

LGA Leadership Board

Agenda

Wednesday 11 July 2012
2.00pm

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

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

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LGA Leadership Board

11 July 2012

A meeting of the LGA Leadership Board will be held at **2.00pm on Wednesday, 11 July 2012 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.

Labour: Aicha Less: 020 7664 3263 email: aicha.less@local.gov.uk
Conservative: Luke Taylor: 020 7664 3264 email: luke.taylor@local.gov.uk
Liberal Democrat: Evelyn Mark: 020 7664 3235 email: libdem@local.gov.uk
Independent: Group Office: 020 7664 3224 email: independent.group@local.gov.uk

Location

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

LGA Contact

Cathy Boyle: Tel: 020 7664 3205; Fax: 020 7664 3232;
e-mail: cathy.boyle@local.gov.uk

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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
Councillors											
Conservative											
Sir Merrick Cockell	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Gary Porter	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Robert Light	Yes	Yes	Yes	Video	No	Yes	Yes	Video	Yes	Yes	
Andrew Lewer	Yes	Yes	Video	No	Yes	Yes	Yes	Yes	Yes	Video	
Robert Gordon CBE DL	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	
Labour											
David Sparks OBE	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	
Sharon Taylor	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	
Steve Reed	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Liberal Democrat											
Gerald Vernon-Jackson	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Mayor Dorothy Thornhill MBE	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	
Independent											
Marianne Overton	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Observer											
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

11 July 2012

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Date of Next Meeting: Wednesday, 19 September 2012 - 2.00pm

Compact Agreement between the NHS Commissioning Board and the LGA

Purpose of report

To comment upon and recommend to the LGA Executive that it approves the Compact agreement between the LGA and the NHS Commissioning Board.

Summary

This report gives a brief summary of the key messages and background to the development of the Compact agreement between the LGA and the NHS commissioning Board.

Recommendation

The Board is requested to note the Compact agreement between the LGA and the NHS Commissioning Board (see **Appendix A**), comment on it and recommend it to the LGA Executive for approval.

Action

LGA officers to action as necessary.

Contact officer: Tom Shakespeare
Position: Adviser
Phone no: 0207 640 3218
E-mail: tom.shakespeare@local.gov.uk

Item 1

Compact agreement between the NHS Commissioning Board and the Local Government Association

Background

1. The NHS Commissioning Board Authority was established by the Health and Social Care Act 2012 and will become fully operational as the Commissioning Board (CB) from October 2012.
2. The LGA has been working with the CB to develop joint working at a national level, including through the development of a joint Compact agreement.
3. The Compact will define how we will work together for the next year and beyond. It has been drafted jointly with input from the Chairman and Chief Executive of both organisations and has been cleared by the Community Wellbeing Board. The Local Government Chief Executive representatives from the Health Transition Task Group have also had sight of this and have fed in comments throughout.
4. The themes that are emerging from the Compact formed the basis of the plenary session with Cllr David Rogers OBE and Sir David Nicholson (Chief Executive of the Commissioning Board) at the LGA Annual Conference.
5. The media teams from both organisations will be updating the joint statement that will be accompanying the document to reflect the speeches at conference.

Key themes/messages

6. The overall joint priorities for year one will be 'shared system leadership', 'joint planning' and 'sector-led improvement and innovation'.
7. Delivering integrated commissioning and integrated services around patients and communities is the key theme running through the Compact
8. We propose (subject to Executive approval):
 - 8.1. to put in place effective mechanisms for Health and Wellbeing Boards (HWBs) and Clinical Commissioning Groups (CCGs) to ensure that CCG plans adhere to the joint health and wellbeing strategy, and where possible are jointly commissioned;
 - 8.2. to ensure that the NHS CB assurance process for CCGs includes a clear plan for the deployment and reinvestment of local resources and alignment with the Joint Health and Wellbeing Strategy (JHWS);

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- 8.3. to facilitate and promote shared system learning and leadership at all levels in the system, and provide a package of support;
 - 8.4. to work together on safeguarding, emergency planning and joining up separate outcomes frameworks;
 - 8.5. to align sector-led improvement with the NHS Institute for Innovation;
 - 8.6. to put in place an early warning system to identify areas that may need support.
9. We will put in place governance arrangements that will include:
- 9.1. **Joint leadership group.** This will agree joint strategic priorities for following year and review progress. It will be co-chaired by the LGA and NHS CB Chairs and attended by the Community Wellbeing Board Chair and LGA and NHS CB Chief Executives. The group will meet annually.
 - 9.2. **Leadership Executive Group.** This will identify the strategic priorities for the partnership and once approved by the Joint Leadership Group will develop a strategy and plan for implementation. The group will be co-chaired by the LGA and NHS CB Chief Executives, and will meet quarterly.

Clearance process

10. Following clearance from the Executive, the Compact will be taken to the Commissioning Board Future Design Group on 9 August. The commissioning Board will approve the final Compact on 20 September, along with a suite of other Compacts with other organisations. It is expected that there will be no more changes made at this stage, but that if there any changes of substance, then we have made it clear that the Compact will have to go back through LGA clearance processes.
11. The aim will be to launch the Compact in October, potentially at the LGA/CB Conference on Integrated Commissioning on 29 October 2012.

Appendix A: Compact between the Commissioning Board and LGA

COMPACT BETWEEN LOCAL GOVERNMENT ASSOCIATION AND NHS COMMISSIONING BOARD

JOINT STATEMENT

The NHS Commissioning Board and Local Government Association are committed to working together to support Health and Wellbeing Boards in taking a place-based approach to improving the health outcomes of patients and communities across England.

It is crucial that we work together to solve the very significant challenges facing the health and care system including pressures of an ageing population, the challenges of integrating services locally and the financial pressures in the public sector.

We will seek to support shared system leadership, sector led improvement and joint planning, underpinned by a commitment to integrated services and commissioning focussed around the needs of patients and communities. The priority areas set out in this compact seek to ensure safe and effective care, designed and delivered at local level by those who best understand local needs. Health and Wellbeing Boards, working with Clinical Commissioning Groups will be the system leaders of health and care locally, ensuring that the totality of health spending is dedicated to improving health outcomes of the local population and reducing health inequalities.

Collaboration must go beyond the words written in this document: it must be embedded into everything we do and the way in which we work. This may mean working in different ways to enable us to make the difficult decisions that will set the direction for truly transformational change and outcomes for patients and communities.

[Co-signed: David Nicholson, Carolyn Downs, Merrick Cockell, Malcolm Grant]

CONTEXT

The Local Government Association (LGA) and the NHS Commissioning Board (NHS CB) are committed to working together at national level to support Health and Wellbeing Boards (HWBs) in their role as leaders in the new health system.

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Appendix A

The Health and Social Care Act outlines the proposed new commissioning architecture for the NHS, which will devolve responsibility for the majority of commissioning to the local level.

HWBs, working with local authorities, play a critical role in bringing together councillors, chief officers, CCGs and local communities as equal partners to improve health and care outcomes by joining up health and care services and tackling the wider determinants of health such as transport, housing and education.

Local authorities, as autonomous organisations, make their own decisions based on the needs of their local areas. The LGA, a politically led organisation, represents local authorities at a national level, and supports improvement where it is needed at a local level.

The NHS CB is held to account by the Department of Health through the mandate and is guided by the NHS Constitution. It seeks to deliver the Government's vision to modernise the health service and secure the best possible outcomes for patients by supporting, developing and holding to account CCGs so that there is a clinically led commissioning system firmly focused on the needs and aspirations of local populations.

Both organisations share the fundamental goal of strengthening local leadership to get the best health and wellbeing outcomes for their local populations. This Compact should be read and understood within this context.

JOINT PRIORITIES

Together we have identified three priorities on which to work in 2012/13:

- i) shared system leadership
- ii) joint planning
- iii) sector led improvement and innovation

Running through all three priorities will be a theme of integration – both integrated services and integrated commissioning of services – designed around the needs of patients and local communities.

These priorities will be reviewed and updated annually by the Joint Leadership Group.

1. Shared system leadership

We are firmly of the view that HWBs are the leaders of the health system locally. We recognise that transition will require working differently, though many local authorities and NHS partners are already adopting new approaches and behaviours. Shared

Item 1

Appendix A

system leadership is needed to deliver improved efficiency and outcomes. It will also need to develop a new, more integrated approach to resource allocation which reinvests efficiencies made in the whole system into agreed local priorities.

We will therefore work at national level to:

- facilitate and promote shared system learning and leadership at all levels in the system.
- provide leadership support and development through the NHS Leadership Academy, the LGA and other appropriate organisations. Support will include the LGA's sector led improvement, HWB leadership programme and the NHS's Top Leaders and Learning Through Transition programmes.
- support HWBs through the production of the joint health and wellbeing strategy to identify how efficiencies can be reinvested into preventative services and the wider determinants of health to achieve improved outcomes across the system.

2. Joint planning

The Health and Social Care Act requires that CCG commissioning plans are based on relevant Joint Health and Wellbeing Strategies (JHWSs). It states that health and wellbeing boards should be involved in developing or significantly revising CCG commissioning plans, and that when published these plans must contain a statement from the health and wellbeing board about whether the commissioning plan is based on the JHWS. There is also an expectation that the HWB will hold the Local Authority, Commissioning Board, Public Health England and other bodies to account to ensure that all local plans are based on priorities agreed within the JHWS.

We will therefore work together to:

- put in place effective local mechanisms for HWBs and CCGs to ensure that CCG plans adhere to the JHWS, and where possible are jointly commissioned
- ensure that the NHS CB assurance process for CCGs includes a clear plan for the deployment and reinvestment of local resources and alignment with the JHWS.
- co-ordinate emergency planning and resilience activities between the NHS, local government and Public Health England and across the system.
- co-ordinate joint planning for the safeguarding of vulnerable people including children's health services between the NHS, local government and CCGs. In particular, we will work together to ensure that the safeguarding of vulnerable people during the transition and beyond is given sufficient priority.
- join up separate outcomes frameworks.

3. Sector led improvement and innovation

Local government and the NHS CB recognise that integrating health, social care and public health services around the needs of patients and local communities is key to improving an individual's experience of services, can drive up quality as well as positively impact on the productivity challenges facing the local public sector. Both organisations recognise that we need to create a system that continually scans for efficient and effective ways of working. Sector led improvement, a locally tailored, peer-led approach to improvement and innovation will be the basis upon which we will work together, enabling us to deliver added value by working together to achieve the best possible outcomes for patients and local populations.

We will therefore:

- align, promote and publicise the work of the LGA's sector led improvement programme and the NHS Institute to assist health leaders through the transition and beyond.
- work with HWBs, CCGs and local authorities to provide a package of support and shared learning for local commissioners to deliver integrated care around the service user and for the whole population, including national support for the development of local commissioning plans to ensure that resources and assets are made available to support those plans
- work together to put in place an 'early warning system' to identify areas that may need support in managing change across a local system, including through the establishment of joint improvement teams and shared intelligence mechanisms which will use agreed criteria to establish the type of support required and how this is best delivered.

MECHANISMS FOR ACHIEVING THE JOINT PRIORITIES

We have agreed joint responsibilities (table 1) which set out the values and behaviours we expect of each other and our constituent bodies. A governance framework will be established to deliver our joint ambition to support HWBs and CCGs to deliver whole system leadership.

Joint Leadership Group

Through the Joint Leadership Group (JLG) the LGA and NHS CB will agree the joint strategic priorities for the year ahead. It will also review the impact and benefits of working together each year. The key responsibilities of the JLG are to:

- agree joint priorities to enable organisations at all levels of the system to deliver their shared objectives

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Appendix A

- agree how local commissioning plans and examples of best practice will inform decisions made by the NHS CB, the Commissioning Board Local Offices and the JLG
- review progress and develop terms of reference which build on the Compact to reflect any changed circumstances

The group will be co-chaired by the LGA Chairman and NHS CB Chairman and attended by the Community Wellbeing Board Chair and the NHS CB and LGA chief executives who will provide input and support and ensure continuity with the Leadership Executive Group (below).

The group will meet annually to prepare for the following business planning year and review progress.

Leadership Executive Group

The Leadership Executive Group will identify the strategic priorities for the partnership and once approved by the Joint Leadership Group will develop a clear strategy and plan for implementation.

The key responsibilities are to:

- work across the system to identify and develop priority areas for engagement
- support the Joint Leadership Group in translating high level priorities into practical deliverables
- allocate resources within the respective organisations to implement the agreed strategy

The group will be co-chaired by the LGA Chief Executive and NHS CB Chief Executive and two appointed representatives from each organisation. Suitable deputies may attend where chairs are unable to attend. The Group will meet quarterly.

Partnership between the LGA and Commissioning Board

We are clear that commissioning decisions and local issues will be dealt with locally by HWBs. At a national level, the LGA and Commissioning Board will work together to help support local commissioners in their local decision making. It is envisaged that the day-to-day implementation of the support through the joint priorities will be carried out by officers within the NHS CB and the LGA.

The ways of working build and strengthen the commitment of each organisation to support local partners to develop strong and successful partnerships. Any differences of opinion between the LGA and NHS CB will be resolved at the most appropriate level, with referral to the Leadership Executive group, and then Joint Leadership Group as a last resort.

Wider Partnership Landscape

It is also important to recognise that there are other important existing and emerging partners at a national level. The Leadership Executive Group will establish ways of working at the national and sub-national level with a number of organisations who will play a key role in the successful delivery of better health outcomes. Together we will develop our relationships with Healthwatch, Public Health England, national representatives of CCGs and other national bodies of key stakeholders.

