old has fallen significantly over the last year, although there is further work to do to reach our target of having no debt over 12 months old by March 2013.
  - 10.4 The Liberata customer satisfaction survey shows significantly reduced levels of satisfaction with the ICT service – 45% reporting that they are satisfied with the service in November 2011, compared with 58% the previous year. In response to concerns about laptop performance in particular, Liberata has undertaken a comprehensive laptop refresh

**Item 4**

programme since December 2011 and the number of reported faults is reducing as a result.

- 10.5 Average annual sickness has reduced slightly at 4.2 days per employee. We will continue to monitor sickness and alert managers to specific sickness issues with members of their teams. The Strategic Management Team's view is that we should set ourselves a more challenging target in this area.
- 10.6 BME employees continue to be underrepresented at senior levels in the organisation.
- 10.7 The reduction in energy use is due in part to the fact that Layden House was not fully occupied during the year, as we moved to letting it out to external tenants.
- 10.8 The employee survey shows a general dip in morale and employee satisfaction since the last survey in 2009. The assessment is that this is to be expected given the uncertainties and fundamental changes experienced by many members of staff over the last year. Significant action is being taken to address this issue with an increased focus on learning and development opportunities in particular.

**Financial Performance**

11. The financial results presented in the audited consolidated accounts, indicate that the LGA and its associated organisations managed within their resources in 2011-12, in spite of the significant reduction in core funding that took effect from 1 April 2011. Costs were reduced, allowing each body to make a significant payment towards its pension fund deficit and meeting the severance costs paid in 2011-12, without need to draw on reserves.
12. A full assessment of the LGA's financial performance is included at **Appendix C** of the performance report.

**Conclusion and next steps**

13. Members of Leadership Board are invited to comment on the LGA's overall performance in 2011/12.



## **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**



**Children and Young People**

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

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

**Community Wellbeing**

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

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

**Economy and Transport**

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

**Environment and Housing**

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



2011-12 Business Plan	What we delivered	Impact	RAG
		<ul style="list-style-type: none"> <li>Community installation' tariff being proposed for councils and social housing providers</li> <li>Simplification of CRC. Review into inclusion of schools.</li> <li>On course to avoid council targets on energy efficiency in EU legislation.</li> <li>More funding to councils from energy suppliers on energy efficiency measures for domestic properties.</li> </ul>	
<b>Councils are better prepared for climate adaptation</b>	<ul style="list-style-type: none"> <li>Funding from EA and DEFRA to provide web-based support</li> </ul>	<ul style="list-style-type: none"> <li>Defra continue to offer capacity building programme</li> <li>Widespread media coverage/MP meetings</li> <li>National recognition for role of LAs in managing drought and water resources</li> </ul>	<b>A</b>
<b>Powers and flexibility for councils to make local decisions on waste</b>	<ul style="list-style-type: none"> <li>Interested Party on the Judicial Review of DEFRA into Recycling Regulations</li> <li>Close working with DCLG on new funding for councils on more frequent waste collection services</li> <li>Lobbying of DEFRA to retain local powers on the presentation of waste for collection</li> <li>Lobbying on more funding to councils to manage increased recycling from packaging</li> <li>Lobbying on improving quality of recycling</li> <li>Successful conference on Waste</li> <li>Influencing 'Red Tape Challenge'</li> <li>Consultation response and joint letter with other organisations asking for powers to be retained.</li> </ul>	<ul style="list-style-type: none"> <li>Judicial Review adjourned for 6 months whilst DEFRA re-write regulations</li> <li>£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.</li> <li>More positive relationship with packaging industry.</li> <li>LGA involvement in new Responsibility Deal for MRFs and new quality statements.</li> </ul>	<b>A</b>
<b>Improvement and self-regulation for energy and climate</b>	<ul style="list-style-type: none"> <li>Memorandum of understanding with DECC</li> <li>Council secondees into DECC on MOU</li> <li>Development of Climate Local</li> </ul>	<ul style="list-style-type: none"> <li>Closer working relationship with DECC</li> <li>£70K funding from Environment Agency to develop the Climate Local commitment, and support tools</li> </ul>	<b>A</b>
<b>Support to councils to seize the opportunities from the changes to planning, working through PAS</b>	<ul style="list-style-type: none"> <li>234 councils in the benchmark club</li> <li>Events on strategic planning and the duty to co-operate; neighbourhood planning; planning reform</li> <li>6 pilots for different models of delivery</li> <li>Supporting 14 CiL front runners</li> </ul>	<ul style="list-style-type: none"> <li>Supporting deregulation of planning fees</li> <li>Authorities understand new responsibilities</li> <li>Supporting authorities with understanding service costs and making informed decisions on service provision (OPS white paper)</li> </ul>	<b>A</b>

## Safer and Stronger Communities

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

2011-12 Business Plan	What we delivered	Impact	RAG
<b>A flexible and locally-set license fees structure</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<b>G</b>
<b>Fire – redefining roles and responsibilities to protect national resilience</b>	<ul style="list-style-type: none"> <li>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.</li> <li>Future of the Fire College secured through the work of FSMC.</li> <li>Successfully lobbied for £90 million of funding to go to fire authorities to develop “future control”</li> </ul>	<ul style="list-style-type: none"> <li>The successes of this year place fire authorities in a much stronger position to protect national resilience</li> </ul>	<b>G</b>
<b>Supporting councils to make their communities safer and stronger</b>	<ul style="list-style-type: none"> <li>Secured the ability for councils to request enhanced CRB check as part of the taxi licensing process.</li> </ul>	<ul style="list-style-type: none"> <li>Councils will be able to reassure all taxi passengers, including vulnerable adults and children, that all drivers have undergone a full background check.</li> </ul>	<b>G</b>
<b>A programme of fire peer reviews</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Nearly 30 authorities have agreed to undertake a peer challenge. This represents 2/3 of the sector.</li> </ul>	<b>G</b>

**Culture, Tourism and Sport**

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

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

## European and International

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

## Workforce

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

## Improvement

2011-12 Business Plan	What we delivered	Impact	RAG
<b>Sector led Improvement</b>	<ul style="list-style-type: none"> <li>the LGA's seven point support offer on sector led improvement developed and idelivered</li> <li>Sector led improvement being mainstreamed in key services areas – specifically children's and adults</li> <li>An agreed approach developed to managing risk and support provided to a range of councils</li> </ul>	<ul style="list-style-type: none"> <li>Initial evaluation demonstrates high level of awareness</li> <li>Take up of support tools gathering momentum and initial feedback very positive</li> <li>DCLG has confidence in our approaches and has not sought to intervene in a council</li> </ul>	<b>A</b>
<b>LG Inform – support for benchmarking</b>	<ul style="list-style-type: none"> <li>Launch of LG Inform in June 2011 as prototype benchmarking tool for the sector</li> <li>Enhancements released in October 2011</li> <li>Commissioned new version of LG Inform for launch in autumn 2012</li> </ul>	<ul style="list-style-type: none"> <li>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)</li> <li>1,400 registered users across 85 per cent of councils</li> </ul>	<b>G</b>
<b>Data and transparency</b>	<ul style="list-style-type: none"> <li>Guide published for councils on publishing contracts and tenders</li> <li>Impact assessment conducted for DEFRA on the effects of implementing INSPIRE (a European directive about location data) within authorities</li> <li>Lobbying and representing local government interest in transparency and local open data</li> </ul>	<ul style="list-style-type: none"> <li>Identified cost of implementing INSPIRE in authorities, which is acting as the basis for negotiations with DEFRA on how this might be minimised</li> <li>Local government view fed into data policy. The requirement for authorities to publish data listed in the code of practice was not made statutory.</li> </ul>	<b>G</b>
<b>A comprehensive programme of peer challenges and peer support</b>	<ul style="list-style-type: none"> <li>Delivered Corporate Peer Challenges to 20 councils</li> <li>97 peer challenges delivered in total in 2011-12 (including corporate, adults, safeguarding children and planning).</li> <li>Worked in partnership with CFOA to develop a new offer for Fire and Rescue Services (FRS) piloted successfully in 3 services</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from councils very good</li> <li>Cardiff Business School commissioned to undertake external evaluation – emergent findings positive.</li> <li>Safeguarding children peer review shown to have high impact and drive strong outcomes</li> </ul>	<b>G</b>
<b>Leadership support programmes</b>	<ul style="list-style-type: none"> <li><b>Leeds Castle Cohort</b> 8 successfully delivered 17 participants (8 leaders and 9 chief executives)</li> <li><b>Next Generation Cohort</b> 6 successfully delivered</li> </ul>	<p>The programmes of leadership support is increasing the leadership capacity of local government by:</p> <ul style="list-style-type: none"> <li>Developing cadres of existing and future leaders at</li> </ul>	<b>G</b>



2011-12 Business Plan	What we delivered	Impact	RAG
	<p>with 55 participants across the three party groups</p> <ul style="list-style-type: none"> <li>• <b>Leadership Academy</b> 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</li> <li>• <b>Change of Control</b> 34 projects were run to support councils where there was likely to be a change of control following local elections.</li> <li>• <b>Councillor Development</b> 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.</li> <li>• <b>New Councillor Induction</b> 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</li> <li>• <b>Be a Councillor</b> 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</li> <li>• <b>NGDP</b> 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” report published on 9 February shows that the (NGDP) used by councils has the potential to drive</li> </ul>	<p>both the local and national level and maintaining these through alumni events</p> <ul style="list-style-type: none"> <li>• Developing the personal leadership capacity of senior councillors and their understanding of key issues so that they can better lead their organisations and communities.</li> <li>• 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</li> <li>• Ensuring all new councillors have some basic information about local government, their roles, the major issues and how the LGA supports them</li> <li>• Promoting the role of the councillor to encourage a wider range of people to consider standing</li> <li>• Recruiting and developing a pool of high quality graduates to provide a pool for the future managerial leadership of local government</li> <li>• Increased interest from in NGDP councils with 38 councils currently offering 65 places for Cohort 14.</li> </ul>	<p style="background-color: #00FF00; text-align: center;">RAG</p>

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

## Finance

2011-12 Business Plan		What we delivered	Impact	RAG
<b>Local Government Resource Review</b>	<ul style="list-style-type: none"> <li>A substantial proportion of business rates income will be localised, realising a longstanding LGA campaigning objective;</li> <li>The LGA maintained a consensus approach to the distributional issues the resource review raises and was able to take clear public positions;</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>This new system will retain a very strong redistributive element, protecting councils with weak tax bases or facing falls in rate income.</li> </ul>	<b>G</b>	
<b>Innovative ways of funding infrastructure/capital spending</b>	<ul style="list-style-type: none"> <li>Campaigned for the introduction of Tax Increment Financing</li> <li>Worked to develop the business case for a sector-owned agency to issue bonds on councils' behalf</li> <li>Developed a partnership with the British Property Federation to identify good practice and to campaign for policy changes.</li> </ul>	<ul style="list-style-type: none"> <li>TIF has been adopted as government policy and a £150 million competition was announced in the Budget.</li> <li>The Budget set out a counter-offer to LA bonds in the form of a proposed discount on PWLB lending.</li> <li>Improved relations with the property industry; during 2012, there will be opportunities to share the learning from joint work in three places.</li> </ul>	<b>G</b>	
<b>Support to councils on ways to reduce their borrowing costs</b>	<ul style="list-style-type: none"> <li>Worked to develop the business case for a sector-owned agency to issue bonds on councils' behalf</li> </ul>	<ul style="list-style-type: none"> <li>The Budget set out a counter-offer to LA bonds in the form of a proposed discount on PWLB lending.</li> </ul>	<b>A</b>	
<b>Support to councils in meeting legal and funding challenges around fees and charges</b>	<ul style="list-style-type: none"> <li>Supported councils in litigation on property searches;</li> <li>Lobbied for deregulation of planning fees.</li> </ul>	<ul style="list-style-type: none"> <li>Litigation is ongoing but there is now a possibility of the government correcting the underlying legal problem.</li> </ul>	<b>A</b>	
<b>Continuing support on Icelandic Banks litigation</b>	<ul style="list-style-type: none"> <li>Supported councils in litigation and associated negotiations</li> </ul>	<ul style="list-style-type: none"> <li>Councils achieved priority creditor status worth £470m in extra recoveries and have now received over £290m of this amount, with more likely later in 2012.</li> </ul>	<b>G</b>	

**Programme: Localism**

2011-12 Business Plan	What we delivered	Impact	RAG
<p><b>The government's decentralisation policies including the Localism Bill, Public Service Reform White Paper, and community budgets</b></p>	<ul style="list-style-type: none"> <li>• Campaigning on the Localism Bill's provisions on EU fines, regulation-making powers, and mayors</li> <li>• 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;</li> <li>• 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);</li> <li>• Keep it REAL report positioning local government as leading innovation and reform and making case for devolution;</li> <li>• We began the "Independent Local Government Campaign" in partnership with the House of Commons Select Committee on Political and Constitutional Reform</li> </ul>	<ul style="list-style-type: none"> <li>• The government conceded amendments on all these points</li> <li>• 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.</li> <li>• 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.</li> </ul>	<p><b>G</b></p> <p><b>A</b></p>
<p><b>Councils are seen by government as having a central place in delivering "Big Society"</b></p>	<ul style="list-style-type: none"> <li>• An LGA task force report on councils and the Big Society;</li> <li>• The Keep it REAL report and support programme</li> <li>• Guidance to councils on employee ownership</li> <li>• Engagement with Ministers on councils and the Big Society</li> <li>• Ongoing engagement on a range of issues, including the new community rights under the Localism Act, with VCS partners</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 12 councils receiving tailored support on commissioning from the voluntary sector.</li> <li>• Councils have retained a role in Government initiatives that might have tended to bypass or conflict with councils' role.</li> <li>• As a result of our lobbying, favourable changes were secured to the Public Services (Social Enterprise) Act</li> </ul>	<p><b>G</b></p>

2011-12 Business Plan	What we delivered	Impact	RAG
<p><b>Welfare reform – in the interests of improving services to local communities and local employment</b></p>	<ul style="list-style-type: none"> <li>We represented the sector in the Universal Credit Programme and made the case for a council face-to-face delivery role;</li> <li>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;</li> <li>We are working with councils to assess the impact of other welfare reform measures and ensure government understands it;</li> <li>We are taking forward the New Burdens conversation with government about the impact of all the above.</li> </ul>	<ul style="list-style-type: none"> <li>Ministers changed policy and now say councils will have a delivery role in UC; this will be piloted from summer 2012.</li> <li>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.</li> <li>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.</li> </ul>	<p><b>A</b></p>
<p><b>Direct support to councils on community budgets</b></p>	<ul style="list-style-type: none"> <li>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;</li> <li>We are supporting the ten Neighbourhood CB pilots and providing resources to enable learning to be shared;</li> <li>We are working with councils and the government's troubled families unit on the troubled families agenda.</li> </ul>	<ul style="list-style-type: none"> <li>This work will bear fruit during the next financial year</li> <li>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.</li> </ul>	<p><b>A</b></p>
<p><b>Support to councils with implementing the Localism Bill</b></p>	<p>We have produced or are working on:</p> <ul style="list-style-type: none"> <li>a publication on community assets, jointly with Locality;</li> <li>guidance on how to use the General Power of Competence to extend trading and charging;</li> <li>a pamphlet on the scope and ambition of the General Power of Competence</li> <li>a model code of conduct under the new standard regime</li> </ul> <p>all of which are available on the LGA website.</p>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<p><b>G</b></p>



## LGA Corporate Health Indicators

Corporate Indicator			
	March 2011	March 2012	Target 2012/13
<b>Membership</b>			
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%
<b>Financial sustainability</b>			
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)	
<b>Debtors</b>			
0 – 2 months	56%	79%	80%
3-12 months	10%	9%	20%
13-24 months	14%	3%	0%
Over 24 months	20%	9%	0%
<b>Total</b>	<b>100%</b>	<b>100% (1,860)</b>	<b>100%</b>
<b>Shared services customer satisfaction survey</b>			
HR and Payroll	November 2010	November 2011	Target November 2012
Finance and accounting	66%	78%	80%
ICT	72%	70%	80%
FM	58%	45%	80%
Print and design	80%	85%	90%
Overall	68%	89%	90%
	<b>61%</b>	<b>54%</b>	<b>80%</b>

<b>People management</b>	<b>March 2011</b>	<b>March 2012</b>	<b>Target 2012/13</b>
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%	Increase % of BAME employees grade 8+ in line with overall representation in the workforce – 15.7%
BAME - proportion of employees Grade 8 and above	5%	10.3%	

<b>Employee engagement survey - % of employees</b>	<b>Survey July 2009</b>	<b>March 2012</b>	<b>Target 2012/13</b>
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%	

<b>Carbon emissions reduce % from 2007/2008 baseline of 1,450 CO2 tonnes</b>	<b>March 2011</b>	<b>March 2012</b>	<b>Target March 2013</b>
	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 31<sup>st</sup> March 2012 have been produced and have received an unqualified audit by Littlejohn LLP.

## **LGA Annual Conference and Exhibition 2012**

### **Purpose of report**

For information.

### **Summary**

This report provides final updates to LGA Leadership Board in relation to the LGA Annual Conference, taking place in Birmingham from 26-28 June 2012.

### **Recommendation**

This report is primarily for information.

### **Action**

Officers to proceed as directed.

**Contact officer:** Roberta Henry  
**Position:** Senior Events Organiser  
**Phone no:** 020 7664 3151  
**E-mail:** roberta.henry@local.gov.uk



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

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

1. The LGA annual conference and exhibition provides an excellent platform for the Association to engage with a large portion of our membership. It supports the Association’s lobbying and influencing agenda through political group meetings and keynote speeches. It showcases best practice to the wider sector through workshops, fringes, exhibition and case studies. It offers opportunities to profile the Association’s new products, research and publications. It allows us to profile the policy and campaigns work undertaken by the Association, promote local government reputation and the wide ranging benefits of members. It is also a high profile opportunity for the lead members and senior staff to engage with the membership and our partners.
2. As previously reported, this year’s conference will build on the importance of the event as ‘the Local Government event of the year’. With only a small handful of invitations outstanding, the vast majority of conference sessions, plenary, workshop and fringes have been finalised, speakers confirmed and sessions continue to be promoted.
  - 2.1. The **Rt Hon Eric Pickles MP** and the **Rt Hon Ed Balls MP** have confirmed to speak and an invitation is with the office of the **Rt Hon Ed Davey MP** for consideration.
  - 2.2. We are also delighted to have secured leading speakers from the fields of health, finance, business, governance, innovation, and the voluntary sector as well as speakers from over 60 different local authorities and speakers from key Government departments.
  - 2.3. The current draft conference programme is attached at **Appendix A**.
3. This year’s conference will fully showcase the LGA, and the sector’s, priorities and will provide an opportunity for lead members and senior staff to connect with members and share more of the detail around the work the Association is currently undertaking. The benefits of membership will also be highlighted to delegates in their delegate bags, in, and around the exhibition stand and in key sessions.

**Item 5**

- 3.1. New and current products will be visible throughout the conference venue and the summary communications grid is attached at **Appendix B**. A conference narrative is being produced to provide members and officers with a short set of key messages to be conveyed and re-enforced with members throughout conference week. These messages will also form part of the session Chairs briefing notes and will be pulled out in discussions.

**Marketing and bookings**

4. Delegate numbers are around 100 up on this time last year with around 1000 delegates already booked to attend from over 250 authorities. We have achieved a good number of Next Generation Councillors and Police and Crime Commissioner candidates and are confident that we can build on this in the future with the aim of trying to both increase delegate numbers and improve the diversity of those delegates in the audience. The conference is an excellent opportunity to engage some Councillors who might be less inclined to be involved with the work of the LGA.
5. Sponsorship has matched the final figures for the 2011 conference and the exhibition continues to sell well.
6. More details on sponsors, exhibitors, speakers and all of the session descriptions can be found at the dedicated conference website [www.local.gov.uk/annual-conference](http://www.local.gov.uk/annual-conference).

**Conclusion and next steps**

7. Final preparations continue and the full members briefing note will be distributed to lead members w/c 18 June. The full on-site briefing for lead members will take place on Tuesday 26 June at 9.00 and this will provide an opportunity for a walk round the venue and any final questions.
8. Work has already begun on the 2013 annual conference which will take place on 2-4 July at Manchester Central and the Events team will continue to work with the Leadership Board to ensure that the programme is current and the speakers and sessions are of interest.

**Financial Implications**

9. The conference continues to generate the largest profit of all the events held across the Association and with efficiencies identified and additional delegate bookings this year, the 2012 conference is budgeted to achieve higher profits than the 2011 conference in the same venue.



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

**as at 31 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 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
10.30-11.00	<b>Networking session: GVA</b>	Hall 3 Networking zone
From 11.00	<b>Political group meetings</b>	
	<ul style="list-style-type: none"><li>• <b>LGA Conservative Group</b></li></ul>	Hall 1
	<ul style="list-style-type: none"><li>• <b>LGA Labour Group</b></li></ul>	Hall 4

**LGA Leadership Board**  
13 June

**Item 5 – Appendix A**

	<ul style="list-style-type: none"> <li>• <b>LGA Liberal Democrat Group AGM</b></li> </ul>	Hall 8B
	<ul style="list-style-type: none"> <li>• <b>LGA Independent Group AGM</b> <b>Speaker: Stephen Jones</b>, Director of Finance &amp; Resources, LGA</li> </ul>	Hall 7A
	<ul style="list-style-type: none"> <li>• <b>District Chief Executives Network</b></li> </ul>	Executive Room 1
	<ul style="list-style-type: none"> <li>• <b>Chief Executives session</b> <b>Challenge and learning network</b> (invite only)</li> </ul>	Executive Room 2
12.00-12.30	<b>Networking session: Accessing Energy Obligation (ECO) Funds</b> , E.ON	Hall 3 Networking Zone
12.30-1.00	<b>Networking session: Assets for growth and community benefit</b> , Ernst and Young	Hall 3 Networking Zone
1.00-1.30	<b>Networking session: Adult social care budgets</b> , Partnership	Hall 3 Networking Zone
12.30-13.30	<b>Sandwich lunch</b>	
	<ul style="list-style-type: none"> <li>• LGA Conservative Group</li> </ul>	Hall 3
	<ul style="list-style-type: none"> <li>• LGA Labour Group</li> </ul>	Hall 4 foyer
	<ul style="list-style-type: none"> <li>• LGA Liberal Democrat Group</li> </ul>	Hall 3
	<ul style="list-style-type: none"> <li>• LGA Independent Group</li> </ul>	Hall 7 foyer
13.30	<b>General assembly meeting</b> (agenda under separate cover)	Hall 1
15.20	<b>Refreshment break</b>	Hall 3
15.50	<b>Conference opening</b> Lord Mayor of Birmingham, <b>Cllr John Lines</b> <b>Richard Aspinall</b> , Head of Local Government, Vodafone	Hall 1
15.55-16.40	<b>Conference plenary 1</b> <b>Robert Chote</b> , Chairman, Office for Budget Responsibility  <b>Local Government response</b> <b>Cllr Simon Henig</b> , Leader, Durham County Council <b>Cllr Ruth Dombey</b> , Leader, London Borough of Sutton	Hall 1
16.45-17.45	<b>Workshop sessions</b>	