Joint responsibilities

When working in partnership there will be a commitment to:

- Provide information in good time for discussion and/or consultation
- Provide a considered, co-ordinated and timely response to issues on which their views are sought/on which they are consulted
- Contribute different organisational perspectives to the development of policy
- Provide constructive comments on emerging policy at a formative stage
- Contribute ideas on the implications of developing policy and its implementation
- Promote effective communications
- Work with sub national groupings of councils through the LGA's existing networks and the national structure for the NHSCB to ensure that the full breadth of experiences and evidence from across the country is taken into account
- Strive for consensus as far as possible; recognise it is acceptable to disagree
- Respect confidentiality where that is required or requested; otherwise to conduct their dialogue openly
- Ensure a 'no surprise' culture by maintaining dialogue
- Champion multi agency working

Contact officer: Tom Shakespeare
Position: Adviser
Phone no: 0207 640 3218
E-mail: Tom.shakespeare@local.gov.uk

Independent Review of Members' Allowances 2012

Purpose of report

For decision.

Summary

In May 2012, following changes to the appointment of Lead Member Peers and the decision to create a new Finance Panel and Audit Committee, the LGA Leadership Board invited LGA President Lord Best to convene the Independent Remuneration Panel to recommend appropriate levels of remuneration. Given that remuneration of the Chairman and Group Leaders had not been independently reviewed since 2008, the Panel was also invited to review these positions.

The Panel is chaired by Lord Best and made up of:

- Dame Mavis McDonald
- Ted Cattle
- Chris Stephens

A summary of the Panel's deliberations and recommendations is set out in the **attached** report. Lord Best will attend the Board meeting to present the Panel's recommendations.

Recommendation

That the LGA Leadership Board notes the conclusions and recommendations of the Independent Remuneration Panel, set out in paragraph 23, for agreement by the Executive on 12 July.

Action

Officers to make amendments to the LGA Scheme of Allowances in line with the LGA Executive's decision on 12 July.

Contact officer: Claire Holloway
Position: Head of Corporate Governance
Phone no: 020 7664 3156
E-mail: claire.holloway@local.gov.uk

Independent Review of Members' Remuneration 2012

Background

1. The Independent Remuneration Panel met on Wednesday 20 June 2012 to consider the remuneration of the Lead Member Peers, the LGA Chairman and Group Leaders, the Finance Panel and the Audit Committee.
2. During the course of their deliberations, the Panel received oral evidence from:
 - 2.1. Sir Merrick Cockell, Chairman LGA;
 - 2.2. Carolyn Downs, Chief Executive;
 - 2.3. Mark Edgell, Principal Adviser;
 - 2.4. Gerald Vernon-Jackson, Liberal Democrat Group Leader;
 - 2.5. Gary Porter, Conservative Group Leader.
3. They also received written evidence from:
 - 3.1. David Sparks OBE, Labour Group Leader;
 - 3.2. Marianne Overton, Independent Group Leader.

Issue 1 – Reimbursement of Lead Member Peers

4. National and Regional Lead Member Peers are currently salaried employees, whose contracts will come to an end on 31 July 2012. At that point they will cease to be employees of the LGA and will instead become political appointments, which will come into effect from 1 September.

The Independent Panel was invited to determine an appropriate level of Special Responsibility Allowance for National and Regional Lead Member Peers.

5. The Independent Panel heard that the current breakdown of Lead Peer days across the four Groups had developed historically and been agreed for 2012/13. However they felt that for transparency and to reflect the differing numbers of members to be supported by each Group, the LGA should consider reviewing the allocation of hours between the Groups annually and adjusting them to reflect proportionality.
6. The Independent Panel accepted that, within their total number of lead peer days, each Group should have the flexibility to allocate to individual Lead Peers as they saw fit. But the Panel also felt that to ensure fairness and transparency, the selection panel for Lead Independent Peers should include the Chief Executive.

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7. The Independent Panel felt that where possible Groups should allocate the total number of days between peers at the start of the year. However, if Groups preferred to allocate on an ongoing basis, the Chief Executive should review those allocations on a quarterly basis.
8. On that basis the Panel were willing to recommend a flexible Special Responsibility Allowance (SRA) based on a day rate of £300, which they felt offered good value for money and was broadly in line with SRAs paid to other political appointments.

Issue 2 – Finance Panel

9. The LGA Finance Panel will come into effect from 1 September 2012. It will lead on all matters relating to local government finance policy. Like the Resources Panel, the Panel will report to the LGA Executive and its chair will have a place on the Executive.

The Independent Panel was invited to consider an appropriate level of remuneration for the Finance Panel

10. The Independent Panel considered the respective roles of the Finance Panel and the Resources Panel. They concluded that given the comparable time expectation, responsibilities and complexities of roles, SRAs paid to members of the Finance Panel should be the same as those paid to members of the Resources Panel.

Issue 3 – Audit Committee

11. The LGA Audit Committee will come into effect from 1 September 2012. It will comprise four members – one from each Group. Its role is to monitor the integrity of the financial statements of the LGA and its associated organisations, and oversee their internal control and risk management systems. The Committee is expected to meet to a maximum of three times a year.

The Independent Panel was invited to consider an appropriate level of remuneration for the Audit Committee

12. The Independent Panel considered the role and the relatively low anticipated time commitment for the four members who would make up the panel. In view of this, the Panel concluded that a day rate might be more appropriate than an SRA. They felt that the current day rate of £300 paid to accredited peers was reasonable. A normal maximum number of days should be established on an annual basis.

Issue 4 – Reimbursement of Chairman and Vice Chairmen (Group Leaders)

13. SRAs of the Chairman and Vice Chairmen of the Association were last reviewed in 2008. At the time, the LGA decided that
- 13.1. The time commitment of the Chairman was between 3-4 days per week, which averaged out at 3.5 days per week.
- 13.2. To avoid potential conflicts of interest, the Chairman and Vice Chairmen (Group Leaders) could not be employed as salaried Lead Member Peers or act as remunerated peers. Some participation in peer challenge was included in the stated responsibilities of those roles.

The Independent Panel was invited to review the current SRAs for the Chairman and Vice Chairmen of the Association and make recommendations to the Executive.

14. The Panel noted that the allowances of the Chairman and Vice Chairmen (Group Leaders) had been frozen for the third year running in line with staff salaries and felt that this demonstrated a commitment to fairness and value for money.

Chairman

15. The Panel considered the time commitment required from the Chairman of the Association. They felt that 3.5 days per week represented the minimum required but that given the demands it was potentially a near full time role. They felt however that as all LGA remunerated members must be serving councillors, at least half one day per week should be reserved for the basic ward councillor role.
16. The Panel felt that if a Chairman was leader of a council, or held any other demanding role – for example a cabinet member - or if their attendance at Smith Square required a lengthy commute, it was unlikely that they would have the time to commit to more than 3.5 days per week.
17. The Panel felt that in principle, the Chairmen of the LGA could be given the choice to opt to work **either 3.5 or 4.5** days per week (but no other variation). However to provide independent scrutiny, the President committed to convene the Independent Panel annually to agree the Chairman's hours, taking into account the other roles they might hold and other practical arrangements.
18. The Panel felt that the current level of reimbursement of £54,482 based on 3.5 days per week was reasonable. If the Chairman opted to increase to

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4.5 days per week, then a pro rata remuneration would be £70,048. The Panel saw this as reasonable to reflect the additional hours.

19. The Panel did not feel that it would be appropriate for the Chairman to undertake any additional remunerated peer work - this should continue to be included within the Chairman's role description.

Vice Chairmen (Group Leaders)

20. The Panel reviewed the current SRAs of the LGA Vice Chairmen and felt that they were fair and reasonable.
21. After lengthy consideration, the Panel concluded that Vice Chairmen should be allowed to undertake some remunerated peer work in addition to their 2.5 days per week as a Vice Chairman and any other roles they might hold. However, given demands on time and potential conflicts of interest, this should not exceed 10 days additional work in any one year.
22. To ensure full transparency, the Panel felt that any payments made to Vice Chairmen for peer work should be published on the LGA website alongside their SRAs. Further, to avoid conflict of interest, the Vice Chairmen should take no part in the decision to allocate work to themselves and a clear process must first be established to manage this, with the Chief Executive reviewing all allocations on a quarterly basis.

Conclusions and recommendations

23. The conclusions and recommendations of the Independent Remuneration Panel are set out below.
 - 23.1. That the SRA for the Lead and Regional peers should be based on a day rate of £300, which the Panel felt provided good value for money.
 - 23.2. That the four Groups should have the flexibility to allocate their total days to meet the particular needs of the Group, but that the Chief Executive should be asked to review total allocations quarterly.
 - 23.3. That the LGA should review the allocation of days across the four groups annually and adjust to reflect the political proportionality of the LGA.
 - 23.4. That the SRA for the new Finance Panel should reflect the SRA paid to members of the Resources Panel.
 - 23.5. That the four members of the Audit Committee should be paid a day rate of £300 a day, for a maximum of three meetings per annum.
 - 23.6. That the SRAs for the Chairman and Group Leaders were reasonable and should continue to be linked to staff negotiated increases.

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- 23.7. That, given the demands of the role, there was a case for the Chairman's days to increase from 3.5 to 4.5 per week if they had the time available. In that case the SRA should be increased pro-rata from £54,482 to £70,048.
- 23.8. If the LGA wished to proceed on this basis, and if the individual elected for 4.5 days per week, then the Independent Panel should be convened annually to scrutinise the chairman's ability to fulfil the higher commitment.
- 23.9. That the Vice Chairmen (but not the Chairman) should be allowed to undertake additional paid peer work to a maximum of 10 days per year.
- 23.10. That where a member received payment for peer work alongside an SRA both should be presented together on the LGA website.
- 23.11. That the Vice Chairmen should take no part in the allocation of work to themselves.

Membership and Terms of Reference 2012-2013

Purpose of report

To ask the LGA Leadership Board to note its Membership and Terms of Reference for 2012-2013.

Summary

The Board's Membership (**Appendix A**) and Terms of Reference (**Appendix B**) are attached to this report.

Recommendation

That the LGA Leadership Board notes its Membership and Terms of Reference for 2012-2013.

Action

No further action necessary.

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

LGA Leadership Board

Date: 26.06.12

Membership: LGA Leadership Board 2012/2013

Councillor	Authority
Conservative (5)	
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 CBE DL [Deputy-chairman]	Hertfordshire CC
Labour (4)	
David Sparks OBE [Vice-chairman]	Dudley MBC
Sharon Taylor [Deputy-chairman]	Stevenage BC
Steve Reed [Deputy-chairman]	Lambeth LB
Mehboob Khan [Deputy-chairman]	Kirklees Council
Liberal Democrat (2)	
Gerald Vernon-Jackson [Vice-chairman]	Portsmouth City
Mayor Dorothy Thornhill MBE [Deputy-chairman]	Watford BC
Independent (1)	
Marianne Overton [Vice-chairman]	Lincolnshire CC

LGA Leadership Board

Terms of Reference

The purpose of the LGA Leadership Board is to develop the strategic priorities of the Association in consultation with member councils and the LGA Boards and makes recommendations to the LGA Executive. It will direct the activities and business of the LGA in line with those priorities and will be responsible for:

1. Building and maintaining positive relationships with member councils and maximising LGA membership levels.
2. Maintaining a forward programme of forthcoming legislation and events, identifying and discussing emerging and key issues and highlighting them to the Executive.
3. Developing and overseeing the delivery of the LGA business plan.
4. Overseeing delivery of the Board work programmes.
5. Managing and maintaining relationships with other local government representative bodies, Whitehall, Government, the legislature and other partners.
6. Undertaking representational activity on behalf of the LGA and providing the principal spokespersons.
7. Ensuring activity across the LGA is coordinated and integrated.
8. Agreeing the format of the LGA General Assembly Annual Meeting, in line with the Constitution.
9. Agreeing the programme and format of the Annual Conference.
10. Agreeing the LGA approach to the annual political balance.

The LGA Leadership Board may allocate responsibility for areas within its remit to one or more of its members.

LGA Leadership Board - Review of the Year 2011-2012

Purpose of report

For discussion.

Summary

The 2012 audit of the LGA's corporate governance arrangements recommended the introduction of an annual self-appraisal by the Boards and Panels to "reflect upon the preceding twelve months in terms of what has been achieved, progress against plan, what went well and lessons learnt".

This report summarises the work that the Leadership Board has undertaken since 1 September 2011, and its key achievements. The Leadership Board's terms of reference are attached at **Appendix B to Item 3** on this agenda.

Recommendation

That the LGA Leadership Board review its work and achievements over the past year and its programme of meetings for 2012/2013 and consider lessons learned.