**Item 5 – Appendix A**

	<p><b>W1 – Housing the Nation: How to deliver development that communities support</b></p> <p>Speakers:  <b>Cllr Robert Gould</b>, Leader, West Dorset District Council  <b>Kate Henderson</b>, Chief Executive, Town and Country Planning Association  <b>Kathy MacEwen</b>, Head of Localism and Planning, Design Council Caba  <b>Richard Hill</b>, Deputy Chief Executive and Executive Director for Programmes, Homes and Communities Agency  Chair: <b>Lord Richard Best</b>, President, LGA</p>	Hall 5
	<p><b>W2 – Creative Councils – The Discipline of Innovation</b></p> <p>Speakers:  <b>Geoff Mulgan</b>, NESTA  2 Representative Creative Council Finalists  Chair: <b>Cllr Peter Fleming</b>, Chair, Improvement Board, LGA</p>	Executive Room 1
	<p><b>W3 – Members and officers: rethinking the relationship</b></p> <p>Speakers:  <b>Cllr Gary Porter</b>, Leader, South Holland District Council, <b>Terry Huggins</b>, Joint Chief Executive and <b>Cllr William Nunn</b>, Leader, Breckland Council  <b>Cllr Jim McMahon</b>, Leader and <b>Charlie Parker</b>, Chief Executive, Oldham Metropolitan Borough Council  Chair: <b>Kathryn Rossiter</b>, Managing Director, Solace</p>	Hall 8A
	<p><b>W4 – Keeping youngsters off the streets through sport</b></p> <p>Speakers:  <b>Cllr Gerald Vernon-Jackson</b>, Leader, Portsmouth City Council  <b>Julian Wadsworth MBE</b>, Respect Programme Manager, Pompey Sports and Education Foundation  <b>Chris Perks</b>, Director, Local Relationships, Sport</p>	Executive Room 2

**Item 5 – Appendix A**

	<p>England Chair: <b>Cllr Simon Henig</b>, Leader, Durham County Council</p>	
	<p><b>W5 – What are your employees worth? The changing face of pay bargaining in local government</b></p> <p>Speakers: <b>Sir Steve Bullock</b>, Chair, Workforce Board, LGA <b>Mark Lloyd</b>, Chief Executive, Cambridgeshire County Council <b>Heather Wakefield</b>, National Secretary, Unison <b>Cllr Ken Meeson</b>, Leader, Solihull Metropolitan Borough Council Chair: <b>John Taylor</b>, Chief Executive, ACAS</p>	<p>Hall 7A</p>
	<p><b>W6 – In it together for communities: councils and the voluntary and community sector Sponsored by NAVCA</b></p> <p>Speakers: <b>Cllr John Mutton</b>, Leader, Coventry City Council <b>Joe Irvin</b>, Chief Executive, NAVCA Chair: <b>Dame Clare Tickell</b>, Chief Executive of Action for Children</p>	<p>Hall 7B</p>
	<p><b>W7 – Local leadership, better health – the new vision for public health</b></p> <p><b>Chair and speaker: Cllr Linda Thomas</b>, Chair, Health and Wellbeing Board, Bolton Council Speakers: <b>Duncan Selbie</b>, Chief Executive, Public Health England <b>Dr Kate Ardern</b>, Executive Director of Public Health for the Borough of Wigan</p>	<p>Hall 8B</p>
	<p><b>W8 – New perspectives on local governance</b></p> <p>Speakers: <b>Sir Robin Wales</b>, Mayor, London Borough of Newham <b>Cllr Sir Merrick Cockell</b>, Chairman, LGA and Leader, Royal Borough of Kensington and Chelsea <b>Cllr Peter Martin</b>, Leader, Essex County Council <b>Mayor Tony Egginton</b>, Mansfield District Council</p>	<p>Hall 4</p>

**LGA Leadership Board**  
13 June

**Item 5 – Appendix A**

	Chair: <b>Lord Peter Smith</b> , Chair, Greater Manchester Combined Authority	
	<b>W9 – The council role in education – learning from the LGA/DfE action research</b>  Speakers: <b>Natalie Parish</b> , ISOS partnership <b>Justin Donovan</b> , Director of Education and Early Intervention, Hertfordshire County Council <b>Cllr Mike Carr</b> , Executive Member for Children, Families and Learning, Middlesbrough Council Chair: <b>Cllr Stephen Castle</b> , LGA representative on the Local Authority Action research Steering Group	Hall 3 Mezzanine Room
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>• <b>Procurement excellence</b> – an essential 'how-to' for councils – District Councils Network/iESE</li> </ul>	Executive Room1
	<ul style="list-style-type: none"> <li>• <b>The Leadership Support Offer</b></li> </ul>	Hall 8B
	<ul style="list-style-type: none"> <li>• <b>Financing local activities: How councils can help get cash into communities</b> – Community Development Foundation</li> </ul>	Hall 7A
	<ul style="list-style-type: none"> <li>• <b>You won't need your wellies or a tent, but come and experience Glastonbury Festival in less than 60 minutes!</b> Mendip district council</li> </ul>	Hall 8A
	<ul style="list-style-type: none"> <li>• <b>Family Room 'speed dating' networking event</b></li> </ul>	Copthorne Hotel's Cascade Suite
	<ul style="list-style-type: none"> <li>• <b>East of England Local Government Association Reception</b> (sponsored by Balfour Beatty Living Place)</li> </ul>	Ikon Gallery
From 19.30	<b>Political group social events</b>	
	<ul style="list-style-type: none"> <li>• <b>LGA Conservative Group</b> Speaker: <b>John Hayes MP</b>, Minister of State for Further Education, Skills and Lifelong Learning</li> </ul>	Hall 4
	<ul style="list-style-type: none"> <li>• <b>LGA Labour Group</b></li> </ul>	Hall 11
	<ul style="list-style-type: none"> <li>• <b>LGA Liberal Democrat Group</b></li> </ul>	Hall 9
	<ul style="list-style-type: none"> <li>• <b>LGA Independent Group</b></li> </ul>	Hall 10

Item 5 – Appendix A

	Speaker: <b>Professor Colin Copus</b> , Professor of Local Politics, De Montfort University	
<b>Wednesday 27 June 2012</b>		
8.00	<b>Breakfast fringe session</b>	
	<ul style="list-style-type: none"> <li>• <b>Efficient Highway Maintenance – Making Local Roads Work – AIA breakfast fringe</b></li> </ul>	Hall 7A
	<ul style="list-style-type: none"> <li>• <b>Quick wins and missed opportunities: how local authorities can work with disabled people to shape a better future – RNIB and OPM</b></li> </ul>	Hall 7B
	<ul style="list-style-type: none"> <li>• <b>Who polices the commissioners? IPPR North</b></li> </ul>	Hall 8A
	<ul style="list-style-type: none"> <li>• <b>Improvement Science: Understanding the opportunity, increasing the pace and injecting the necessary capacity to enable effective delivery – Newton Europe</b></li> </ul>	Hall 8B
	<ul style="list-style-type: none"> <li>• <b>What do Digital by default, the Government Digital Service and the open data agenda mean for local government? <i>A mySociety discussion</i></b></li> </ul>	Room 1, Meetingspace, 11 Brindley Place
	<ul style="list-style-type: none"> <li>• <b>A 21<sup>st</sup> Century workplace – Birmingham City Council</b></li> </ul>	Executive Room 1
	<ul style="list-style-type: none"> <li>• <b>Sheffield City Region Leadership Academy</b></li> </ul>	Copthorne Hotel
	<ul style="list-style-type: none"> <li>• <b>Public Sector Spin-offs: How do we make them sustainable? Presented by NLGN and Baxi Partnership</b></li> </ul>	Fortissimo Meeting Room, Hyatt Hotel
8.30	<b>Registration and exhibition opens</b>	
9.15-9.45	<b>Plenary session 2 – Political spokesperson</b> (Liberal Democrat) Chair: <b>Cllr Gerald Vernon-Jackson</b> , Vice Chair, LGA	Hall 1
9.45-10.30	<b>Plenary session 3</b> <b>Councils and better health: how local leaders can seize the opportunities of the NHS reforms</b>  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	Hall 1

**Item 5 – Appendix A**

	Chair: <b>Mike Burton</b> , The MJ	
10.30-11.15	<b>Refreshments</b> <b>LGA smoothie reception</b>	LGA stand
10.40-11.00	<b>Networking session: GVA</b>	Hall 3 Networking Zone
11.15-12.15	<b>Workshop sessions</b>	
	<p><b>W10 – Can we learn from the private sector? How do we reduce costs and still drive innovation?</b></p> <p>Speakers: <b>Brian Dive</b>, Managing Director DMA Consultancy <b>Andrew Thomson</b>, Chairman, Metro Bank</p> <p>Chair: <b>Chris Johnson</b>, UK human capital leader, Mercer</p>	Hall 7B
	<p><b>W11 – Be a Cllr – Cllrs as talent spotters</b></p> <p>Speakers: <b>Cllr Sir Merrick Cockell</b>, Chairman, LGA <b>Cllr Tim Pickstone</b>, Association of Liberal Democrat Cllrs <b>Cllr Ann Lucas</b>, Coventry City Council <b>Cllr Marianne Overton</b>, Vice Chair, LGA Chair: <b>Heather Jameson</b>, Editor, The MJ</p>	Hall 7A
	<p><b>W12 – Civil disturbances 10 months on – are we doing enough to prevent further disorder in the future?</b></p> <p>Speakers: <b>Cllr Ahsan Khan</b>, London Borough of Waltham Forest <b>Speaker to be confirmed</b>, Birmingham City Council <b>Darra Singh</b>, Chairman of Communities and Victims Panel <b>Commander Mak Chishty</b>, Metropolitan Police</p>	Hall 8A
	<b>W13 – Surviving the squeeze: getting to a sustainable settlement for local government</b>	Hall 4

**Item 5 – Appendix A**

	<p>Speakers:  <b>Cllr Sharon Taylor</b>, Member of LGA finance task group and Leader, Stevenage Borough Council  <b>Stephen Hughes</b>, Chief Executive, Birmingham City Council  <b>David Smith</b>, Director of Resources, Kirklees Council  <b>Simon Ridley</b>, Director of Local Government Finance, Communities and Local Government  Chair: <b>Cllr Julian German</b>, Cornwall Council</p>	
	<p><b>W14 – Beyond books and buildings: should councils close their libraries to save money?</b></p> <p>Speakers:  <b>Cllr Dave Hodge</b>, Leader, Surrey County Council  <b>Sir Steve Bullock</b>, Mayor, London Borough of Lewisham and Chair, LGA Workforce Board  Chair: <b>Cllr Flick Rea</b>, Chair, Culture, Tourism and Sport Board</p>	<p>Executive Room 2</p>
	<p><b>W15 – A Magna Carta for Local Government</b></p> <p>Speakers:  <b>Lord Tyler</b>, Co-Chair of the Liberal Democrat Parliamentary Party Committee on Constitutional and Political Reform  <b>Cllr Robert Light</b>, LGA and Kirklees Metropolitan Borough Council  <b>Graham Allen MP</b>, Chair, Political and Constitutional Reform Select Committee  <b>Cllr Apu Bagchi</b>, Bedford Council  Chair: <b>Rt Hon Peter Riddell</b>, Director, Institute for Government</p>	<p>Hall 5</p>
	<p><b>W16 – Using planning to deliver for – and with – your communities</b></p> <p>Speakers:  <b>Cllr Barry Wood</b>, Leader, Cherwell Council  <b>Cllr Ed Turner</b>, Deputy Leader, Oxford City Council  <b>Cllr Mike Haines</b>, Teignbridge District Council  <b>Andrew Whitaker</b>, Planning Director, Home Builders Federation  Chair: <b>Cllr David Parsons CBE</b>, Chair, Environment and Housing Board, LGA</p>	<p>Hall 8B</p>

**Item 5 – Appendix A**

	<p><b>W17 – Fit for the Future: Beyond Sharing what next for councils? Sponsored by iESE</b></p> <p>Speakers  <b>Cllr Peter Fleming</b>, Chair, Improvement Board, LGA  <b>Simon Parker</b>, Director of New Local Government Network  <b>Stephen Baker</b>, Chief Executive, Suffolk Coastal and Waveney District Councils  <b>Alison Templeton</b>, Director, Market Leverage, iESE  Chair: <b>Emma Maier</b>, Editor, LGC</p>	Executive Room 1
	<p><b>W18 – Sector led improvement – councils improving adults and children’s services</b></p> <p>Speakers:  <b>David Taylor</b>, Director of People’s Services, Shropshire County Council  <b>Cllr Robert Sleigh</b>, Lead member for Health &amp; Wellbeing and <b>Dave Martin</b>, Interim Director of Adult Social Care, Solihull</p>	Hall 3 Mezzanine Room
12.15-14.00	<b>Lunch and exhibition viewing</b>	Hall 3
12.20-13.50	<b>Forum for new leaders</b> (invite only)	Executive Room 2
12.45-13.45	<p><b>Chief Executives session</b>  Inspirational leadership  <b>David Taylor</b>, Professor of Leadership at Warwick University Business School and author of The Naked Leader</p>	Hall 5
12.45-13.45	<b>District Councils Network Executive</b>	Executive Room 8
13.00-13.30	<b>"Anyone can use twitter - the question is why should you?"</b>	Hall 3 Networking Zone
13.30-14.00	<b>Networking session: adult social care budgets, Partnership.</b>	Hall 3 Networking Zone
14.00-14.45	<b>Plenary session 4 Local Government Challenge</b>	Hall 1

**Item 5 – Appendix A**

	<p>Panellists:  <b>Carolyn Downs</b>, Chief Executive, LGA  <b>Graham Farrant</b>, Chief Executive, Thurrock Council  <b>Paul Knight</b>, 2011 LG Challenge winner  Chair: <b>Cllr Marianne Overton</b>, Vice Chair, LGA</p>	
14.45-15.30	<p><b>Plenary session 5</b>  <b>Community budgets</b></p> <p>Speakers:  <b>Cllr Sir Richard Leese</b>, Leader, Manchester City Council  <b>Cllr Philippa Roe</b>, Leader, Westminster City Council  <b>Jim Barker-McCardle</b>, Chief Constable, Essex Police  <b>Dr Huw Charles-Jones</b>, Chair, West Cheshire Clinical Commissioning Group  Chair: <b>Cllr Sir Merrick Cockell</b></p>	Hall 1
15.30-16.15	<p><b>Plenary session 6</b>  <b>Driving local growth</b></p> <p><b>Chair and speaker: Cllr Peter Box CBE</b>, Chair, Economy and Transport Board, LGA  <b>John Cridland</b>, Director General, CBI  <b>Angela Maxwell OBE</b>, Founder, Acuwomen and board member of the West Midlands Enterprise Board (and previously board member, Advantage West Midlands)</p>	Hall 1
16.30-17.45	<p><b>Political group meetings</b></p> <ul style="list-style-type: none"> <li>• <b>LGA Conservative Group</b></li> <li>• <b>LGA Labour Group</b></li> <li>• <b>LGA Liberal Democrat Group Finance</b> <i>Adapting to the new financial environment</i></li> <li>• <b>LGA Independent Group– Working out the implications of the Localism Bill</b> Speaker: <b>Paul Raynes</b>, Head of Programmes, LGA Chair: <b>Cllr Marianne Overton</b></li> <li>• <b>Chief Executives session</b> Sleepless nights – what children’s services improvement can bring</li> <li>• <b>New Challenges, Better Ways of Working - Practical approaches to</b></li> </ul>	<p>Hall 1</p> <p>Hall 4</p> <p>Hall 8B</p> <p>Hall 7A</p> <p>Hall 8A</p> <p>Hall 7B</p>



**Item 5 – Appendix A**

<b>changing the way we work – Vodaphone</b>		
16.30-17.00	<b>Networking session:</b> How to identify missing council tax! <b>Geoplace</b>	Hall 3 Networking Zone
17.45-18.30	<b>Drinks Reception</b>	Hall 3
18.30	Exhibition closes	
18.30-20.00	<b>Becoming the change we want to see – New Designs for Local Government</b> Improvement and Efficiency West Midlands	Symphony Ballroom, Hyatt Regency
18.45	Evening fringe sessions	
	<ul style="list-style-type: none"> <li>• <b>Local economies, local growth campaign, LGA</b></li> </ul>	Hall 8A
	<ul style="list-style-type: none"> <li>• <b>St. Modwen Longbridge Tour</b> – the region’s largest regeneration scheme</li> </ul>	External
	<ul style="list-style-type: none"> <li>• <b>Unlocking Local Capacity: switching on the power of Cllrs as community leaders</b>, Office of Public Management</li> </ul>	Hall 7A
	<ul style="list-style-type: none"> <li>• <b>A partnership for change: What could the Post Office do for you?</b> Post Offices Ltd</li> </ul>	Hall 8B
	<ul style="list-style-type: none"> <li>• <b>How can we put communities at the heart of the new planning framework?</b></li> </ul>	Executive Room 1
	<ul style="list-style-type: none"> <li>• <b>How can Local Government help ensure the long-term growth and success of local business by helping them to manage fire risk</b> – Business Sprinkler Alliance</li> </ul>	Hall 7B
	<ul style="list-style-type: none"> <li>• <b>Reclaiming old age: a new approach to solving a multi-billion pound problem</b> iMPower Consulting Ltd</li> </ul>	Dolce Room Hyatt Regency
18.45-19.30	<b>Pre Dinner Drinks Reception and Launch - The NLGN Next Localism Commission</b>	Fortissimo Meeting Room, Hyatt Hotel
19.00	<b>Vertex dinner</b> Invitation only	Hotel du vin
19.00	<b>LAING sponsored dinner</b> Invitation only	Hall 11

Item 5 – Appendix A

Thursday 28 June 2012		
8.00	<b>Breakfast fringe sessions</b> <ul style="list-style-type: none"> <li>• <b>The family silver – to polish or to sell (to support growth)?</b> – LGA</li> </ul>	Executive Room 2
	<ul style="list-style-type: none"> <li>• <b>Citizens, Consumers, Communities</b> – CABs and councils working with and for their communities – Citizens advice</li> </ul>	Hall 7A
	<ul style="list-style-type: none"> <li>• <b>Future funding of the fire service</b></li> </ul>	Hall 7B
	<ul style="list-style-type: none"> <li>• <b>Is there a future for Gypsies and Travellers in our Society?</b> - The impact of the NPPF and Localism changes on Local Authority Housing, Planning and Equalities obligations</li> </ul>	Executive Room 1
8.30	<b>Registration and exhibition opens</b>	
9.15-10.15	<b>Workshop sessions</b>	
	<b>W18 – Sector led improvement – more than an “add on”</b>  Speakers: <b>Clr Stephen Houghton CBE</b> , Leader, Barnsley Metropolitan Borough Council <b>Paul Martin</b> , Chief Executive, London Borough of Wandsworth Chair: <b>Clr Peter Fleming</b> , Chair, Improvement Board, LGA	Hall 8A
	<b>W19 – Are we nearly there yet? The care and support white paper and the prospects for real reform</b> <b>Sponsored by Partnership</b>  Speakers: <b>David Behan</b> , Director General for Social Care, Local Government and Care Partnerships, Department of Health <b>Clr Andrew Lewer</b> , Leader, Derbyshire County Council and Deputy Chairman, LGA <b>Sarah Pickup</b> , President, ADASS <b>Chris Horlick</b> , Partnership Chair: <b>David Brindle</b> , The Guardian	Hall 5
	<b>W20 – Welfare reform</b>	Hall 4

**Item 5 – Appendix A**

	<p>Speakers: <b>Jeremy Groombridge</b>, Director of Implementation and Delivery in the Universal Credit programme <b>Allen Graham</b>, Chief Executive, Rushcliffe Council <b>Julia Unwin</b>, Chief Executive, Joseph Rowntree Foundation Chair: <b>Cllr Ed Turner</b>, Deputy Leader, Oxford City Council</p>	
	<p><b>W21 – Troubled families</b></p> <p>Speakers: <b>Louise Casey</b>, Director General, Troubled Families, CLG <b>Tony McArdle</b>, Chief Executive, Lincolnshire County Council Facilitator: <b>Geoff Norris</b></p>	Hall 8B
10.15-11.00	<b>Refreshments</b>	
11.00-11.30	<p><b>Plenary session 7 – Political spokesperson</b> <b>Rt Hon Ed Balls MP</b>, Shadow Chancellor Chair: <b>Cllr David Sparks OBE</b>, Vice Chair, LGA</p>	Hall 1
11.30-12.15	<p><b>Plenary session 8</b> <b>Preparing for police and crime commissioners</b></p> <p>Chair: <b>Michael Crick</b>, Political Correspondent, Channel 4 News Panellists: <b>Simon Weston</b>, Falklands veteran <b>Cllr Lisa Brett</b>, Bath and North East Somerset Other speakers to be confirmed</p>	Hall 1
12.00-14.00	<b>ACCE/SMCE business meeting</b>	Media Suite A
12.15-14.00	<b>Lunch and exhibition</b>	Hall 3
12.30	<p><b>Police and Crime Commissioners lunch event</b> Question and answer session, chaired by <b>Cllr Sir Merrick Cockell</b> and <b>Nick Herbert MP</b> from the Home Office</p> <p>Panel session with <b>Sir Hugh Orde</b>, President, Association of Chief Police Officers; <b>Sue Howl</b>,</p>	Executive Room 7 and 8

**LGA Leadership Board**  
13 June

**Item 5 – Appendix A**

	Chief Executive Devon and Cornwall Police Authority; representative from the Electoral Commission	
13.30-14.00	<b>Networking session:</b> adult social care budgets, Partnership	Hall 3 Networking Zone
13.00-13.45	<b>Lunchtime fringe meetings</b>	
	<p><b>F1 – Children in care: challenges and innovation</b></p> <p>Speakers:  <b>Cllr Gerald Vernon-Jackson</b>, Leader, Portsmouth City Council and Vice Chair, LGA  <b>David Holmes</b>, Chief Executive, British Association of Adoption and Fostering</p>	Hall 8A
	<p><b>F2 - Sector led improvement: The evolved role of “corporate” peer challenge in improving councils</b></p> <p>Speakers:  <b>Barry Quirk</b>, Chief Executive, London Borough of Lewisham  <b>Andy Bates</b>, Principal Adviser, Peer Support, LGA  <b>Cllr Andrew Bowles</b>, Leader, Swale Borough Council</p>	Executive Room 2
	<p><b>F3 – Place-based leadership and social inclusion</b></p> <p>Speakers:  <b>Robin Hambleton</b>, Professor of City Leadership and <b>Joanna Howard</b>, University of the West of England  <b>Gavin Jones</b>, Swindon Borough Council  <b>Jan Ormondroyd</b>, Bristol City Council  <b>Chair: Julia Unwin CBE</b>, Chief Executive, Joseph Rowntree Foundation and Joseph Rowntree Housing Trust</p>	Hall 7A
	<b>F4 – Olympic and Paralympic Games – creating new opportunities for the future</b>	Hall 7B