Action

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

Contact officer: Claire Holloway

Cathy Boyle

Position: Head of Corporate Governance

Manager, Member Services

Phone no: 020 7664 3156

020 7664 3205

E-mail: claire.holloway@local.gov.uk

cathy.boyle@local.gov.uk

LGA Leadership Board - Review of the Year 2012-2013

Background

1. Under its terms of reference, the LGA Leadership Board's purpose is to develop the strategic priorities of the Association, in consultation with member councils and the LGA Boards, and make recommendations to the General Assembly and the LGA Executive. The Board directs the activities and business of the LGA in line with those priorities. Its terms of reference are attached at **Appendix A.**

LGA Membership and the LGA's Membership Offer

2. In December 2011, the Board agreed the 2012/13 **membership subscriptions**, based on the recommendations of the Resources Panel. The 7% reduction overall enabled us to meet our target reduction of 20% over 4 years one year early.
3. The Board periodically reviewed membership levels throughout the year and in March this year agreed a **revised membership offer** and a new approach. During April and May, every member received a Membership Offer booklet, distributed via the Group Offices, tailored to their own particular authority. Feedback has been positive particularly from backbenchers. Copies were also sent to every chief executive, along with their subscription invoice.
4. The number of councils out of membership reduced from seven in 2011/12 to two in 2012/13. 30 authorities are currently on notice to leave from 1 April 2013, although a significant number of these have rolled over notice at least once.
5. Two National Park Authorities are currently on notice and in May, the Board agreed in principal a **corporate National Parks Authorities membership scheme** through the English National Parks Authorities Association (ENPAA) and the relocation of ENPAA to Local Government House. Work is ongoing with ENPAA on the practical arrangements.
6. The Board continues to oversee the development of options for an LGA membership scheme for **Police and Crime Commissioners.**

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LGA Business Plan

7. Alongside quarterly performance monitoring reports, the monthly **Chief Executive's report** sets out the main achievements of the Executive and the nine boards against our business plan priorities and key corporate indicators, including membership and budget. They enable the Board to hold the Chief Executive to account against the delivery of business plan.
8. At its June meeting the Leadership Board received the end of year report of the LGA's performance in delivering the priorities in the **2011/2012 Business Plan**. Overall, 39 of the 76 objectives had been achieved (assessed as "green"), with the remaining 37 at "amber".
9. The Leadership Board also took a lead role in shaping the development of **2012/13 Business Plan** priorities and the LGA's vision for local government. The final 2012/13 Business Plan was presented to the LGA Executive in March. The first quarterly performance report for 2012/2013 is at Item 4 on this agenda.
10. In February 2012, as part of the business planning process, in February, the Board agreed **six high profile campaigns** and identified a Leadership Board sponsor for each. The Board monitors progress on the campaigns through the member sponsor and through periodic update reports.

Commissioning Academy

11. At its June meeting, the Board agreed a policy position on commissioning for local services. The Board agreed that the LGA should partner the Cabinet Office in developing the **Commissioning Academy** and its two pilot projects. This work programme is now progressing.

Public Affairs updates

12. The Board reviewed the programme of **activities, events, legislation and announcements** throughout the year through regular reports from the Public Affairs team, including on the Queen's Speech. Through these, the Board discussed emerging key issues for the LGA and provided a steer for officers in taking this work forward.

External relationships

13. During 2011/2012, the Board met with a number of external organisations
 - **Clive Betts MP, Chair of the HoC CLG Select Committee** for an introduction to the work of the Select Committee and to identify issues the

Item 4

Leadership Board would like the Committee to tackle. These included empty homes and reform of the Housing Revenue Account.

- **Graham Allen MP, Chair of the HoC Select Committee on Political and Constitutional Reform** to discuss how the LGA and the Select Committee could work together to give greater prominence to the development of a draft code as the basis of the relationship between central and local government. The deadline for submitting evidence to the Select Committee is 5 October.
- **Derek Myers, Chairman, and Kathryn Rossiter Managing Director of SOLACE** to discuss potential joint working and the ongoing relationship between the two organisations
- **Dr Jane Martin, Acting Chair and LG Ombudsman and Anne Seex, LG Ombudsman** to discuss changes to the role of the LG Ombudsman

Annual Conference and General Assembly

14. The Board oversaw the development of the **2012 LGA Annual Conference** programme through a series of reports. A review of the 2012 Conference and planning for the 2013 Conference is at Item 6 on this agenda.

LGA Constitution

15. Following the elections on 3 May, the Board agreed the new LGA **political balance**. The political groups are now using their respective processes to populate the LGA governance structures for 2012/2013, with effect from 3 September 2012.
16. On the Board's recommendation, the General Assembly agreed a number of **changes to the LGA Constitution** at its meeting in Birmingham on 26 June - the creation of a new Finance Panel to lead the Association's work on local government finance policy, deletion of the Audit & Scrutiny Panel, expansion of the remit of the Resources Panel to include scrutiny and the creation of a small Audit Committee; expansion of Board membership from 14 to 18 members and the addition of new membership schemes for Police and Crime Commissioners and National Park Authorities.
17. In May 2012, the Board invited LGA President, Lord Best, to convene the **Independent Remuneration Panel** to consider the remuneration of lead member peers, the new Finance Panel and Audit Committee and the Chairman and Group Leaders. The Independent Panel's conclusions and recommendations will be presented to the LGA Executive on 12 July.

LGA Forward Plan

18. The Board reviews the Forward Plan of the **LGA Executive, Leadership Board and Councillors' Forum** monthly to ensure that all key and emerging issues for the sector are appropriately included. For example, over since September 2011 the Councillors' Forum has debated the following topics:

- The Reputation of Local Government;
- An agenda for Cities (with Greg Clark MP)
- Local Authority Budgets in 2012-2013 and beyond;
- Troubled Families (with Louise Casey CB,)
- Police and Crime Commissioners (with the Deputy Chief Constable, Avon and Somerset Police)
- The Future of Adult Care and Social (with Stephen Dorrell MP)
- Directly Elected Mayors (with David Cowling, BBC Political Research)
- HoC CLG Select Committee (with Clive Betts MP, Chair of the Select Committee)

Liberata Contract Negotiation

19. Whilst the Resources Panel is responsible for detailed monitoring of the **Liberata contract**, the Board has taken an active interest, considering regular reports on the contract re-negotiation presented by the Chairman of the Resources Panel. The Board will shortly examine a full options appraisal, alongside the findings of the benchmarking review, and an assessment of the financial, legal and practical implications.

Conclusion

20. The Leadership Board has discussed and taken decisions on a wide range of topics and issues during the year. Members are invited to consider any lessons to build into the forward planning and ways of working of the Leadership Board from 1 September 2012.

First quarter performance report - 2012/13

Purpose of report

For review.

Summary

This report reviews the LGA's progress in delivering the priorities in the 2012-13 business plan for the first three months of the financial year, April – June 2012.

Recommendation

The Leadership Board is asked to review the first quarter's performance report on delivery against the 2012-13 business plan.

Action

To inform management action and focus in ensuring the business plan is delivered.

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

2012/13 Performance Report

First quarter: April – June 2012

Introduction

Background

1. The annual business plan for 2012/13 for the LGA was agreed by Executive in March 2012. We undertook to review the impact of our work and our delivery against the priorities in the business plan through robust performance management including regular reports to members on the LGA Leadership Board.
2. The following performance framework has been put in place to monitor delivery against the business plan:
 - 2.1. a progress report on achieving the outcomes in the business plan with information on the key milestones and deliverables for each area of work
 - 2.2. management accounts summarising the overall financial performance of the LGA and its associated companies
 - 2.3. a report on performance against the Corporate Health Indicators set out in the business plan, to enable us to review our own efficiency and effectiveness
 - 2.4. the LGA's strategic risk register, which is regularly reviewed and updated by the Strategic Management Team.
3. The performance information for the first quarter to the end of June 2012 is now presented in the detailed appendices to this report, and a summary of the key issues arising is set out below.

Delivery of the LGA's programmes

4. A summary of delivery against each of the outcomes in the 2012/13 business plan is included at Appendix A. This sets out, for each objective, what has been delivered with a commentary on progress to date. A standard traffic light rating has been applied as follows:

TL	Definition	Total
G	Outcome achieved or on track to be achieved	31
A	Outcome at risk of not being achieved	10
R	Outcome will not be achieved	1
W	Activity not scheduled to be delivered at this point in the year	
		42

5. The performance report shows that we are on track to deliver 31 of the 42 outcomes identified in the business plan with 10 of the 42 at risk of not being achieved. In summary these are:

Business Plan Outcome	Commentary
A fair, clearer system for the future funding of adult social care	The White Paper may not achieve this outcome – we will continue to focus our lobbying activities in this area
National workforce agreements re seen as relevant and fit for purpose by councils	Work is still underway to engage local government trade unions in negotiations over reform of the national agreement.
Councils are able to develop new innovative funding	There has been limited progress partly reflecting the uncertainties facing capital markets but our work in this area continues
Councils are provided with the financial flexibilities and tools to invest in housing	Treasury remains unconvinced of the case to revisit borrowing restrictions on local authority housing – we will continue to campaign in this area
The Public Health Grant is sufficient to meet local authority public health responsibilities	There is a risk that the global figure for public health resources will not be sufficient when it is announced in October – we will continue to focus our lobbying activities in this area
All fees and charges for local authority services are decentralised including those for planning	While we have secured movement from CLG with the recent announcement on planning fees, these are not yet fully decentralised. We will continue to press for further changes in this area.
A high proportion of councils access Knowledge Hub and LG Inform	Knowledge Hub and LG Inform are still in the early stages of development with some technical issues still to be overcome – we are working closely with Liberata to resolve these issues
Our outsourced back office services are efficient and effective	A fundamental review of the Liberata contract will be carried out following the publication of the independent benchmarking report in July 2012.
We have an agreed approach to eliminating our pension deficit	Resources Panel will consider this issue at their next meeting in September.
We secure core funding for the LGA from 2015/16	Work on the LGA's strategy is now getting underway, to feed into the next planning round and also to inform the LGA's overall positioning with regard to a future funding bid.

6. Our current assessment is that one of the business plan outcomes will not be achieved – that the anticipated White Paper on the care system for children offers a more streamlined approach and recognises the role of councillors. The government's decision not to publish the White Paper means this outcome will not be achieved.

7. We will continue to focus effort in working towards achieving the outcomes in the business plan and will provide a full report on progress at the six month stage.

Financial Performance

8. Because of the tight turnaround in reporting the first quarter's performance information, the management accounts presented here cover the first two months of the financial year. Management accounts for the first quarter are currently being prepared and these will be published on 13 July.
9. The management accounts to the end of May 2012 are included at Appendix B and show the following:
 - 9.1. The net position for the first two months is £10.3m of which £5.9m is the result of income received in advance for the LGA's grant-funded programmes. This leaves an operating surplus to date of £4.4m on the LGA's core budget.
 - 9.2. Total pay costs for the first two months were £3.0m of which £0.6m is for employees working on grant-funded programmes leaving £2.4m for core employees. This compares with a budget of £2.6m, giving rise to a vacancy factor of 7%. An overall vacancy factor of 4% was assumed in setting the 2012/13 budget.
 - 9.3. For the non-pay costs of £8.2m, £2.5m relates to grant-funded programmes. Core programme spend is £583k compared with the budget for the first 2 months of £1.6m. This will be kept under close review over the coming months to ensure that programmes are delivered to plan. A full review of programme spend will be carried out at the five month stage, so that the budget can be adjusted in line with priorities at the six month stage and to minimise the risk of a significant underspend for the year.
 - 9.4. A number of year-end adjustments mean that a range of overhead costs, including Liberata costs, are understated at the two month stage. Costs in these areas are currently projected to be line with budget for the year as a whole.
10. To summarise, income and expenditure are broadly in line with budget, apart from programme spend which is currently coming in well under budget.

Corporate Health Indicators

11. The first quarter's report on the LGA's Corporate Health Indicators is presented at Appendix C. Key issues are:
 - 11.1. The number of authorities in membership has increased by 2. However, 30 authorities are on notice to withdraw. Of these about one-third regularly roll-over their notice to withdraw. We will continue to actively manage our engagement with all authorities on notice to withdraw to ensure that membership levels are maintained.
 - 11.2. Total headcount has fallen since the start of the financial year. This is mainly because a number of grant-funded programmes have now come to an end.
 - 11.3. Debtor balances have increased by £800k since March 2012, but of this £1.2m relates to membership subscriptions, all of which is expected to be fully recoverable.
 - 11.4. The Liberata customer satisfaction survey which was carried out in November 2011 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. Liberata is currently implementing an action plan which addresses the issues raised in the survey.
 - 11.5. Average annual sickness has reduced from 4.5 days to 3.5 days. We will continue to monitor sickness and alert managers to specific sickness issues with members of their teams. In particular we will be taking action to ensure that sickness absence is fully reported.
 - 11.6. Although the direction of travel is positive, BME employees continue to be underrepresented at senior levels in the organisation.
 - 11.7. The results of the employee survey show a reduction in satisfaction in a number of areas. This is considered to be due to the uncertainty of the past year and the reorganisation which has had an impact on employee morale. Action is being taken on a number of fronts to improve employee engagement and development.

Strategic Risk Register

12. The updated version of the LGA's strategic risk register is included at Appendix D.
13. The top five strategic risks identified for the LGA remain the same:
 - 13.1. Impact/delivery
 - 13.2. Membership
 - 13.3. Financial Sustainability
 - 13.4. Shared Services Contract
 - 13.5. People Management.

14. There has no change to the status of these risks since we last reported in May. However we expect our assessment of the risks associated with the Liberata contract to change significantly over the coming months as we enter into the contract renegotiation with them, following the independent benchmarking exercise which is due to be reported in July.