**Item 5 – Appendix A**

	<p>Speakers: <b>David Moorcroft</b>, former Olympian middle and long distance runner and Chair, West Midlands Nations and Regions Group for the Games <b>Cllr Stephen Castle</b>, Chair, LGA 2012 Olympic and Paralympic Games task and finish group</p>	
	<p><b>F5 – Revitalising town centres</b></p> <p>Speakers: <b>Julian Dobson</b>, Urban Pollinators <b>Cllr Clyde Loakes</b>, LGA Environment and Housing Board <b>Martin Blackwell</b>, Chief Executive of Association of Town Centre Management</p>	Executive Room 1
	<p><b>F6 – Ernst and Young – Transforming your community</b></p> <p>Speakers: <b>John Baker</b>, Head of Local Public Services – Ernst &amp; Young <b>Darra Singh</b>, Associate Partner – Local Public Services – Ernst and Young</p>	Hall 3 Mezzanine Room
	<p><b>F7 – Local authority collective bonds agency</b></p> <p>Speakers: <b>Cllr Edward Lord</b>, Local Partnerships <b>Mark Luntley</b>, Local Partnerships <b>Rob Lamb</b>, HSBC</p>	Hall 8B
12.30-13.45	<b>F8 – Districts network assembly</b>	Hall 1
14.00-14.30	<b>Accessing Energy Obligation (ECO) Funds, E.ON</b>	Hall 3 Networking Zone
14.00-15.15	<p><b>Political group sessions</b></p> <ul style="list-style-type: none"> <li>• <b>LGA Conservative Group</b></li> <li>• <b>LGA Labour Group</b></li> <li>• <b>LGA Liberal Democrat Group</b></li> </ul> <p><i>Future funding of social care and its impact</i></p>	Hall 1
		Hall 4
		Hall 8B
	<ul style="list-style-type: none"> <li>• <b>LGA Independent Group – Building local economies</b></li> </ul> <p>Speaker: <b>Ivan Annibal</b>, Rose Regeneration Chair: Cllr Marianne Overton</p>	Hall 7A

**LGA Leadership Board**  
13 June

**Item 5 – Appendix A**

	<ul style="list-style-type: none"> <li><b>Chief Executives session (invite only)</b> <b>Have I got money for you?</b> <b>Stephen Jones</b>, Executive Director (Finance), LGA</li> </ul>	Hall 8A
14.30-15.00	<b>GVA</b>	Hall 3 Networking Zone
15.30-16.00	<b>Plenary session 9 – Political spokesperson</b> <b>Rt Hon Eric Pickles MP</b> , Secretary of State for Communities and Local Government <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

Full session descriptions can be found at [www.local.gov.uk/annual-conference](http://www.local.gov.uk/annual-conference)

**Item 5 – Appendix B**

**LGA Annual Conference 2012 – communications grid**  
Version 3.0, 29/05/2012

Purpose: to pull together all the strands of communications before, during and after the Annual Conference and to demonstrate their value in engaging with delegates about our priorities

<b>Product</b>	<b>Overview</b>	<b>Notes / Actions</b>
<b>Conference narrative / Elevator pitch</b>	Overarching script for conference, incorporating priorities and conference themes	Director of Communications to sign off
<b>LGA stand</b>	Coordinate literature, launches, screen, scheduling training/how to sessions, requests for personalised membership packs.	<ul style="list-style-type: none"> <li>• Literature – relating to programme areas. Max 3 per priority but can be rotated. Priority area sheets</li> <li>• Screen – to show LGA showreel and twitter feed</li> <li>• PCs to showcase KHub and LG inform – stand alone pods as individual surgeries</li> </ul>
<b>Personalised membership packs</b>	Availability of condensed membership briefing packs for councils	Version of the individualised membership briefing to be formatted into an e-bulletin template and used as an opportunity to engage with visitors to the stand.
<b>Launches</b>	Launches of new products, services and campaigns.	Recommended launches are in the context of relevant sessions, delegates directed to the stand for further info, and we ensure appropriate literature and knowledgeable staff are on hand.
<b>Video booth</b>	Video booth at conference to capture delegate vox pops and for quick fire surveys.	Short video interviews/comments pre or post keynote sessions. Include LG Challenge finalists

**Item 5 – Appendix B**

<b>Pods</b>	5 x mobile pod stands for demos (Khub / LG Inform) and councillor social media training/support.	Dovetail with what's happening on the main stand
<b>Showreel</b>	Displays on stand screen and auditorium before/after sessions. Mix of powerpoint slides with key messages / video clips promoting priorities, LGA services and sessions at conference.	Marketing and digital comms to pull together
<b>Monitors and auditorium screen</b>	Content and social media on screens around the venue	Showreel on main screen during walk in to main sessions. Link content with session content
<b>Interviews / reporting at conference</b>	Reporting of keynotes and plenaries/ To focus on priorities where possible. Mix of blogs, photos, vox pops Aim to gauge immediate reactions from delegates after sessions.	Schedule and guidance being compiled.
<b>Daily e-bulletins</b>	Daily email round ups to delegates providing digest of the day and highlights for following day; changes in programme; discounts and relevant info for delegates staying in Birmingham  Full round up of conference on the Friday following conference	<ul style="list-style-type: none"> <li>• Collate as much information as possible</li> <li>• Include brief summaries of conference from Carolyn, Sir Merrick and Group Leaders in final conference round up</li> </ul>
<b>Conference blog</b>	Build momentum before conference, focus on priority areas, keynote speakers and sponsors	<ul style="list-style-type: none"> <li>• Identify bloggers for priority areas.</li> <li>• Close liaison with conference team on new speakers and angles to push through blogs.</li> <li>• Monitor traffic to blog site on KHub and encourage joining, retweeting posts and commenting.</li> </ul>



**Item 5 – Appendix B**

		<ul style="list-style-type: none"> <li>• Forthcoming blogs to schedule</li> <li>- DH – weekly on campaigns</li> <li>- Keynote speakers</li> <li>- To contact councillors involved in campaigns – blog relevant to specific sessions and why the conference is good for their campaign(s)?</li> <li>- Mike Burton, MJ – to do a blog</li> </ul>
<b>Twitter</b>	Use of @LGACOMMS and other corporate accounts to communicate information about conference (before, during and after), build momentum.	<ul style="list-style-type: none"> <li>• Conference hashtag - #igaconf12</li> <li>• To confirm arrangements for corporate tweeters at conference to manage volume of tweets from @LGACOMMS to followers</li> <li>• All COMMS staff to be briefed on 'corporate' approach to tweeting.</li> <li>• Promote hashtag in COMMSNET and e-bulletins.</li> </ul>
<b>Questions from Twitter during sessions</b>	Introduce social media to sessions, collating questions for speakers/panels from Twitter	Limited use – will be collated off stage and provided to chairs of 1 or 2 specific sessions
<b>Social media training for councillors</b>	Utilising other councillors, introduce councillors to the benefits of social media for citizen engagement.	<ul style="list-style-type: none"> <li>• Focus will be on councillors showing other councillors how they use social media</li> <li>• Delegates to book sessions at the stand</li> <li>• Use pods for training – include in rota</li> </ul>
<b>Demonstrations</b>	Demonstrations of LGA products and services, namely KHub and LG Inform. Encourage subscriptions to Contact programme e-bulletins.	<ul style="list-style-type: none"> <li>• Create demonstrations / information sheets for duty staff</li> <li>• LGAR to confirm requirements</li> </ul>

**LGA Leadership Board**  
13 June 2012

**Item 5 – Appendix B**

<p><b>First / Media</b></p>	<p>Use of First and promotion of firstonline during and after conference.  Tie in with other comms channels</p>	<p>First:</p> <ul style="list-style-type: none"> <li>- Published week before the conference and include dedicated page. Copy deadline – 12/6.</li> <li>- Week following will round up and analyse policy content from the conference.</li> </ul>
<p><b>Monitoring and reporting</b></p>	<p>Measuring success and penetration of our comms work</p>	<p>To produce a framework for metrics across channels and report back</p>

## **Special Interest Groups (SIGs) - 2012 Annual Reports**

### **Purpose**

For information and discussion.

### **Summary**

All Special Interest Groups are required, under the LGA Constitution, to submit a full report to the LGA Leadership Board each year. The LGA requires that these reports should feature the key aims and objectives of the group, its current membership and lead authority and a description of key activities and outcomes of any work undertaken during the past year.

Copies of SIGs' 2012 annual reports will be available at the Leadership Board meeting.

A copy of the LGA's Statement for Special Interest Groups is **attached** at **Appendix A**, for information.

### **Recommendations**

The LGA Leadership Board is asked to consider this report and indicate

- whether it has any future requirements in respect of Special Interest Groups (SIGs);
- whether it wishes to invite any special interest groups to a future LGA Executive meeting to discuss their work.

### **Action**

Officers to take forward in accordance with the Leadership Board's views.

**Contact officer:** Cathy Boyle  
**Position:** Manager, Member Services  
**Phone no:** 020 7664 3205  
**E-mail:** [cathy.boyle@local.gov.uk](mailto:cathy.boyle@local.gov.uk)



## **Special Interest Groups (SIGs) - 2012 Annual Reports**

### **Background**

1. The LGA Constitution provides for member authorities with common characteristics or interests to form Special Interest Groups. A list of the current groupings, which have been approved by the LGA Executive and established as Special Interest Groups since the LGA was formed in April 1997, is **attached at Appendix B**.

### **2012 Annual Reports**

2. Sixteen Special Interest Groups have submitted Annual Reports this year. The remaining Special Interest Groups who have not yet submitted theirs are:

Fourth Option SIG  
New Nuclear Authorities SIG  
Research SIG

3. We have been informed by the Affordable Loans SIG that as Government has stopped all funding for Private Sector Renewal they have met on only one occasion. To date this SIG has nothing to report.

### **SIG Presentations to LGA Executive**

4. Councillor Mark Dowd OBE, Chair of the Integrated Transport Authorities SIG (ITA SIG), together with Councillor Peter Box CBE, Chair of the LGA's Economy & Transport Board, made a presentation to the LGA Executive on 10 November 2011 on their work on transport policy and how greater localisation of decision making in transport could help contribute national economic growth.
5. SIGOMA, Coastal SIG and SPARSE Rural have also made presentations to the LGA Executive over the past two years. The Executive may wish to consider whether it wishes to invite representatives from any of the other Special Interest Groups to future Executive meetings to discuss their work.

### **Financial/Resource Implications**

6. Special Interest Groups are encouraged to raise their own resources from their membership and administer these resources themselves. However, the LGA does offer limited administrative support and the use of meeting rooms, free of charge. The LGA does not pay any allowances or travel and subsistence costs to members attending SIG meetings.