Conclusion and next steps

15. The six month performance report will be presented in early October.

LGA Performance Reporting: First Quarter

Summary

Business Plan Priority	Green (outcome achieved or on track to be achieved)	Amber (outcome at risk of not being achieved)	Red (outcome will not be achieved)
Public Service Reform	6	2	1
Growth, Jobs and Prosperity	3	2	0
Funding for Local Government	2	2	0
Efficiency and Productivity	5	1	0
Sector-led improvement	9	0	0
Our own effectiveness and efficiency	6	3	0
Totals	31	10	1

12/13 Business Plan - Performance Reporting

Appendix A

Public Service Reform - councils are at the centre, and are seen to be at the centre, of public sector reform and are delivering more effective services for local people		Campaigns: > Keep it REAL: responsive, efficient, accountable local services – promoting the role of elected councillors in ensuring communities get the services they want, and creating a debate about codifying the relationship between central and local government > Securing the future of adult social care – setting out a clear overall message about the need to reform and fund adult social care and support		Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
<p>Business Plan Outcome(s)</p> <p>Government policy continues in a localist direction and councils embrace new powers; and Councils are supported in developing new models of local public service delivery and commissioning including community budgets</p>	<p>Reporting Manager and budget</p> <p>Paul Raynes - 350k + 140k external funding for Keep it Real commissioning work</p>	<p>Community Budgets - evidence gathering including financial modelling and case studies of learning (April - Oct);</p> <p>Community Budgets: lobbying to promote the concept - meetings with gov't, other public sector stakeholders</p> <p>Community budgets: improvement support to pilots and to others implementing a CB approach</p> <p>Local public services - new service delivery models library (July)</p> <p>Decentralisation - further lobbying, including response to Greg Clarke's decentralisation report (June); respond to 'right for choice' (June) and cross-programme presentation on where next for decentralisation (autumn)</p> <p>strategic commissioning CEXs round-table and support tools</p> <p>Strategic commissioning - Keep it Real tailored support to 12 councils and wider dissemination</p> <p>Role of councils: influencing CLG S/C inquiry (May-June); Governance for Leadership event (Mayors, PCCs etc) Jan 14</p> <p>General Power of Competence essay (May) and examples of use (Mar 13)</p> <p>Independent Local Government, localism campaign - regional events (May/June); your vote counts' element still being scoped</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>Yes - delivered</p> <p>Yes - delivered</p> <p>Yes - delivered</p>	<p>GREEN</p>	<p>Support products for the Localism Act delivered as promised to timetable and on budget. Community budgets places continue to be supported strongly by LGA and have passed their Outline Business Case milestone. We continue to make the case with the government for future decentralisation especially through the Independent Local Government Campaign.</p>		
		<p>Sandle Dunne - 125k</p>	<p>Pre-White Paper campaign work - analysis of current and future funding requirements, polling, making the case for change (April)</p> <p>Lobbying on White Paper - briefing, conference and other engagement (likely June)</p> <p>Lobbying to secure a favourable Care and Support Bill (July 12 - early 13)</p>	<p>In progress</p> <p>In progress</p> <p>Delivery - scheduled for later this year</p>	<p>AMBER</p>	<p>Our 'guide to the care and support white paper' includes a specific call for a Bill by Summer 2013. We understand that a draft bill will be published shortly after the white paper, with a year of parliamentary pre-legislative scrutiny. Although we will therefore not see an actual bill until May 2013 at the earliest, the intervening period will be an important opportunity to influence the shape of the bill. amber due to risk that content of White Paper/draft Bill will not meet our outcome objective.</p>	

12/13 Business Plan - Performance Reporting

Appendix A

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
National workforce agreements are seen as relevant and fit for purpose by councils	Sarah Messenger - 330k + 200k external funding	Workshops and seminars with councils on local reward strategies	Yes - delivered	AMBER	Efforts to engage the LG trade unions in negotiations over reform to the national agreement and national negotiating machinery are underway. There have been a number of informal discussions, including some at joint secretary level. Whilst there have been some positive indications of a willingness to engage, this has not always been consistent and so far formal discussions have not started, in part because the TUs have been heavily focused on pensions issues. By the end of the next quarter, we will be clear about whether the TUs will engage or not - this outcome is currently assessed as 'amber'.
A reformed pension scheme is delivered without further serious industrial disruption or significant opt out rates for implementation in April 2014	Sarah Messenger - 700k external funding	Trade Unions engaged in reform of national terms and conditions to increase local flexibility for councils	In progress	GREEN	Discussions on redesign have been completed and agreement reached with the TUs. The Govt will consult on the basis of the agreement reached between the LGA and the TU's. Discussions will now begin on issues relating to governance and future cost control.
Local government demonstrates its commitment to its new public health responsibilities	Sandie Dunne - 93k + 370k external funding (HWEL) From June onwards £600k external funding for Healthwatch	Agreement on big ticket elements of a new pension scheme (April) and consultation process for regulation (Sept)	Yes - delivered	GREEN	Healthwatch - Programme now approved and implementation team in place and in process of regional 'stock takes'. Health and Wellbeing programme continues, Simulation events in demand and Chair's networks being formed. National learning network conference planned for Nov
Police and crime panels are established without the need for intervention by government	Helen Murray - 166k	All force areas have agreed proposals for setting up panels (July) and Panels are in place (Oct) - support, guidance and practice shared (April - Aug) Support to community safety partnerships in preparing for PCCs - inc a national brochure for PCCs on the assistance Community Safety Partnerships can provide (autumn party conferences)	In progress	GREEN	The LGA's offer to PCCs has been set out in a prospectus launched in mid-May, there have been visits to police authority chief executives (who become the chief executives of PCCs) around the country, a fortnightly bulletin to prospective PCCs is being sent out and there was a day of PCC centred events at on 28th June at the LGA Annual Conference.
Councils are supported in their role in school place provision, fair admissions, driving school improvement and supporting vulnerable pupils	Helen Johnston - 70k	Develop an attractive membership offer for PCCs Councils' continued role in education advocated - action research published (June); LGA response (Sept) and support programme (Nov - March 13) Schools funding: response to Gov't review (autumn); publication, evaluation of LACSEG costs	In progress	GREEN	The action research was published at Annual Conference 26 June. We have responded already to the Government's review of schools funding, which has been scaled back from a wholesale move to a national funding formula for school to a more limited reform of local funding formulae.

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
The anticipated White Paper on the care system for children offers scope for a more streamlined approach, reducing delays and bureaucracy, recognising the role of councillors	Helen Johnston - 50k	Promoting foster care and adoption . LGA corporate parenting week (June) and response to Green/White Paper (summer) Support for roll-out of Munro Review and Family Justice Review Research to identify impact of welfare reform on CYP	In progress In progress In progress	RED	The Government has decided not to publish the white paper, hence this traffic light is assessed as 'red'. Good progress is being made to build alliances in advance of Euro Parliamentary votes.
Future EU regulation minimises burdens and maximises opportunities for councils	Ian Hughes 60k	Supporting EU members to lobby on issues such as working time directive, procurement, waste.	In progress	GREEN	
Growth, Jobs and prosperity - councils are recognised as central to economic growth					
Campaigns: > Local economies, local growth – promoting councils' leadership of economic development, removing central barriers to local growth and making the case for the devolution of new powers, especially planning > Housing the nation – to win increased housing powers and freedoms so councils can better address the current housing crisis > Hidden Talents – demonstrating that councils are best placed to identify and support the one million young people not in education, training or employment					
Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Has outcome been achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
Business and residents are able to rely on councils and their partners including Local Enterprise Partnerships (LEPs) for excellent services to stimulate growth and new jobs; National services such as skills, transport and employment, are localised so that councils can support economic recovery more effectively; there are increased planning powers and freedoms for councils to support economic growth; and councils are able to reduce red tape and regulatory burdens	Ian Hughes - 175k +2650k CLG grant funding for PAS	hidden talents campaign - Series of LGA/council/govt pilots to demonstrate local solutions to long term unemployment hidden talents campaign - BIS sponsored round tables summits in five authorities to pilot/demonstrate better ways of working hidden talents campaign - Conclusion Summit with BIS New ways of working on transport - DIT sponsored LGA/council/govt pilots to demonstrate barriers/solutions to growth from national transport policy Local growth campaign - Quarterly report on council led growth successes Local growth campaign - Marketing campaign of council ambition to Govt, business and others Visitor economy Support to councils with superfast broadband Economic development improvement support inc. upto 6 events for members and officers	In progress In progress In progress In progress Yes - delivered In progress In progress In progress	GREEN	Hidden Talents: The campaign's demonstration pilots are being developed and we have achieved buy-in from a range of organisations (business, voluntary sector and think tanks). Local Growth Campaign: This year's work is being launched at conference – setting out a renewed LGA programme of work to support councils and a growth development offer. In order to promote 'councils just doing it', this quarter's work will be a launch of a web tool-kit setting out the renewed economic development leadership being displayed by councils across England. Visitor Economy: We have ensured that local government has a strong voice on VisitEngland's new engagement structures. We have also captured and shared new approaches to investing in the visitor economy, such as Tourism Business Improvement Districts. Superfast Broadband: With Local Partnerships we have held a series of briefing events attended by over 100 councils. Local Partnerships has also supported councils to develop Local Broadband plans and are continuing to provide bespoke support during the procurement phase. Transport: Our demonstration pilots with Staffs, Manchester, Cornwall and Leeds are being developed for a summit with DfT in the autumn. Reducing Red tape and regulatory burdens: We are feeding into the cross-government review of all powers of entry, ensuring MPs are informed through practical case studies of why councils need these powers. Work to support councils minimise red tape and support community events over the Jubilee and Olympics periods has concluded with the publication of a councillor handbook and 'how to' guide. Planning: Delivery of support continued with 2 Peer Challenges, 12 Cllr Briefings and 3 Implementing Planning reform events. Metal theft: Richard Ottaway MP, who came 2nd in the private member's bill ballot, is taking forward a scrap metal dealers bill which will introduce a council run licensing regime for scrap metal dealers. The Chair of the Safer and Stronger Communities Board has already met Mr Ottaway and offered our support for the bill.

12/13 Business Plan - Performance Reporting

Appendix A

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
Councils lead the delivery of the Green Deal, to improve the local environment and create new employment opportunities	Sandie Dunne 85k + 40k external funding	Support on transition to new planning regime	In progress	GREEN	Negotiation with DECC on HECA on-going and due to be concluded shortly. Green Deal legislation due to be laid before summer recess.
		Planning Advisory Service - events, support tools, peer challenges, member development (feeding into LGA's housing the nation campaign)	In progress		
		Preventing economic damage caused by crime problems that undermine growth, e.g. metal theft	In progress		
Councils are able to develop new innovative funding, such as local authority bonds and tax increment financing, including a shift in attitudes to investment in infrastructure on the part of local authority pension funds	Paul Raynes 170k	Flooding and climate resilience support	In progress	AMBER	Some timetable slippage on all fronts, partly reflecting the uncertainties facing capital markets - therefore assessed as being "amber"
		Publication on options for infrastructure funding (May) and 'Stimulating Places' studies in Kettering, Barnsley and Cornwall and publication (Oct 12)	In progress		
		Making the case for a local government bonds agency (July) supporting the use of TIFs and helping councils access debt capital markets (ongoing)	In progress		
Councils are provided with the financial flexibilities and tools to be able to invest in housing in their area and negotiate crucial infrastructure with developers	Sandie Dunne 107k	Research on impact of affordable rents programme	Yes - delivered	AMBER	Treasury remains unconvinced of the case to revisit borrowing restrictions on local authority housing - therefore assessed as being "amber"
		Code of practice on the new self-financing system	In progress		
		Support with the new regulatory framework for social housing	In progress		
Councils play their part in a successful 2012 Games, to ensure benefits for the whole country	Helen Johnston 170k grant funding	Work with the task and finish group to ensure councils play an active part in the delivery of a successful Olympic and Paralympics and maximise its legacy	Yes - delivered	GREEN	The task and finish group had its final meeting before the Games on 30 May and discussed the Olympic Torch Relay, environmental issues, emergency planning and transport and community celebrations. The group has been receiving regular reports on activity underway across the LGA to ensure that member councils have the latest information and share experience of local operational issues and represent the interests of local government at the Olympic Secretariat and the Cabinet Committee for the Olympics

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
<p>Funding for Local Government - Reform of the public sector finance system so councils raise more funds locally, have confidence their financing is sustainable and fair, and have greater ability to co-ordinate local public services.</p>					
<p>Campaigns: > Sustainable funding for local government – highlighting the financial pressures on local services.</p>					
<p>Business Plan Outcome(s)</p>	<p>Reporting Manager and budget</p>	<p>Deliverables</p>	<p>Has this been delivered?</p>	<p>Has outcome been achieved? [Traffic Light]</p>	<p>Commentary on deliverables and achievement of outcome</p>
<p>An accurate assessment of spending pressures facing local government is maintained and used in discussions with government about future funding settlements; a business rates retention scheme is ready for implementation in April 2013 that provides councils with stability and predictability, the ability to retain the proceeds of local growth, and adequate safeguards for councils starting with lower tax bases; and the new EU budget includes significant investment in the UK which is locally delivered</p>	<p>Paul Raynes 175k</p>	<p>Future Funding: Risk-assessment of the impact of future spending reductions on different councils – by region, type of council etc. Future Funding - Assessment of the impact of a further significant reduction in grant on council services Future Funding - Research into what the council of the future will look like Future Funding: Additional research into specific priority services Iceland Recovery of resources from failed Icelandic banks LG Finance Bill - lobbying (April - June); lobbying on secondary legislation (July-Sept)</p>	<p>In progress Yes - delivered In progress No - not delivered Yes - delivered In progress In progress</p>	<p>GREEN</p>	<p>The long run-up to the next Spending Review started well at the LGA's annual conference.</p>
<p>The Public Health Grant is sufficient to meet local authority public health responsibilities and allocated on an equitable and transparent basis</p>	<p>Sandie Dunne - funded through Public Service Reform health budget</p>	<p>Making the case for improved public health funding - fact-sheets, lobbying, case made within CSR submission</p>	<p>In progress</p>	<p>AMBER</p>	<p>The global figure for public health resources will not be announced until October - this outcome is assessed as 'amber'. However, the SoS for Health has given a commitment that no local authority will get less than the amount the PCTs operating in their area spent on public health.</p>

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
Councils have a customer-facing role in the delivery of universal credit	Paul Raynes 50k	Lobbying to minimise risks of welfare reforms (April - June);	In progress	GREEN	DWP Ministers have changed their approach and agree that councils will have a role in delivering Universal Credit. A dozen pilots are due to be announced in July.
		Work with DWP, pilot demonstrator and pathfinder authorities to develop the delivery of Universal Credit (April 12-Oct 2013)	In progress		
		Work with councils to implement localised Council Tax benefit (April 12 - Jan 13)	In progress		
Councils have the freedom they need to raise revenue in the ways they determine are appropriate, and all fees and charges for local authority services are decentralised including those for services like planning	Sandie Dunne	Lobbying of Government to devolve local planning fee setting ; and support to councils to benchmark costs and develop robust local fee-setting model. NB: also see infrastructure funding work within growth priority		AMBER	CLG has announced a 15% increase in planning fees subject to regulations to be made in the autumn. This increase is to reflect the cost of inflation since 2008. This represents some movement from CLG, but not yet full decentralisation of planning fees. This outcome is therefore assessed as "amber".
A full review is carried out of the funding arrangements for the countries of the Union, to ensure an equitable, needs-based approach that is fair to all parts of the UK	Paul Raynes 30k	Influencing the public debate on the Barnett Formula		N/A	The Finance Task and Finish Group decided to cease work on this objective.
Efficiency and productivity - councils dramatically reduce costs in ways which minimise the impact on the quality of life for their residents.					
Councils save at least £160 million over the next three years by supporting pathfinder programmes, productivity master classes and good practice; and at least 15 councils each year are able to explore new ideas, test out new ways of working and share the lessons through a range of innovative pathfinder programmes including the Creative Councils programme	Dennis Skinner 565k	Transformational capacity to 4 clusters of councils and productivity experts to help them save £30m Productivity support to 50 ASCE councils for innovation	In progress	GREEN	<p>Transformational councils - 2 councils (Birmingham and Rushcliffe) have been selected and a further 2 to be chosen by mid July</p> <p>ASCE - All councils are now working on phase 1 plans to identify whole system changes to adult services. Phase 2 (system changes and delivery of savings) is due to start in the autumn.</p> <p>Troubled families - the development of this programme continues. Further discussions are being held with CLG</p> <p>Category Management pilots - 8 pilots (involving 70 councils) have been selected and commenced their work in May.</p> <p>Procurement Business Case - consultants have been appointed. The Improvement Board has received an interim report and expect to receive the final business case in Sept 2012</p> <p>Creative Councils - 6 councils selected for final phase, development work underway for other innovation initiatives</p>
			In progress		
		Troubled families pathfinder programme (subject to match-funding from CLG) - see links to Public Services Reform CB work	In progress		
		Work with councils to develop category management	In progress		
		Development of a business case for a national procurement hub/procurement strategy and spend analysis	In progress		

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
Councils reduce expenditure and promote economic growth through the next round of the Capital and Assets Programme Councils achieve efficiencies in waste management and increase recycling rates, with regulations that work for councils At least 95 per cent of councils access Local Government Inform (LG Inform) to benchmark costs and performance information against other authorities; and Councils share and develop new, innovative ways of reforming public services through a 25 per cent increase in the use of the LGA's Knowledge Hub Councils strengthen their approach to people management, with at least 50 councils using the LGA's workforce planning self assessment tool		Creative Councils	In progress		
	Dennis Skinner 200k	Work with Wave 1 & 2 pilots and leading asset companies; diagnostics to assess local growth potential	In progress	GREEN	Call for pilots is now complete and the selection process has begun
	Dennis Skinner 75k	Completing the pilot on the removal of a waste stream through the use of macerators	In progress	GREEN	Severn Trent water has been selected as a delivery partner for this work and work is now underway to identify a suitable new housing development to test the approach
	Dennis Skinner 450k (exc. comms funding for Khub)	Launch of LG Inform next version Core LGA research	In progress	AMBER	Assessed as 'amber' as Knowledge Hub and LG Inform are still being developed and technical issues are still being assessed. Metrics still being developed to test whether outcome will be achieved.
		Knowledge Hub	In progress		
		Tools to support effective workforce planning , make effective resourcing decisions and to benchmark people performance (via LG Inform)	In progress		
	Sarah Messenger 300k	Partnership working to plan workforce needs. Workshops; national conference; advice on workforce planning during the Olympics; and promote the 'Leading by Example' self-assessment tool. On-line advice with sector skills ; Standards for Employers of Social Workers; action learning sets on implementing the Standards and national conference with Skills for Care Workforce equipped to deliver the business. Workshops on the 'spans of control' project and on people management issues in shared services; and develop and test new worker key competencies Pay and reward. Support to councils in reviewing their local deal (EVP). Support to councils to manage top pay	In progress	GREEN	We have developed a draft peer assist process and are working with councils to develop a self assessment tool to launch in late November. Transition Guidance on Public Health has been agreed with the unions and published. National agreement reached on treatment of pensions for Public Health transferees. 20 councils already committed to use EVP methodology.

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
Councils and fire and rescue authorities respond effectively to civil emergencies through support with implementing the National Strategic Resilience Governance arrangements	Helen Murray 20k	Implementation of National Strategic Resilience Governance arrangements	Yes - delivered	GREEN	We have worked with the government and the sector to develop the national strategic resilience arrangements.
		Support Fire College sale	In progress		
		Support fire Local Government Finance reform	In progress		
		Fire Conference	In progress		
		Sprinklers campaign	In progress		
		Support on Future Control	In progress		
		Support on Future Control	In progress		
Sector-led improvement - councils are the most improved part of the public sector. Local politicians and senior managers lead the transformation of local places.					
Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Has outcome been achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
Councils welcome peer challenge and support, with over 100 peer challenges being delivered in each of the next three years for councils and fire and rescue authorities	Dennis Skinner 350k	50 corporate peer challenges	In progress	GREEN	In the period to end June we have delivered corporate peer challenges for 8 councils with a further 40 in discussion for 2013-14. This is in line with our expectation for Q1.
		Childrens Services member development programme (also see Children's Improvement Programme improvement support)	In progress		
Sector-led improvement is established in children's services, through support for self-assessment and peer challenge including 36 peer reviews, targeted support to councils, and practical approaches to policy implementation	Helen Johnston / Colin Hilton 40k + 8000k for Children's Improvement Prog	CIB Regional Grants	Yes - delivered	GREEN	Leadership Academy is in final development stage ready for delivery in Q3. Good take up so far. 4 Peer challenges and 1 PEA assessment completed plus 14 more confirmed. A risk to meeting this target has been identified through Olfsted activity Regional grants - £3,018,000 paid in regional grants - Regional improvement and delivery plans developed, inc approaches and plans for all Children's Services to receive gifted peer reviews - Children's Improvement Advisors working to support regional improvement National support activity - £1,200,000 paid in grants to support those in intervention or in need of early support - 4 safeguarding peer challenges delivered, 17 planned - 1st of 3 regional conferences held Policy to implementation - Call made for 'Development Demonstrators' for Munro & Early Years - Adoption diagnostics complete and support being provided - 12 Youth Improvement Zones identified and operational - Peer challenge data profiles (BSIF) developed
		those in intervention or in need of early support	In progress		
		support a regional improvement culture	In progress		
		CIB: Policy to Implementation	In progress		

12/13 Business Plan - Performance Reporting

Appendix A

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
Sector-led improvement is established in adult social care, through self-evaluation, peer support and challenge, targeted support to councils, and support with sharing and analysing performance	Sandie Dunne 200k + 500k external funding for Towards Excellence in Adult Social Care prog	<p>Adult Social Care leadership programme including national conference</p> <p>Adult Social Care Partnership on dignity in care</p> <p>Adult Social Care - 20 peer challenges</p> <p>Adult social care - national conference - see above</p> <p>Adult Social Care - online resources for councillors</p> <p>TEASC: self-evaluation, peer support and challenge</p> <p>TEASC: targeted support to councils</p> <p>TEASC: support with sharing and analysing performance</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p>	GREEN	The Networks continue to be a valued mechanism of encouraging member development regionally. Links are being made with the children's lead member networks and across regions in a series of joint meetings. Partnership in Dignity in care final report published 18th June and now preparing long term action plan to support delivery of recommendations. TEASC Implementation ongoing. Evaluation of the programme being planned and regional allocations will include performance monitoring and reports. Adult Safeguarding plan developed and planned activities completed including peer support, sharing and analysing performance. Issues around adult safeguarding are identified to be a key issue with regards to sector led improvement
The number of councils that government intervenes with remains small, by maintaining an overview of the performance of local government and providing tailored support to councils that face significant challenges including support from the Centre for Public Scrutiny	Dennis Skinner 635k NB Plus external funding from Sport England £50k	<p>Financial and non-financial support to upto 25 councils</p> <p>Core funding to Centre for Public Scrutiny</p> <p>Libraries improvement support</p> <p>Culture and sport member development</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p>	GREEN	<p>Principal Advisors working with colleagues from CIB and the ASC Board are providing co-ordinated support for 35 councils as at end June 2012</p> <p>CIPS is now funded</p> <p>Through the LGA / Arts Council England Libraries Development Initiative 13 projects have received a total of £230,000 to develop, capture and share new delivery models for libraries.</p> <p>Culture and Sport We have supported over 70 portfolio holders for sport to lead transformation in their local areas through leadership academies and seminars, in partnership with Sport England.</p>
All councillors are better able to lead their communities, by providing a range of development programmes for elected members with one subsidised place for every council for each of the next three years	Dennis Skinner 595k + 100k external funding	<p>Ashridge Virtual Learning Resource and Member Development Charter</p> <p>Councillors guides and induction events</p> <p>9 Leadership Academy programmes</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p>	GREEN	<p>The revised <u>Ashridge virtual resource</u> is being promoted as part of the wider leadership offer to both councillors and managers.</p> <p>Councillor Guides - resources outlining sources of grants/funding for local initiatives has been made available on the website to support councillors in their community leadership role within their wards. The revised political skills framework has been made available to help councillors identify their personal development needs. The 2012 Councillors Guide was circulated following the May 2012 elections (2,706 copies to 353 councils)</p> <p>Next Generation councillor programmes - Providers for each group have been identified and the programmes will commence in autumn 2012</p>

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Appendix A

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
		Next Generation' councillor programmes	In progress		

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
Elected members and officers work together constructively, by providing development programmes such as Leeds Castle	Dennis Skinner 95k	Leeds Castle - cohort 9 Alumni events, national programmes	In progress In progress	GREEN	A new provider team has been appointed (David Bolger Consulting and University of Birmingham) following an open tendering process. The 2012 programme is now being designed and will commence in the autumn A major alumni event for all past cohorts is planned for later in the year
The profile of councillors better reflects the diversity of their local communities, by working with the national parties and others through our Be A Councillor programme	Dennis Skinner 110k	Series of events to develop councillors as talent spotters Change of political control programme	In progress In progress	GREEN	Be A Councillor - providers have been contracted to deliver party group streams of work in consultation with the relevant LGA Group Office. Contracts allow for 16 days to consultancy for each group over the financial year 2012-13. Support has been offered to all councils where there was a change in control following the elections in May 2012
New talent is attracted into local government through the National Graduate Development Programme	Dennis Skinner 450k + 140k external funding	Recruitment of cohort 14 Promote cohort 15	In progress In progress	GREEN	The recruitment of Cohort 14 is now in its final stages with council interviews just starting. We currently have 73 places available from 43 councils (a significant increase on Cohort 13: 47 places across 25 councils).
International practice is used to benchmark our services and advance our campaigns	Ian Hughes 60k + 40k external funding	Next generation and NGDP event at LGA Conference A series of self-funded international improvement projects, with learning shared with sector	In progress In progress	GREEN	We have begun to deliver the African peer pilots - these will conclude in Oct 2012.
Our own effectiveness and efficiency - The LGA is the national voice of local government, representing every local authority and locally democratically elected representatives across England and Wales.					
Corporate Objectives: > Membership > Financial sustainability > People management					
Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Has outcome been achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
Membership - membership levels amongst local authorities in England and Wales are maintained by enhancing the benefits and reducing the costs of membership	Claire Holloway	Reductions to core LGA membership subscriptions Tailored membership offer sent to all elected members in every member council and all CEOs	Yes Yes	GREEN	All authority types offered a reduction in 2012/13 Corporate LGA Subscriptions. Bespoke subscriptions letter sent to each council and all backbenchers, setting out the direct benefits of LGA membership.