**Item 6 - Appendix A**

**Statement on Special Interest Groups**

1. The LGA Constitution provides for member authorities with common characteristics or interests to form Special Interest Groups. It was envisaged that the LGA would provide some secretarial support for such groups, which they could supplement from resources from their own membership.
2. It will be open to any **ten** or more potential members of a SIG, being full member authorities of the LGA, with common features, interests or concerns to ask the LGA to establish a SIG for them. Under exceptional circumstances the LGA Leadership Board may agree to the establishment of SIGs for smaller groups of authorities. Grouping of classes of authority (unitary authorities, county councils and district councils) will be regarded as SIGs and covered by the provisions of this paper.
3. Prospective SIGs will need to define the nature of their common interest, and to undertake that all authorities which can identify with that interest will be admitted to membership. In case of dispute as to whether an authority is eligible for membership of a particular SIG, the LGA Leadership Board will decide.
4. LGA approval to the establishment of a SIG will be given by the LGA Leadership Board following consideration of a written proposal.

**Rules of Operation of SIGs**

5. The LGA will provide:
  - ✓ secretarial support to Special Interest Groups (if requested) for up to a maximum of 3 meetings per year in London;
  - ✓ accommodation in Local Government House, free of charge, subject to availability of rooms;
  - ✓ commissioned third-party Web design and consultancy from the LGA at a special rate;
  - ✓ printing, mailing, catering and other services at normal LGA rates.

**Item 6 - Appendix A**

6. SIGs will be encouraged to raise whatever resources they wish from their members, and will administer such resources themselves.
7. SIGs will be able to make representations direct to Government and elsewhere on matters arising directly from their special interest, and to obtain LGA assistance in doing so. The LGA will expect that such representations will not conflict with or undermine LGA policy as a whole or damage the interests of other member authorities. The LGA has agreed protocols relating to local government finance and other distributional issues.
8. All SIGs will be required to submit a full report at the end of April each year to the LGA Leadership Board covering such matters as their dealings with Government Departments. The Leadership Board will be able to invite the Chairman of a SIG to discuss an Annual Report or issues arising from it. They will also be required to report to Boards as appropriate. SIGs will also have to adopt rules of procedure dealing with, for example, terms of reference, office holders, frequency of meetings etc which will require formal LGA approval.

**Other issues**

9. The LGA will review support for SIGs annually.
10. The LGA will not pay attendance allowances, SRAs, subsistence or other payments to members attending SIG meetings. These expenses remain the responsibility of member authorities.



## **Special Interest Groups (SIGs)**

<b>No.</b>	<b>Special Interest Group</b>
1.	Affordable Loans Network SIG
2.	Association of Retained Council Housing (ARCH)
3.	Coastal Issues SIG
4.	Councils with ALMOs Group (CWAG)
5.	County Councils Network (CCN)
6.	District Councils Network (DCN)
7.	Fourth Option (FOSIG)
8.	F40 Group of Education Authorities
9.	High Ethnicity Authorities' SIG
10.	Local Authority Pension Funds (LAPFF)
11.	National Association of British Market Authorities (NABMA)
12.	New Nuclear Authorities
13.	Integrated Transport Authority Special Interest Group [formerly PTA SIG]
14.	Radioactive Waste Management and Nuclear Decommissioning SIG
15.	Research SIG
16.	Public Transport Consortium SIG
17.	SPARSE Rural
18.	Special Interest Group of Metropolitan Authorities (SIGOMA)
19.	Strategic Aviation Special Interest Group
20.	Local Authorities World Heritage Forum (LAWHF)

**Last Update: February 2011**



## **LGA Forward Plan**

### **Purpose of report**

For discussion and direction.

### **Summary**

The LGA 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 July and September 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.

**Contact officer:**

Cathy Boyle

**Position:**

Manager, Member Services

**Phone no:**

020 7664 3205

**E-mail:**

[cathy.boyle@local.gov.uk](mailto:cathy.boyle@local.gov.uk)



**July 2012**

<b>LGA Leadership Board - 11 July</b>	
<b>Item</b>	<b>Summary</b>
<b>Part 1</b>	
<b>National Audit Office</b>	<b>To discuss joint working with the National Audit Office</b>
<b>Governance of Cities and the Growth Agenda</b>	<b>To consider a further paper following discussion at the Board's May meeting.</b>
<b>LGA Business</b>	
2012/2013 Membership	To note the Board's membership for 2012/2013.
LGA Leadership Board – review of the year	To look back at the work of the LGA Leadership Board over the past year.
Quarterly performance report for 2012/2013	To consider the LGA's first quarterly performance report for this year.
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 Forward Plan	To consider topics for future discussions at LGA Leadership Board, LGA Executive and Councillors' Forum.
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>To discuss issues of common concern.</b>
<b>NCB Concordat</b>	<b>Working with local commissioning groups and the wider health community after the Health and Social Care Act is implemented. A representative from the NCB will attend.</b>
<b>Community Budgets</b>	<b>To update the Executive on the whole place community budget pilots and the role that the LGA is playing.</b>
<b>Children's Improvement Board Report</b>	<b>The new Director of the CIB will report on the Board's work.</b>

<b>Regional Update from the North East</b>	<b>Councillor Paul Watson will present on behalf of the North East</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.

## September 2012

<b>LGA Leadership Board - 19 September</b>	
<b>Item</b>	<b>Summary</b>
<b>Part 1</b>	
<b>LGA Business</b>	
Research Special Interest Group	Review of the Research Special Interest Group – one year on.
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 the following day.
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 - 20 September</b>	
<b>Item</b>	<b>Summary</b>
<b>Debate:</b>	
Membership & Terms of Reference 2012/2013	To note the Forum's Membership and Terms of Reference for 2013/2013
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 - 20 September</b>	
<b>Item</b>	<b>Summary</b>
<b>Community Budgets</b>	<b>To update the Executive on the whole place community budget pilots and the role that the LGA is playing.</b>
<b>Regional Update from the East of England</b>	<b>East of England Regional representative to present on behalf of the region.</b>
<b>LGA Business</b>	
LGA Communications Strategy	Director of Communications will present the LGA's draft communications strategy for discussion.
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

---

<b>Title:</b>	<b>LGA Leadership Board</b>
<b>Date and time:</b>	16 May 2012
<b>Venue:</b>	Smith Square Rooms 1 & 2

---

### Attendance

Position	Councillor	Council
Chairman	Sir Merrick Cockell	RB of Kensington & Chelsea
Vice-chairman	David Sparks OBE	Dudley MBC
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	Andrew Lewer	Derbyshire CC
Deputy-chairman	Robert Gordon DL	Hertfordshire CC
Deputy-chairman	Robert Light	Kirklees Council

### Apologies

Deputy-chairman	Mayor Dorothy Thornhill MBE	Watford BC
-----------------	-----------------------------	------------

<b>Also in attendance</b>	Councillor David Rogers OBE	East Sussex CC
	Mayor Sir Steve Bullock	Lewisham LB

Item	Decisions and actions	Action by
------	-----------------------	-----------

Sir Merrick Cockell, Chairman, welcomed Michael Coughlin, Executive Director, Policy and Development, and David Holdstock, Director of Communications.

- LGA Energy Offer (see part 2)**
- Governance of Cities and the Growth Agenda**

Joe Simpson, Principal Strategic Adviser, introduced a report outlining issues that the LGA might wish to consider in response to the 3 May mayoral referendums and other developments in city governance.

Members stressed the need to ensure that work on this area is

strongly politically led and that the LGA reflects the views and wishes of its membership.

#### Decision

*The Leadership Board discussed the issues set out in the report; and **agreed***

- *that a further report be prepared for the next meeting;*
- *that the political groups to discuss these issues further before moving on to the next stage.*

#### Action

Officers to provide a revised paper to the next meeting.

**Joe Simpson**

### **3. Independent Local Government**

Councillor Robert Light, Kirklees, introduced a report updating members on the Independent Local Government Campaign and proposing next steps to maintain momentum and manage risks.

#### Decisions

*The Leadership Board **agreed***

- *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;*
- *the next steps for taking a view forward, after Conference, set out at paragraph 7;*
- *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 with wider reach and appeal.*

#### Action

Officers to follow the Board's steer.

**Paul Raynes**

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

The Leadership Board received a report proposing a series of changes to our current governance arrangements, developed by the four Group Leaders, to take forward finance policy work and to increase the number of members actively engaged in the work of the LGA.



Decision

The Leadership Board **agreed** the proposals set out in paragraph 3 of the report.

Action

Officers to include proposed changes in the papers to the General Assembly.

**Claire  
Holloway**

**5. Local Elections and LGA Political Balance 2012-2013**

The Leadership Board received a report which set out the revised LGA proportionality for 2012-2013 and its implications for the distribution of seats amongst the political groups on the LGA's governance structures.

Decision

The Leadership Board **endorsed** the proportionality figures for 2012/2013, as the basis for negotiating the allocation of chairs and vice-chairs and populating member structures.

Action

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

**6. Annual Conference and exhibition 2012**

Roberta Henry, Senior Events Organiser, updated the Board on the LGA Annual Conference, taking place in Birmingham from 26-28 June 2012.

Members made some detailed comments which were noted by officers.

Decision

The Leadership Board **noted** the report.

Action

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

**Roberta Henry**

## 7. LGA Vice-Presidents

The Leadership Board received the Political Groups' nominations for Vice-Presidents of the LGA for 2012/2013, to be formally appointed at the Annual Meeting of the General Assembly on 26 June.

### Decision

*The Leadership Board **approved** the nominations made by the Political Groups, subject to the nomination at 5.9 being corrected to read 'Earl Cathcart (new nomination for 2012/13).'*

### Action

The agreed nominations to be formally appointed by the General Assembly, subject to the correction set out above.

**Tom Coales**

## 8. Future of the Leadership Centre for Local Government

Joe Simpson, Principal Strategic Adviser, introduced a report which set out options for the future of the Leadership Centre for Local Government for the Board's consideration.

### Decisions

*The Board **agreed***

- *that, in principle, the proposals set out in paragraph 8 of the report, are the best way forward for the future of the Leadership Centre;*
- *that the LGA Leadership Board should act as the commissioning body;*
- *to receive detailed proposals in due course.*

### Action

Officers to take forward in accordance with the Leadership Board's decisions.

**Joe Simpson**

## 9. LGA Campaigns for 2012-2013 – update on the securing the Future of Adult Social Care campaign

Councillor David Rogers OBE, Chairman of the Community Wellbeing Board, introduced a progress report on the Future of Adult Social Care campaign.

Councillor Rogers drew attention to the Chairman's recent letter to the Prime Minister, Deputy Prime Minister and Leader of the Opposition, highlighting the sector's support for urgent reform in line with the principles outlined by Dilnot, and calling for cross party support.

Councillor Marianne Overton highlighted the importance of involving more people in the campaign.

Decision

*The Leadership Board **noted** the current status of the securing the future of adult social care campaign.*

Action

Officers to provide further updates in due course.

**David  
Holdstock**

**10. Getting Vocal 2012**

The Leadership Board received a report of the 2012 LGA Employee Survey results.

Councillor Robert Light drew particular attention to the response on management of change.

The Chief Executive assured the Board that all issues highlighted by the survey results would be fully addressed by the LGA's senior management team.

Decision

*The Leadership Board **noted** the content of the report.*

Action

Management to take action on the areas for improvement.

**SMT/CLT**

**11. LGA Forward Plan**

The Leadership Board received the draft forward plan for the LGA Leadership Board, LGA Executive and the Councillors' Forum.

Decision

*The Leadership Board*

- ***noted** the topics set out in the Forward Plan;*

- **agreed** to invite representatives from the NHS Commissioning Board to the Leadership Board's next meeting to discuss the compact between the LGA and the NHS.

Action

Officers to invite NHS Commissioning Board representatives to the next Leadership Board meeting.

**Sandie Dunne**

**12. LGA Executive agenda for 17 May**

Decision

The Executive **noted** the Leadership Board agenda for the following day.