12/13 Business Plan - Performance Reporting

Appendix A

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
		Active engagement with all councils on notice to withdraw from membership	In progress		

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
Membership - we develop an attractive membership offer for police and crime commissioners	Helen Murray	Offer developed and prospectus launched (May)	Yes	GREEN	Support currently being provided to prospective candidates, including a fortnightly bulletin, political group sessions and planned workshops at the LGA conference.
Membership - we develop strong, productive relationships with councils, groupings of councils and councillors themselves including backbenchers - this will be the focus of a member scrutiny review and we will be carrying out a customer survey	Claire Holloway	Audit and Scrutiny Panel scrutiny review of the offer of direct support to councils (July)	In progress	GREEN	The Audit and Scrutiny Panel scrutiny review will provide final recommendations to the Leadership Board in July. Increased high level engagement from senior members and managers with councils. The focus for the rest of the year will be on developing a targeted approach taking account of customer segmentation.
		Customer Perceptions Survey - survey CEO's/Senior staff; leaders; chairs of Scrutiny panels and backbenchers (July)	No		
		Ongoing programme of engagement through the Group offices including council visits and a programme of regional events	In progress		
Membership - the LGA and regional bodies work together effectively on lobbying and support for councils	Ian Hughes	Programme of visits to councils by the Chairman, Chief Executive, Principal Advisers and other senior managers	In progress	GREEN	Clear engagement with regional bodies to involve them in the LGA's lobbying activities.
		Share lobbying objectives to maximise leverage	In progress		
		Work collaboratively on campaigns to ensure the diversity of councils requirements are recognised	In progress		
Financial Sustainability - we have effective programme and financial management and regular and robust performance review	Helen Platts	Through the Regions engage authorities on the Employers positions on national pay bargaining	In progress	GREEN	Clear programme management arrangements now established with Resources Panel to oversee financial performance. Budget holders complete monthly financial reporting providing outturn forecasts and commentary for any significant variances against budget.
		A robust programme plan for the year developed	Yes		
		Quarterly performance reporting including management accounts for SMT and the Leadership Board	In progress		
		Internal audit programme delivered	In progress		
		Risk management framework developed and led by the Approvals Committee	Yes		
Financial sustainability - our outsourced back-office services are efficient and effective, with 80 per cent satisfaction levels achieved in all areas, and we achieve at least 12 per cent reduction in our overheads - this is also the focus of a member scrutiny review	Helen Platts	Independent benchmarking exercise of the Liberata contract by ISG (July)	In progress	AMBER	Fundamental contract renegotiation is expected to commence once the independent benchmarking review has been completed in July 12. Until negotiations have concluded, this target is marked as 'amber'.
		Liberata service improvements delivered following Liberata Customer Survey feedback (Nov)	In progress		
		A fundamental review of the Liberata contract and renegotiation led by the Resources Panel	In progress		

Business Plan Outcome(s)	Reporting Manager and budget	Deliverables	Has this been delivered?	Is outcome on-track to be achieved? [Traffic Light]	Commentary on deliverables and achievement of outcome
Financial sustainability - We have an agreed approach to elimination our pension deficit and make progress with this.	Helen Platts	Additional pension contributions agreed as part of a 10 year plan to address the deficit	Yes	AMBER	Further consideration of the LGA's pension position is scheduled for the Resources Panel in September.
		Further pensions proposals to be considered at the September Resources Panel	In progress		
Financial sustainability - we secure core funding for the LGA beyond 2014/15	Helen Platts	Four year financial strategy and financial risk assessment reviewed by the Resources Panel	Yes	AMBER	Work is planned on the LGA's strategy over the summer to inform our positioning for the next spending round.
		Review of the budget and financial strategy by SMT (summer 2012)	No		
		Zero based review of the budget (April 2013 to June 2013)	No		
People management - we support our employees through regular appraisal and investment in their development including a development programme for front-line managers, effective induction and comprehensive e-learning materials.	Tony Smith	Performance management and appraisal scheme (April)	Yes	GREEN	Appraisal scheme launched in time to inform the Learning & Development cycle. E-learning package developed in order to offer basic training to employees. Management Development Programme due to start in July.
		Management development programme (July)	In progress		
		e-learning package offering basic training	In progress		
		Actions arising from Employee Engagement Survey (April)	Yes		

LG GROUP - MANAGEMENT ACCOUNTS SUMMARY

as at: 31 May 2012

	EXPENDITURE (£000)			INCOME (£000)			Month No: 2 % Budget: 16.7%		
	ACTUAL YTD			BUDGET YTD			ACTUAL NET YTD	FY BUDGET	Net YTD/ FY Budget
	Pay	Non-Pay	TOTAL	Pay	Non-Pay	TOTAL	ACTUAL YTD	FY BUDGET	Net YTD/ FY Budget
Political Support & Governance									
Strategic Management Board	120	1	121	139	8	147	(121)	(881)	13.8%
Member Services	48	156	204	50	167	217	(204)	(1,300)	15.7%
Political Group Offices	121	3	123	129	37	166	(123)	(994)	12.3%
Executive Business	73	(2)	71	82	12	93	27	(529)	-5.1%
Political Support & Governance Totals	361	158	519	399	223	623	(421)	(3,705)	11.4%
Policy & Development									
Policy & Development Team	1,095	1,473	2,568	999	2,133	3,132	4,874	(4,889)	-99.7%
Leadership & Productivity	768	(21)	747	778	445	1,223	(343)	(5,945)	5.8%
Workforce	313	29	342	295	91	386	(69)	(717)	9.6%
Policy & Development Totals	2,176	1,481	3,657	2,072	2,670	4,742	4,461	(11,551)	-38.6%
Strategy & Communications									
Strategy & Communications	314	369	683	358	426	784	(180)	(3,151)	5.7%
Finance & Resources									
HR & OD	36	(28)	7	67	58	126	(7)	(753)	0.9%
Legal Support	(26)	(60)	(85)	27	17	44	(54)	(264)	20.4%
Business Support	89	22	112	97	16	113	(112)	(677)	16.5%
Corporate Costs	27	(314)	(286)	(80)	951	871	317	(4,605)	-6.9%
Shared Services	0	864	864	0	2,719	2,719	379	(8,023)	-4.7%
RSG	0	(84)	(84)	0	0	0	4,381	26,023	16.8%
Subscriptions	0	542	542	0	133	133	1,231	9,750	12.6%
Unallocated Budget	0	0	0	0	507	507	0	(3,044)	0.0%
Finance & Resources Totals	127	942	1,069	112	4,401	4,513	6,136	18,407	33.3%
LGA Properties	0	(102)	(102)	0	314	314	144	0	0.0%
LGMB	0	(53)	(53)	0	175	175	224	0	0.0%
Property Companies	0	(154)	(154)	0	488	488	368	0	0.0%
Transition Costs:	33		33	0	0	0	(33)	0	0.0%
LG GROUP TOTALS	3,011	2,795	5,807	2,940	8,209	11,149	16,138	10,974	0.0%

LGA Corporate Health Indicators

Appendix C

Corporate Indicator

	March 2011	March 2012	June 2012	Target 2012/13
Membership				
Total membership	419	422	424	Maintain or increase
Number of councils out of membership	7	4	2	Reduce
Number of councils on notice to withdraw	31	34	30	Reduce
% subscriptions collected	100%	100%	88%	100%

	March 2011	March 2012	June 2012	Target 2012/13
Financial sustainability				
Number of employees in agreed core posts	436	253	259	Maintain in line with agreed core posts
Number of employees in posts with additional funding	45	38	26	
Employees – total headcount	481	291	285	
FTE	(456.43)	(281.41)	(272.27)	

	March 2011	March 2012 £000	June 2012 £000	Target March 2013
Debtors				
0-2 months	56%	79%	34%	80%
3-12 months	10%	9%	58%	20%
13-24 months	14%	3%	3%	0%
Over 24 months	20%	9%	5%	0%
Total	100%	100% (1,860)	100% (2,659)	100%

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

People management	March 2011	March 2012	June 2012	Target 2012/13
Average annual sick days per employee (Public sector average 9.6 days; local government average 10.3 days)	4.6	4.5	3.5	4 days
BAME employees % of the workforce	18%	15.7%	16.4%	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%	13.7%	

Employee engagement survey - % of employees	Survey July 2009	March 2012	June 2012	Target 2012/13
Satisfied with their job	79%	65%		Improve in all areas
Good place to work	66%	49%		
Kept well-informed	80%	71%		
Line manager helps them achieve their potential	61%	65%	Survey in 2013	
Organisation is committed to equality and diversity in its services	69%	58%		
Organisation is committed to equality and diversity in its employment practices	66%	71%		

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

LGA Strategic Risk Register – Summary
Updated 3 July 2012

Ref	Type	Description	Last quarter score	This quarter score	Movement	Review date
EXTERNAL						
S1	Impact/delivery	The LGA is not effective in achieving its vision for local government	12	12	↔	September 2012
S2	Membership	LGA membership reduces to the point where the LGA loses legitimacy as the voice for the sector	12	12	↔	September 2012
INTERNAL						
S3	Financial Sustainability	The LGA is not financially viable	9	9	↔	September 2012
S4	Shared Services contract	The LGA's outsourced shared services are not delivered to an acceptable standard and overhead costs do not reduce in line with the overall size of the organisation	20	20	↔	September 2012
S5	People Management	The people who work at the LGA do not have the skills and capability to deliver the LGA's objectives.	9	9	↔	September 2012

Symbols ↔ ↗ ↘

Ref	Risk	Cause and effect	Inherent risk I L 5 → 1 5 = high	Controls/Sources of assurance	Residual risk I L 5 → 1 5 = high	Further Actions to improve mitigation	Owner/ Date TBC
S1	<p>Impact/delivery</p> <p>The LGA is not effective in achieving its vision for local government:</p> <ul style="list-style-type: none"> - Public Service Reform - Growth and Prosperity - Local Government Funding - Efficiency and Productivity - Sector-led Improvement 	<p>Cause</p> <ul style="list-style-type: none"> - Lack of focus and prioritisation - Not active on the big issues - Failure to deliver lobbying objectives - Support to councils is not valued <p>Effect</p> <ul style="list-style-type: none"> - Loss of membership – see below - Lack of credibility with government - RSG and other funding not renewed 	<p>I L 5 → 1 5 = high</p> <p>4 5</p>	<ul style="list-style-type: none"> - Clear priorities agreed with members through the business planning process - Comprehensive governance arrangements in place to ensure clear cross-party support for the LGA's lobbying objectives - Public Affairs function to monitor political change <p>Sources of assurance – quarterly performance reporting; regular reports to Executive, Leadership Board and LGA Boards</p>	<p>I L 5 → 1 5 = high</p> <p>4 3</p>	<ul style="list-style-type: none"> - Focused campaigns – 2012-13 campaigns agreed and getting underway - More focused and clearer business plan to drive priorities – 2012-13 Business Plan now agreed and informing individual objectives - New appointments to the senior management team – Director of Comms and Executive Director now in post 	<p>Hd of Comms</p> <p>Hd of Business Development</p> <p>Chief Executive</p>

Ref	Risk	Cause and effect	Inherent risk I L 5 → 1 5 = high	Controls/Sources of assurance	Residual risk I L 5 → 1 5 = high	Further Actions to improve mitigation	Owner/ Date TBC
S2	Membership LGA membership reduces to the point where the LGA loses legitimacy as the voice for the sector	<p>Causes</p> <ul style="list-style-type: none"> - General financial pressures on councils - LGA not see to provide value for money <p>Effect</p> <ul style="list-style-type: none"> - LGA loses legitimacy as the voice for the sector - Local government becomes more fragmented in its engagement with government 	<p>5</p> <p>3</p>	<ul style="list-style-type: none"> - Member benefits/sanctions identified and communicated in sub letter - Active engagement with councils on notice to withdraw membership - LGA subs strategy has taken account of general financial climate for councils, with a view to winning their support - LGA achievements communicated regularly through the Chairman's bulletin, First magazine, email bulletins, other comms <p>Source of assurance – ongoing monitoring and publishing of membership changes</p> <p>KPI – Total membership and members on notice to withdraw</p>	<p>4</p> <p>3</p>	<ul style="list-style-type: none"> - New Communications strategy for the LGA – summer 2012 - Work underway on the LGA's offer to councils – LGA Offer letter to all councils /backbenchers - Member scrutiny review of the LGA's offer – in progress, due to report July - Strengthen connections with local government regional bodies – regular meetings now being held - Publication of key data on contracts, supplier payments, expenses – all in place from April 2012 - Improve the LGA's collection of customer contact information – consider as part of ICT strategy from July NEW ACTUIB 	<p>Head of Comms</p> <p>Head of Corporate Governance</p> <p>Head of Business Development</p> <p>Head of Programme – IH</p> <p>Head of Business Development</p> <p>Head of Business Development</p>

Ref	Risk	Cause and effect	Inherent risk I L 5 → 1 5 = high	Controls/Sources of assurance	Residual risk I L 5 → 1 5 = high	Further Actions to improve mitigation	Owner/ Date TBC
S3	Financial sustainability The LGA is not financially viable.	<p>Causes</p> <ul style="list-style-type: none"> - Membership withdrawal - RSG funding reduction - Loss of government grants and contracts - Pension liabilities not fully funded - Overheads do not reduce in line with reductions in income – see below - Pension liabilities crystallise as employee numbers reduce in the individual companies <p>Effects</p> <ul style="list-style-type: none"> - Significant reduction in size – not able to provide core services - Significantly increased pension costs in future years - Going concern issues 	<p>5</p> <p>3</p>	<ul style="list-style-type: none"> - Effective budget planning and management - Current pension contributions take account of latest actuarial valuations to reduce deficit - Increased payment in accordance with revised deficit reduction arrangements - Number of employees and pension risk in each company and the LGA kept under active review - Financial strategy regularly reviewed by Resources Panel – <p>Source of assurance – monthly management accounts</p> <p>KPI – Total headcount KPI – Debtors</p>	<p>3</p> <p>3</p>	<ul style="list-style-type: none"> - Business planning timetable agreed for 2013/14 - Review of the LGA's Pensions strategy – paper to Sept Resources Panel - Explore options to transfer employees between pension funds – in progress - Preliminary work to secure RSG topslice from 2015/16 – initial budget review, summer 2012 to inform this - Zero-base review of budget, Apr-June 2013 – NEW ACTION - Medium term financial strategy overseen by Resources Panel – next review Sept 2012 	<p>Head of Business Development</p> <p>Dir of Finance and Resources</p> <p>Dir of Finance and Resources</p> <p>Chief Exec/Dir of Finance and Resources</p> <p>SMT with Head of Business Development</p> <p>Dir of Finance and Resources</p>

Ref	Risk	Cause and effect	Inherent risk I L 5 → 1 5 = high	Controls/Sources of assurance	Residual risk I L 5 → 1 5 = high	Further Actions to improve mitigation	Owner/ Date TBC
S4	Shared services contract The LGA's outsourced shared services are not delivered to an acceptable standard; overhead costs do not reduce in line with the overall size of the organisation	<p>Causes</p> <ul style="list-style-type: none"> - Unforeseen event triggers contract failure. - Contract not fit-for-purpose. - Ineffective client side - Lack of service availability - Quality and performance of service delivery fails to meet client's standards - Contract re-negotiation does not achieve required reduction in overheads <p>Effects</p> <ul style="list-style-type: none"> - Business support requirements not met – we are not able to deliver our services effectively - Inability to make cost reductions. - Negative impact on reputation, particularly with membership - Inability to make changes - Customer dissatisfaction 	<p>4</p> <p>5</p>	<ul style="list-style-type: none"> - Governance arrangements in place – Programme Board, Contract Management Board, Contract manager - Liberata performance against KPIs monitored - Client-side team review day-to-day performance on the contract - Annual customer surveys - Exit management plan in place should the contract terminate, setting out how services would be transferred back to the LG Group or another supplier <p>Source of assurance – monthly reporting and review of Liberata KPIs at Contract Management Board</p> <p>KPI – Liberata customer satisfaction survey</p>	<p>4</p> <p>5</p>	<ul style="list-style-type: none"> - Negotiation on price reduction for 2012-13 linked to volumetric changes – £285k annual reduction achieved - Benchmarking review underway – due to report July - Member scrutiny review of overheads – underway, due to report July 2012 - Contract renegotiation to achieve efficiencies – negotiations will start in July once benchmarking review completed 	<p>Dir of Finance and Resources</p> <p>Head of Business Development</p> <p>Head of Business Development</p> <p>Chief Exec/Dir of Finance and Resources</p>

Ref	Risk	Cause and effect	Inherent risk I L 5 → 1 5 = high	Controls/Sources of assurance	Residual risk I L 5 → 1 5 = high	Further Actions to improve mitigation	Owner/ Date TBC
S5	People Management The people who work at the LGA do not have the skills and capacity to deliver the LGA's objectives	<p>Causes</p> <ul style="list-style-type: none"> - Low employee morale - Lack of clarity and focus <p>Effects</p> <ul style="list-style-type: none"> - We do not retain key employees - Not clear about the direction of travel 	<p>4</p> <p>3</p>	<ul style="list-style-type: none"> - Clear focus and prioritisation through the business planning process - Line management support - Strong focus on internal communications through the Portal, monthly employee briefings; annual employee conference; Knowledge bites <p>Source of assurance – annual employee survey</p> <p>KPI – Employee engagement</p> <p>KPI – BME employees % of total workforce</p> <p>KPI – average sick days</p>	<p>3</p> <p>3</p>	<ul style="list-style-type: none"> - New Appraisal Scheme from April 2012 – now launched - Development programme for front-line managers – due to start July 2012 - Comprehensive learning and development programme including e-learning modules where appropriate – e-learning programme launched 	<p>Acting Head of HR</p> <p>Acting Head of HR</p> <p>Acting Head of HR</p>

Risk Matrix - the following chart shows where, and what colour the risk will fall in to dependent on the scores. Red being the most severe and green being the least. The scores within the chart are multiples of the likelihood and impact,

For example (Likelihood of) **3 x** (Impact of) **4 =** (Risk score of) **12**

		Projected likelihood			
		Low (1)	Medium (3)	High (5)	
Potential impact	Very high (5)	manage and monitor - 5	urgent focus and action - 15	immediate focus and action - 25	
	High (4)	management effort worthwhile - 4	manage and monitor - 12	significant focus and action - 20	
	Medium (3)	accept but monitor - 3	management effort worthwhile - 9	manage and monitor - 15	
	Low (1)	accept but monitor - 1	accept but periodically review - 3	accept but monitor - 5	

What the colours mean (as a guide):

- Red - Urgent actions required to reduce ratings **15 – 25 points**
- Amber - Actions required to manage and monitor ratings **12 points**
- Yellow - Actions required to monitor ratings **4 – 9 points**
- Green - Actions required to maintain ratings **1 – 3 points**

LGA Annual Conference and Exhibition 2012

Purpose of report

To provide early feedback from the 2012 Annual Conference and give an opportunity for members to advise and comment on both this year's conference and the future direction of the event.

Recommendation

For discussion and direction.

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 2012

Background

1. The LGA conference and exhibition 2012 took place at the International Convention Centre, Birmingham (ICC) on 26-28 June. An online delegate survey is currently being undertaken – with the deadline for responses towards the end of July. This will assist the Association to ascertain views, and to help shape and plan future events.

Staff and delegates have been asked to provide feedback and some early responses, based on a small sample (2% of audience) have been referenced in this report. Any comments should be taken in context and the full report will be available in the coming weeks.

2. Over 320 Local Authorities sent delegates to this year's conference with a total audience of just under 1400 attendees. This included around 1,000 attendees from member authorities and the conference was also opened up to different groups, including Next Generation Councillors and around 50 Police and Crime Commissioner Candidates.

Conference objectives

3. The conference met its objectives in the following way:

3.1. To support the LGA's lobbying and influencing agenda

At this year's conference, delegates heard speeches from each political party, including two Secretaries of State, and there was also a large contingent of MPs, a further Secretary of State and other Ministers in attendance, including at various political group meetings, functions and workshops.

The conference received cross sector support from leading speakers from the fields of health, finance, business, governance, innovation, and the voluntary sector and speakers from key Government departments.

3.2. To help showcase local authority best practice

In addition to the high profile speakers detailed above, the conference heard from speakers from over 60 different local authorities – allowing delegates to share best practice with their peers. Every workshop included representation from at least two member authorities.

Item 6

3.3. To provide an opportunity to profile the LGA's lobbying, research, publications, and the work of the programme areas.

The conference had a high profile throughout the week and continues to generate interest via the Knowledge Hub. The 61 blogs currently online created over 5000 views and covered a range of subject matters, from troubled families to public health and policing.

During conference week there were 558 mentions of the LGA in the news. The Chairman and Group Leaders were involved in national TV and news coverage, including 365 articles in regional, trade and online publications on, or about, the LGA's publication 'Funding outlook for councils from 2010/11 to 2019/20: Preliminary modelling'.

This year's conference was one of the most talked about events (across social media) in the whole of the UK – trending for 2 days on twitter – reaching over 23,000 twitter accounts.

3.4. To support the LGA's policy work and membership strategy and help to promote local government reputation.

This year's conference fully showcased the LGA, and the sector's, priorities providing an excellent 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. Personalised membership packs were available on request from the exhibition stand, and the conference directory – provided in the conference delegate bags included LGA successes over the past year.

3.5. LG Inform and Knowledge Hub were showcased widely on the LGA stand and in outlying areas and three key documents were heavily showcased at this year's event: 'Get in on the Act – The Health and Social Care Act 2012', 'Funding outlook for councils from 2010/11 to 2019/20: Preliminary modelling' and 'Local Leadership, Local Growth'.

3.6. To raise income for the LGA

The conference remains on target to make a profit of £400,000. This allows us to keep delegate fees at the current comparably low rate and to continue to offer discounted rates to individual groupings in order to increase the reach of the conference to the wider membership.

Conference bookings, sponsorship and exhibition

4. Full member delegates for this year's conference increased by around 50 from last year's conference, sponsorship and exhibition matched 2011 levels. Day delegates across all days also increased on 2011 levels.

Conference programme

5. Plenary sessions seem to have been widely well received this year and the use of journalists to assist the debate – particularly in panel sessions was a success.
6. All sessions were well attended this year and allowed for a good level of debate with a wide mix of topics. We allowed more time for movement between sessions and longer refreshment and lunch breaks to allow more networking time. However, the overrunning of some sessions meant that this was sometimes eroded.

Delegate feedback

7. A snapshot of the delegate feedback (based on the current small sample of responses received) shows the following:
 - 7.1. around 85% of delegates were very or fairly satisfied with this year's conference
 - 7.2. over 80% attended all three days
 - 7.3. responses were received from 60% members, 30% officers, 10% other
 - 7.4. 77% of responders had attended the LGA conference in the past.
Reasons for returning include:
 - 7.4.1 *Find the Conference provides me with new ideas, able to learn best practice from elsewhere, good networking opportunities and good to hear directly from Govt Ministers.*
 - 7.4.2 *General interest in latest thinking, and networking with colleagues around the country.*
 - 7.4.3 *To obtain knowledge of current and future issues and to meet with fellow councillors.*
 - 7.4.4 *I think it is the best place to meet colleagues from other Authorities and to network. It is also very useful to hear how the LGA are working on behalf of their members and to become aware of how Government legislation is helping or hindering local government.*
- 7.5. some comments about lack of time for discussion – but speakers generally well received.
- 7.6. some comments on site about the number of sessions running concurrently, albeit there was good attendance at all sessions. Decisions need to be taken as to whether to scale down and focus the conference on fewer areas, providing less choice to delegates, or to accept that in order to profile the wide range of the work programme of the Association, a similar level of sessions are required which inevitably means conflicting pressures.

Item 6

7.6.1. Note: sessions were reduced down from 36 in 2011 to 30 in 2012, and there is scope to reduce session's further, limit maximum numbers in a cluster, or increase the number of clusters.

7.6.2. Previous feedback has shown that delegates prefer the workshop sessions to be smaller to enable more discussion as this is often lacking in the large set piece plenary sessions.

Conclusion and next steps

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 feedback is acted upon, the conference programme is current and the speakers and sessions are of interest.

Financial Implications

9. The conference remains on target to meet its budgetted profit of around £400,000 and continues to generate the largest profit of all the events held across the Association

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 September and October 2012 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

September 2012

LGA Leadership Board - 19 September	
Item	Summary
Part 1	
Collective Energy Purchasing	To consider further information on energy switching.
Commerical Partnerships and endorsements	To consider future LGA involvement with commercial partnerships and endorsements.
LGA Business	
LGA Business Plan 2013/2014	The Draft Business Plan for 2013/14 is presented for initial review.
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 - quarterly report	To review forthcoming events, legislation and announcements.
LGA Executive Agenda	To run through the items to be considered by the LGA Executive the following day
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 the following day
Note of last meeting	To approve the note of the last meeting of LGA Leadership Board.
Part 2	
Councillors' Forum - 20 September	
Item	Summary
Debate: Social Care White Paper	
Membership and Terms of Reference	To note the Forum's Membership & Terms of Reference for 2012/2013.
Chairman's Report	To present the Chairman's monthly report
Chairs of Boards' Report	To present the Chairs of Programme Boards' monthly reports
LGA Executive - 20 September	
Item	Summary
Community Budgets	To update the Executive on the whole place community budget pilots and the role that th4e LGA is playing.
Regional Update from the East of England	East of England Regional representative to present on behalf of the region.
LGA Business	
Membership and Terms of Reference	To note the Executive's Membership and Terms of Reference for 2012/2013.
Police & Crime Commissioners	To update the LGA Executive on PCC membership developments.
LGA Communications Strategy	The 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 LG Executive meeting	To approve the note of the last meeting.

October 2012

LGA Leadership Board - 17 October	
Item	Summary
Part 1	
LGA Business	
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
LGA Executive Agenda	To run through the items to be considered by the LGA Executive the following day
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 the following day
Note of last meeting	To approve the note of the last meeting of LGA Leadership Board.
Part 2	
Councillors' Forum - NO OCTOBER MEETING	
Item	Summary
Debate:	
Chairman's Report	To present the Chairman's monthly report
Chairs of Boards' Report	To present the Chairs of Programme Boards' monthly reports
LGA Executive - 18 October [SUBJECT TO POSSIBLE CHANGE OF DATE]	
Item	Summary
Regional Update from the North West	North West Regional representative to present on behalf of the region.
LGA Business	
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

Title: LGA Leadership Board
Date and time: 13 June 2012
Venue: Smith Square Rooms 1 & 2

Attendance

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

Apologies

Vice-chairman	David Sparks OBE	Dudley MBC
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Item	Decisions and actions	Action by
	Sir Merrick Cockell, Chairman, welcomed Members, including Councillor Andrew Lewer who attended via Video link.	
1.	Improving Commissioning for Better Public Services	
	Brian Reynolds, Principle Advisor, Productivity introduced a report which set out a policy position on commissioning for local services.	
	The report invited Councillors to consider whether the LGA should partner the Cabinet Office in developing the Commissioning Academy and its two pilot projects. While the Home Office had initially concentrated on outsourcing services, the LGA's discussions had broadened this focus to include other models of service provision.	