**13. Note of the last meeting - 11 April 2012**

Decision

The Leadership Board **agreed** the note of the last meeting.

**14. Local Government Pay Reform (see part 2)**

**15. Liberata Contract Renegotiation (see part 2)**

**16. Early intervention Foundation (see part 2)**

**17. Chief Executive's Monthly Report – May 2012**

The Leadership Board received the Chief Executive's May report.

Decisions

The Leadership Board **noted** the Chief Executive's report for May 2012

Action

Chief Executive to provide monthly updates to the Board

**Claire Holloway**

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

The Leadership Board received a report seeking confirmation of its continued commitment to a single corporate membership for National Parks Authorities.

### Decision

The Leadership Board **agreed** in principal to the establishment of a corporate NPA membership Scheme through the English National Park Authorities Association (ENPAA) and to the relocation of ENPAA to Local Government House.

### Action

Officers to continue negotiating detail and bring back a final report in due course.

## **Part 2 - CONFIDENTIAL**

### **1. LGA Energy Offer**

Members received a presentation on the potential benefits of “collective switching” which outlined how this was currently working in Holland, Belgium and Germany.

DECC are leading work on collective switching, with the LGA represented on the Working Group.

Members discussed the potential membership benefits of further involvement and asked officers to investigate further and to bring back a further report in due course.

### Decisions

The Leadership Board

- supported in principle the concept of LGA involvement in collective purchasing in order to provide savings for local residents and businesses;
- requested clarity on the legal issues involved should the LGA wish to undertake a role in enabling councils to set up collective switching schemes.;
- requested a further report exploring the proposals in more detail

### Action

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

### **14. Local Government Pay Reform**

Mayor Sir Steve Bullock, Chair of the Workforce Board, introduced a report setting the proposed approach to pay reform.

Decision

The Leadership Board

- endorsed the proposed reforms set out in paragraphs 6-8 of the report; and
- noted the options currently being considered if agreement with the unions is not reached;
- agreed to receive further progress reports in due course.

Action

Officers to provide further progress reports.

**Sarah  
Messenger**

## 15. **Liberata Contract Renegotiation**

The Leadership Board received an update report on the Liberata contract renegotiation, following an update in April.

Decision

The Leadership Board

- noted progress with the renegotiation of the Liberata contract;
- agreed to receive a further progress report to its July meeting.

Action

Officers to submit a further update report to the Board's July meeting.

**Stephen Jones  
Helen Platts**

## 16. **Early intervention Foundation**

In response to the Board's request at their last meeting, the Chairman introduced report clarifying the funding and governance arrangements for the Early Intervention Foundation.

Decisions

*The Leadership Board **agreed***

- *in principle, to support a bid to the Department of Education for £3.5m;*
- *to nominate an elected Member to represent the LGA on the Board of Trustees of the Early Intervention Foundation;*

- *to that the LGA should offer in-kind support to the Foundation, as set out in the report.*
- *to give further consideration to making a financial contribution if the bid is successful and once the Foundation has been established.*

Action

Officers to take forward as set out in the decisions above.

**Cassandra  
Harrison**





**Item 12**

**Public Affairs Review and Forward Plan**

**Purpose of Report**

To review forthcoming events, legislation, announcements.

**Summary**

June 2012 to September 2012, activities, events and legislation.

**Recommendation**

To note the content of the plan.

**Action**

For Information.

**Contact officer:** David Holdstock/Tim Hamilton  
**Position:** Director of Communications/Interim Head of Public Affairs  
**Phone no:** 0207 664 3212/0207 664 3270  
**E-mail:** David.Holdstock@local.gov.uk/Tim.Hamilton@local.gov.uk



## **Public Affairs and Campaigns forward plan – June to September 2012**

### **Priorities**

#### **Public Service Reform**

1. Independent Local Government campaign was launched with a Parliamentary reception followed by a Smith Square debate. A series of regional events, organised by the office of Graham Allen MP and the LGA took place between April and June in areas such as Leeds, Nottingham and Wakefield. The first phase of the campaign was intended to create a debate around the possibility of codifying the relationship between central and local government. Following on from consultation with members, the LGA's position on the subject will be agreed in a separate paper.
2. The Adult Social Care Campaign was launched in March with a Spotters' Guide to the White Paper and a Smith Square Debate. A letter from the Chairman to three party leaders and LGA analysis of the cost of care both received extensive media coverage and were well received by Parliamentarians. Our survey on the White Paper is ready to go live once it is published and we are planning the next phase of the campaign to include a public letter writing campaign, possibly in partnership with national media.

#### **Funding for local government**

3. The LGA briefed peers ahead of Second Reading which has now taken place in the House of Lords. The Bill will now move into committee stage. Additionally we held briefing sessions with peers in late May. Amendments we will look to pursue in the Lord's stages include Local Retention of Non-Domestic Rates and Council Tax benefits.

#### **Growth, jobs and prosperity**

4. This campaign will be launched at annual conference. The new campaign is expected to focus on three areas – further roll out of City Deals as Local Growth Deals, for any council or group of councils interested in a bespoke economic agreement with Whitehall; increased planning tools for councils to support and shape their high streets in the best interests of local growth; and tackling transport barriers to growth such as the disruption caused by utility street works.
5. The Housing the Nation campaign was launched on 7 June with press activity on latest LGA housing survey results. Immediate next steps include launch of

**Item 12**

development viability research on 20 June in association with British Property Federation and Home Builders Federation, with supporting press activity and associated press activity, to coincide with the LGA conference.

**Hidden talents**

6. The latest stage of the Hidden Talents campaign was launched in March with the publication of *Hidden Talents* report. We are working with a range of local authorities to capture this activity, and developing a single programme that builds a deeper evidence case for public-service reform that can better enable it. Government will be engaged in this work throughout. This work was launched at a Hidden Talents roundtable by members of the Economy and Transport Board and Children and Young People Board, which was attended by David Miliband MP, chair of AVECO Commission into Youth Unemployment, John Hayes, Minister for Further Education, Skills and Lifelong Learning, and a range of senior local government figures and partners. A cross-party Parliamentary roundtable, hosted by Heather Wheeler MP, is scheduled to take place on 10 July 2012.

**Stakeholder management**

- Organising two lunches with a selection of Vice-Presidents for July 2012
- Scoping potential September / October lunch for with MPs of all parties from the South West. Hosted by Oliver Colville MP.
- Work is underway to plans for the LGA's annual Parliamentary reception in November
- Planning has started for the Autumn Smith Square Debates
- Planning is underway for an LGA presence at Autumn 2012 Party Conferences
- Supporting the activities of LGA Vice-Presidents in Parliament, in line with 2012/13 Business Plan priorities

**Marketing**

- Promotion to members – undertake marketing research to understand what our members really want and to evaluate our communications channels
- Updated 'guide to services' for 2012/13 produced
- Promotion of online offer including LG Inform and Knowledge Hub continues
- Continued promotion of sector-led improvement (cross programme)
- Refreshed National Graduate Development Programme
- Brand management – the reputation of the LGA, with particular focus on promotional activity and marketing support for LGA campaigns

**Item 12**

**Look ahead**

<b>Month:</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>
<b>External events</b>	LGA Annual Conference 26-28 June			Party conferences: Liberal Democrat 22-26 September Labour 30 Sept – 4 Oct Conservative 7-10 Oct
<b>Meetings, speeches, select committee inquiries</b>	LGA oral evidence to EFRA Select Committee session on air quality tbc  LGA oral evidence to CLG Select Committee session on Councillors and the Community (date tbc)	LGA oral evidence to Education Select Committee on Young Immigrants LGA Written evidence to EFRA Select Committee on Dangerous Dogs  Vice Presidents		Chairman, Chief Executive and Director of Communications meet MPs from South West.

**Item 12**

	LGA oral evidence to DWP Select Committee session on youth unemployment	meetings on LGA support for VPs		
<b>Legislation</b>	<p>Launch of "Getting in on the Act" for Health and Social Care Bill</p> <p>Lords stages of the Local Government Finance Bill</p> <p>20<sup>th</sup> June Metal Theft PMB introduced in House of Commons</p>	<p>Lords stages of the Local Government Finance Bill</p> <p>Children and Families Bill (dates tbc)</p>		

**Item 12**

<p><b>Campaigns</b></p>	<p>Independent Local Govt June 22 – Sheffield event with Clive Betts MP June 26–28 – LGA Conference debate /decision 27<sup>th</sup> GA at 11:15 Finance campaign – early findings of whole place community budgets Launch of Future Funding report Social care campaign – Annual Conference panel debate</p>	<p>Social care campaign - Coordination meeting with Carers UK and Age UK Social care campaign – One day conference for members and stakeholders</p>	<p>Social care campaign – Ongoing – develop Local Government offer</p>	<p>Social care campaign – Ongoing – develop Local Government offer</p>
-------------------------	---	---	--	--

**Item 12**

	<p>Social care campaign – on launch of White Paper - publish guide to reform for members; interactive survey to be launched;</p>			
<p><b>Marketing</b></p>	<p>Programme support for LGA conference including showreel promoting LGA's big wins, priorities and offer and online offer.</p>			



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

### **Purpose of report**

For discussion and direction.

### **Summary**

The LGA business plan 2012/13 centres on five priorities –

- Public service reform
- Growth, jobs and prosperity
- Funding for local government
- Efficiency and productivity
- Sector-led improvement

The monthly Chief Executive's report sets out the LGA's main achievements against those priorities, along with our performance against key corporate indicators, including membership and budget.

### **Recommendation**

That the LGA Leadership Board notes Chief Executive's report for June 2012.

### **Action**

To provide a Chief Executive's report to each Leadership Board meeting.

**Contact officer:** Carolyn Downs  
**Position:** Chief Executive  
**Phone no:** 020 7664 3213  
**E-mail:** carolyn.downs@local.gov.uk



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

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

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

- Published a new guide for **Police and Crime Panels**, exploring the balanced appointment objective in the Police Reform and Responsibility Act, the Home Office legal clarification of the objective, and the implications for councils as they establish panels.
- The proposed **Crime Prevention Injunction**, which will replace Anti-Social Behaviour Orders, has been amended in line with the LGA's response to the consultation preceding the White Paper. Following LGA concerns over implementation, the proposed community trigger has become a high level duty on councils and other partners. We will continue to highlight our issues when the draft bill is introduced in parliament.
- On **transfer of public health**, a joint LGA-DH letter has been distributed confirming that staff transferring to local government will retain NHS pension rights and a joint task-and-finish group is making progress on pension-related issues. A guide to pre-transfer working arrangements for co-located staff was issued on 7 June and discussions are continuing on arrangements for the appointment of Directors of Public Health.
- The first phase of the **Independent Local Government Campaign**, intended to create a debate around the potential to codify the relationship between central and local government, is complete. The LGA Executive will discuss the next stage on 14 June.
- Published an 'On the Day Briefing' for member councils to coincide with proposals for the biggest **reforms to Special Educational Needs (SEN)** provision for thirty years, including measures to replace SEN Statements and Learning Difficulty Assessments for 16 to 25-year-olds with a single, simpler 0-25 assessment process and Education, Health and Care Plan from 2014.
- Further to LGA calls for a more robust **licensing process for scrap metal dealers** to reduce metal theft, MP Richard Ottoway, will introduce a bill in June that establishes a new licensing regime for scrap metal dealers administered and enforced by councils.
- Following a high-level meeting co-hosted by Secretary of State for DeFRA, Caroline Spelman MP and Sir Merrick Cockell, attended by senior LGA and government representatives, the LGA agreed in principle a joint statement on central and local government's shared commitment to local action to increase the resilience of communities, local economies and public services to **climate change and extreme weather**.
- The Planning Advisory Service published the **National Planning Policy Framework (NPPF) checklist** for councils to help them assess their local plans against NPPF

requirements, respond proactively and make robust planning decisions. The checklist has been welcomed by local planning authorities and the planning inspectorate.

- We raised concerns about English Heritage's proposed new national indicator to measure councils' commitment to the **historic environment**, and offered to work with them to improve the availability of public data through LG Inform.
- We have persuaded DCLG to drop the proposal for the Secretary of State rather than the Selector to appoint members of the **Sustainable Communities Act** Advisory panel. We continue to monitor other proposed changes that would fundamentally change the role and caseload of the Selector.

### **Priority 2 - Growth, jobs and prosperity**

- The last of our **Local Growth Campaign** Town Hall debates took place in Devon and concentrated on growth in rural areas. We will present our own Green Paper on Growth at the LGA conference.
- As part of the **Hidden Talents Campaign**, we held a successful seminar with business, education and the third sector, calling for local solutions to support the long-term young unemployed. The seminar was addressed by David Miliband MP and DWP minister John Hayes and secured broad support for councils developing demonstration projects to support our call for reform.
- LGA Chairman Sir Merrick Cockell chaired the third meeting of a group of council leaders and senior figures from the property industry to examine **major opportunities and barriers to local growth**. The work is exploring funding and investment options for councils and their partners and how central government can increase local flexibility to unlock growth.
- Kettering Borough Council and Cornwall Council have hosted representatives from the LGA, councils, the British Property Federation and the private sector in visits designed to help develop plans for **local economic growth** and provide support in areas where the council currently faces barriers. Work is underway in conjunction with Local Partnerships on practical programmes of support
- Following a meeting with the Office of Rail Regulation, we have agreed to provide advice on how councils can be consulted more effectively on future **rail investment**.
- The **Housing the Nation** campaign launched on 7 June with press activity on latest LGA housing survey results.
- Proposals for a new **Local Government Pension Scheme** were announced on 31<sup>st</sup> May. The proposals were developed in agreement with the local government trade unions and will now be the subject to consultation by both the LGA and the unions.
- Meetings are progressing with Cabinet Office to highlight barriers to successful employee-led **mutuals/social enterprises** identified by local authorities. The workforce team is

developing a series of case studies in partnership with the Office for People Management.

- In response to councils concerns about changes in **flood risk insurance** which is affecting premiums, excesses and even non-coverage, the LGA organised meetings with the Association of British Insurers and Richard Benyon, Parliamentary Under-Secretary for Natural Environment. Councils pressed for urgent solutions to avoid places becoming blighted councils having to step in to support uninsured households.

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

- Last month, the administrators of Landsbanki made a payment of £51 million to local authority creditors, bringing the value of total recoveries from all of the **failed Icelandic banks** to over £630 million. This means that almost two-thirds of the amount deposited in the four banks is now back with authorities, with further distributions expected.
- Ahead of the Lords stage of the **Local Government Finance Bill** this month, we held briefing sessions with Conservative, Labour, Liberal Democrat and cross-bench peers. Peers across all parties expressed interest in tabling LGA amendments and registering our key messages in the debates. We also secured media coverage on councils' concerns with the £500 million cut to council tax benefit funding.
- Together with the Department for Work and Pensions, the LGA launched a prospectus for applications to support residents preparing for the introduction of **Universal Credit** in October 2013. It includes encouraging online applications and preparing for financial independence. The LGA will recommend a shortlist to DWP from the 38 bids received.
- The LGA's lobbying helped to secure £2 billion in capital funding from the Department for the Education **School Building Fund** for schools in urgent need of repair. Although this will go some way to addressing the problems facing some of our most dilapidated schools, we will continue to press the case for the hundreds of run-down schools still in limbo.
- **EU funding 2014-2020** has the potential to stimulate local economic growth. We are working with councils to develop a robust case for them to play a lead role in the design and implementation of EU funds, and with lead Whitehall departments to take the case forward. We are seeking support from MEPs to vote for the flexibility for funding to be delivered locally.
- We continue to support councils in the £200 million **European Social Fund** provision for families with complex needs, running alongside the Troubled Families programme.

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

- The National Employers have again declined requests from the Trade Union Side to refer **2012 pay** to arbitration and to review the NJC mileage allowance rates. The Employers are clear that pay for 2012 has been concluded and that mileage allowances cannot be reviewed in isolation of discussions about 'wider reform'
- The Workforce team has delivered 9 out of the 11 planned workshops for councils across

England and Wales on **Managing a Changing Workforce**.

- The final stages of the **National Graduate Development Programme** (NGDP) assessment centres are now complete. The centres took place over 7 days, with over 220 candidates taking part in interviews and group exercises.
- Launched wave 3 of the **Capital Asset Programme**, offering grants of up to £25,000 to help councils with finance and expertise to make better use of buildings and land.

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

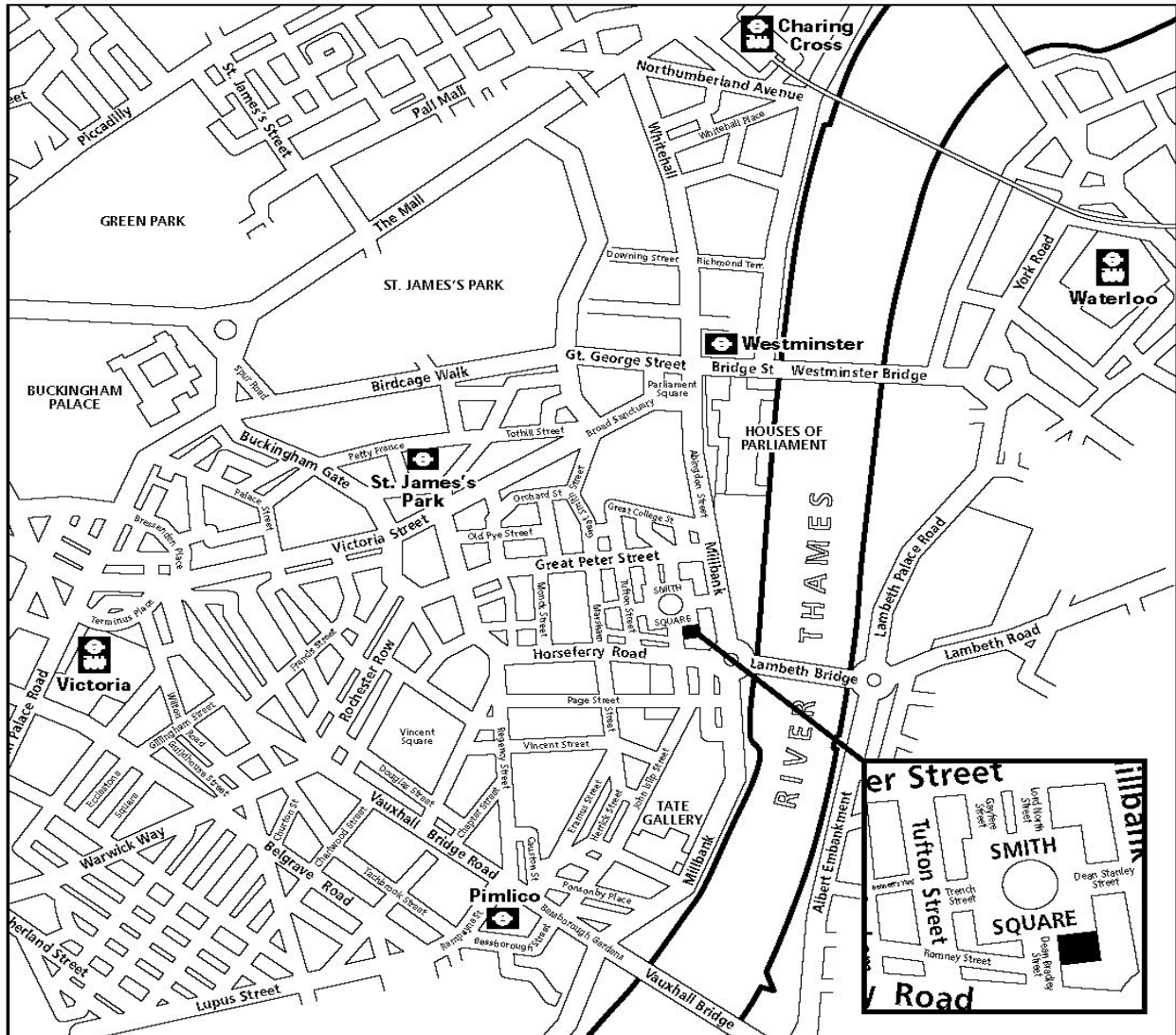
- Delivered 20 **corporate peer challenges** in 2011/12, with a further 60 councils signed up/in discussion to sign up to a corporate peer challenge.
- The LGA hosted a roundtable event to focus on the contribution that **environmental health, trading standards and licensing services make to public protection** and helping businesses. National regulators and professional bodies discussed how increased flexibility can help councils to deliver improved community outcomes.
- Ran a session for members and Chairs of Local Safeguarding Children Boards on developing effective local responses to tackle **child sexual exploitation** and launched the joint LGA and Barnardo's publication on helping councils develop effective local responses
- The LGA, the Chief Fire Officers' Association, the Chief Fire and Rescue Advisor, and the London Fire and Emergency Planning Authority have agreed a new Service-led model for the production of **national operational guidance for the UK Fire and Rescue Service**, demonstrating again to Government that 'fire' is a mature and capable service.
- We have commissioned the University of Birmingham (INLOGOV) to deliver a programme of **simulation workshops for Health & Wellbeing Boards** across the country. The workshops will help board members develop the confidence to tackle tough challenges, manage complexity and develop approaches and behaviours to achieve transformation across the system.
- **Children's Improvement Board** representatives from every region, including lead members for children, chief executives and directors of children's services, met in Birmingham on 29 May to share learning so far and their delivery plans for 2012-13.
- The Arts Council England have agreed to fund a joint leadership programme for **library portfolio holders**, building on the success of last year's seminars and peer support, which reached 50 councillors.
- We brought together Sport England, Arts Council England, English Heritage and the National Archives to agree a shared approach to working with councils to **support sector-led improvement** locally across culture, heritage and sport.

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

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

- The Royal Borough of Windsor and Maidenhead rejoined the LGA on 1 June 2012, leaving only two councils – London Borough of Bromley and Slough Borough Council – out of **membership** and 31 on notice.
- During May the LGA gave evidence to **four Select Committee inquiries**. We submitted written evidence to the Communities and Local Government Committee's inquiries into "the Co-operative Council" and "the role Councillors play in their communities" and to the Health Select Committee's inquiry into "The Government's Alcohol Strategy". Chief Executive Carolyn Downs gave oral evidence to the Public Accounts Committee inquiry into "Implementing the Transparency Agenda".
- **Media.** In May the LGA was mentioned 1816 times in national, regional, trade and online publications. There were 45 mentions in national newspapers. The most prominently covered stories were LGA research on road closures applications for Diamond Jubilee street parties, a warning that the cost of elderly care will double in 20 years and analysis showing that hundreds of the country's most run-down schools could miss out on government funding earmarked to fix them. 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>
- Following the **2012 Staff Survey** reported at last month's Leadership Board, an action plan has been prepared and will be signed off by the Corporate Leadership Team on 11 June.

## 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

**87** Wandsworth - Aldwych **N87**  
**3** 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