Members commented that the prospect of new provider arrangements still represented a big cultural shift for many councillors and staff. They emphasised the role of the LGA in supporting Members to make these changes in their authorities.

While they agreed to the LGA supporting the two academy pilots in principle, Members sought assurance that these would be properly evaluated afterwards to ensure that they provided value for money.

Decision

*The Leadership Board **agreed**:*

- the proposed LGA policy position on commissioning; and
- that the LGA should partner the Cabinet Office in developing the Commissioning Academy.

Action

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

Brian Reynolds

2. Independent Local Government Campaign

Councillor Robert Light introduced this report. Graham Allen, the Chairman of the Constitutional Reform Select Committee, would attend LGA Executive the following day, when the Executive would be asked to mandate a cross-party group of members to seek to agree a formal response. Councillor Light outlined the suggested LGA position as set out in the private paper circulated to the Leadership Board.

Members questioned the enforceability of a code, arguing that changes should be kept at constitution level, and supported the stronger approach set out in the tabled paper.

On boundaries and the prospect of territorial autonomy, Cllr Light said that the boundary commission would retain ultimate responsibility for deciding regional borders to ensure independence was maintained.

Decision

*The Leadership Board **agreed** that the LGA set out a formal position at annual conference as suggested in the private paper circulated.*

Action

Officers to make arrangements for Councillor Robert Light and cross party group of Members to engage with the select committee.

Paul Raynes

3. Future of the Leadership Centre for Local Government

Joe Simpson, Principle Strategic Adviser, introduced a report updating members on the outcome of further discussions with the Chairman of the Leadership Centre Board of Trustees. He emphasised that under the proposals, the Leadership Centre would be supported by LGA staff but provide a thinking space on different issues outside of the public LGA position.

Decisions

*The Leadership Board **agreed** the approach set out.*

Action

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

Joe Simpson

4. Full Year Performance Report – 2011/12

Carolyn Downs, Chief Executive introduced the full year report, saying that it was a huge credit to LGA staff and Members that so much had been achieved during a year of political and structural upheaval.

Members emphasised the importance of ensuring that BME staff were well represented within the LGA.

Carolyn responded that while BME employees had increased since the reorganisation, there were unlikely to be significant changes in the numbers and make-up of the workforce in the coming year. She affirmed the LGA's commitment to increasing the ethnic diversity within the organisation and developing current BME staff with talent.

Decision

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

Action

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

Helen Platts

5. LGA 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 asked officers to ensure that an adequate gender balance was achieved in the recruitment of speakers.

Decision

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

Action

Officers to liaise with Group Offices on a diverse bank of potential speakers for future events.

**Roberta Henry/
David Holdstock**

6. Special Interest Groups – Annual Reports

Members received tabled reports from each of the Special Interest Groups (SIGs).

Councillors asked whether the contact details of each group were made available to other public bodies which might benefit. Claire Holloway, Head of Corporate Governance said that Special Interest Groups are able to make their own links and that the LGA also puts organisations in touch with the relevant SIG where appropriate.

On the level of integration between Special Interest Groups and LGA Boards, Claire said that these were not mutually exclusive. A number of SIG members also sat on Boards, whilst CCN, DCN and SIGOMA has places on the LGA Executive.

Decision

*The Leadership Board **agreed** that it was satisfied with current arrangements regarding Special Interest Groups and that any invitations should take place on an ad hoc basis.*

Action

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

Cathy Boyle

7. Police and Crime Commissioners (oral report)

The Leadership Board received an oral update from Sir Merrick on the LGA's work on Police and Crime Commissioners. This included the following points:

- The APA/APCC have approached the Chairman to propose that the APCC becomes a member of the LGA under a corporate subscription arrangement (similar to WLGA). The rationale for this is that the APCC and the LGA each have a valuable contribution to make around policing and crime respectively.
- The Chairman explained that discussions had moved on to consideration of a joint venture. He proposed a workshop with Group Leaders and the APA/APCC in July to identify common ground, define the role of a national representative body and see if a partnership agreement could be established.
- The LGA's public message, including a joint statement at Conference, is that the two organisations are exploring a partnership as we recognise the valuable contribution of both organisations to this agenda.

Members endorsed the proposed approach and commented on the importance of establishing the right representation from both organisations in any agreement, and setting an appropriate financial contribution.

Decision

*The Leadership Board **noted** the update.*

Action

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

**Carolyn Downs /
Helen Murray**

8. 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 **agreed** the topics set out in the Forward Plan.*

Action

Officers to brief Members and officers in line with steer.

9. LGA Executive agenda

Decision

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

10. LGA Energy Offer (see part 2)

11. Note of the last meeting - 16 May 2012

Decision

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

12. Public Affairs Review and Forward Plan

Decision

*The Leadership Board **noted** the Public Affairs Review and Forward Plan.*

13. Chief Executive's Monthly Report – May 2012

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

Decisions

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

Action

Chief Executive to provide monthly updates to the Board.

Claire Holloway

Part 2 - CONFIDENTIAL

10. LGA Energy Offer

Brian Reynolds introduced this interim report. Subject to Members' approval, a further and more detailed report would be presented to the Board in the Autumn.

Decisions

The Leadership Board **agreed** to receive a more detailed report in the Autumn.

Action

Officers to take forward as directed.

Brian Reynolds

Chief Executive's Monthly Report – July 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 Leadership Board notes the Chief Executive's report for July 2012.

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

Chief Executive's Monthly Report – July 2012

Part 1- achievements against our five main priorities

Priority 1 - Public Service Reform

- Launched LGA/DfE action research on the **council role in education**, showcasing eight councils responding positively to greater school autonomy by working in partnership with local schools on place planning, school improvement and supporting vulnerable children.
- Ran the first meeting of the national network for those involved in setting up **police and crime panels in mid-June** attended by all but three force areas in England. The Home Office briefed the meeting on the new regulations laid in parliament on notifications, appointments and nominations. Published a guide to co-opting non-councillor co-opted members on to the panels.
- Confirmed the selection of 6 councils to move into the **second phase of the 'Creative Councils' programme** in recognition of their pioneering work on radical new ways to deliver public services. The 6 finalists will receive to £150,000 follow-on funding as well as non financial support to build on their proposals.
- Launched the **health and wellbeing board learning set products** at the NHS Confederation Annual Conference jointly with NHS Confederation, Department of Health and the NHS.
- Cllr David Rogers, Chair of the Community Wellbeing Board, spoke at the House of Lords All Party Parliamentary Group on Housing and Social Care for Older People, stressing the crucial role of **Health and Wellbeing Boards** in providing leadership and driving change across the system to redirect resources towards prevention and early intervention.
- The **Commission on Dignity in Care**, led by partnership of the LGA, Age UK and NHS Confederation, launched its report containing recommendations aimed at improving dignity in hospitals and residential care.
- Agreed bids from Birmingham City Council and Rushcliffe Borough Council to be included in the **Future Councils Programme**, which provides practical and financial support to implement a new, more radical, model of council.
- Richard Ottaway MP presented his **scrap metal dealers bill** to introduce a licensing regime for dealers administered and enforced by councils. The Bill had its first reading in the House of Commons on 20 June.
- Responded to the Government's consultation on **dangerous dogs** stressing that compulsory microchipping will not resolve the issue and expressing concern that Government has failed to develop a holistic and sustainable approach with delivery partners.
- Provided **evidence** to the Enterprise and Regulatory Reform Bill Committee, the Work and Pensions Committee on Youth Unemployment, the CLG Select Committee on The Role of Councillors, and an All Party Parliamentary Group Inquiry into Local Enterprise Partnerships.

Priority 2 - Growth, jobs and prosperity

- Launched **Local Growth**, drawing on Town Hall debates across the country and setting out councils' ambition for growth, the barriers to local economic development and proposals for new civic partnerships to support businesses and growth in the UK. Our accompanying growth offer includes LGA support to councils for local work.
- Launched **Climate Local** - a new initiative to help councils drive local action to maximise opportunities and reduce risks from climate change. Some 20 councils have signed up so far, committing to identify local priorities for action and to share learning with other councils.
- Through the Planning Advisory Service, tested a new type of **peer challenge** in Swindon, focussing on how planning, regeneration, economic development and housing services deal with growth and investment. The challenge team included a developer and held discussions with major local employers and land owners.
- Following LGA lobbying, secured agreement between the European Parliament, Commission and Council that the new **energy efficiency legislation** targets for renovation of public buildings and procurement of energy efficient products and services will exclude local government. The final vote in the European Parliament is expected in September.
- In line with LGA lobbying, the Department of Energy and Climate Change **Green Deal** consultation response includes provision to improve energy efficiency in the most deprived areas under the Energy Company Obligation. Energy companies must spend 15% of their obligation (£190 million to 2015) with councils and Registered Social Landlords, 15% of which must be in rural areas.
- Contributed to the Local Housing Delivery Group's advice to councils and developers to help ensure that **local plans** are deliverable.

Priority 3 - Funding for local government

- Launched **Funding outlook for councils from 2010/11 to 2019/20**, which propelled LGA conference to the top of UK topics discussed on Twitter that day. Described by Eric Pickles MP, as "powerful" and Ed Balls as "required reading for all Ministers and Shadow Ministers", it led to the tabling of an oral question DCLG Questions in the House of Commons on 2 July and prolific media coverage.
- Over 70 member authorities have so far taken us up on our offer to generate their **individual funding outlooks** from the financial model.
- A LGA cross party delegation met Baroness Hanham to outline concerns on the **Local Government Finance Bill**. The debate during the House of Lords' Second Reading drew heavily on our briefing, with a large number of LGA Vice-Presidents taking part. Our concerns are reflected in a series of amendments tabled by Peers, ahead of the Lords Committee stages of the Bill, and have also featured on BBC's Today Programme.
- Secured good media coverage of our work projecting the **future costs of care into the future**, highlighting the need to address the issue of care funding now.
- Lobbied the Cypriot Government to ensure the case for delivery of funds through local (rather than national or regional government) is clearly on the EU's agenda in the next six months. (Cyprus holds the EU Presidency from July-Dec 2012 and its ministers will chair crucial

meetings on reform of **EU structural funds** – currently providing £8b investment in the UK).

Priority 4 - Efficiency & productivity

- Responded to government's call for evidence on proposals for a **Right to Choice** emphasising local government's strong track record in expanding choice and the importance of building on local approaches, not centrally prescribed models for choice.
- We are partnering the Cabinet Office in development of a **Commissioning Academy** aimed to support the development of knowledge and skills for commissioning at senior level across the public sector. Two pilot cohorts will begin the programme in 2012.
- We have been actively involved in the work of the **Commission on the Future of Local Government** led by Leeds City Council and have committed to setting up a network of Enterprising Councils to promote and exchange innovation.
- Continued to make progress on the **transition of public health**, including urgent discussions to finalise terms of the TUPE-like transfer schemes to be drafted over the coming months; development of pension options for new starters (recommendations due in July) and progress on Department of Health statutory guidance on the appointment, role and responsibilities of Directors of Public Health.
- The NJC for Local Government Services has established a sub-committee to look at issues in **career development for social workers** following the publication of our benchmark role profiles late last year.
- Published an essay titled 'The General Power of Confidence', commissioned from Pannone Solicitors to inform thinking and stimulate debate around the potential of the new **General Power of Competence** implemented as part of the Localism Act 2011.
- Promoted the **Enterprising Councils** guidance on promoting trading and charging. An article on the opportunities it presents will appear in a forthcoming edition of MJ.
- Secured 73 **National Graduate Development Programme** placements across 43 councils for the 2012 intake, which is a significant increase on 2011.

Priority 5 - Sector-led improvement

- Published a range of materials as part of **Corporate Parenting Week** to help councils meet the pressures of rising demands on services for children in care, including a case study report on approaches to fostering and adoption, a report on the views of children and young people on services and an updated scrutiny guide.
- Released **Sector-led Improvement in Local Government** which sets out a comprehensive and coordinated approach to sector-led improvement, the support available to councils, and where to go for further information or advice.
- Completed the first of five **peer reviews commissioned by the pan-African local government association (UCLGA)**, in Namibia. The reviews will build expertise in local government self-regulation in Africa and transfer the LGA's expertise in running peer reviews. The programme is financed externally.
- Secured a further £500,000 from the Department of Health for 2012/13 for the **Towards**

Excellence in Adult Social Care programme on sector led improvement. The improvement of the third council out of seven assessed as adequate in adult social care under the previous inspection regime was endorsed by the Towards Excellence in Adult Social Care programme board.

Part 2 – Performance against our corporate priorities

Priority 6 - Our own efficiency and effectiveness

Delivery

- The independent benchmarking review of the Liberata contract is due to be reported in July. Following this, work will take place over the summer to review the Liberata contract, with decisions being taken by Resources Panel.
- In June the LGA was mentioned 1506 times in national, regional, trade and online publications. There were 34 mentions in national newspapers. The most prominently covered stories were the LGA's funding outlook report, research on the mismatch between job vacancies and vocational courses run by colleges, a call for action to tackle the rising tide of metal thefts and a joint report from the Commission on Improving Dignity in Care for Older People which called for a 'major cultural shift' to improve dignity in care.

Membership

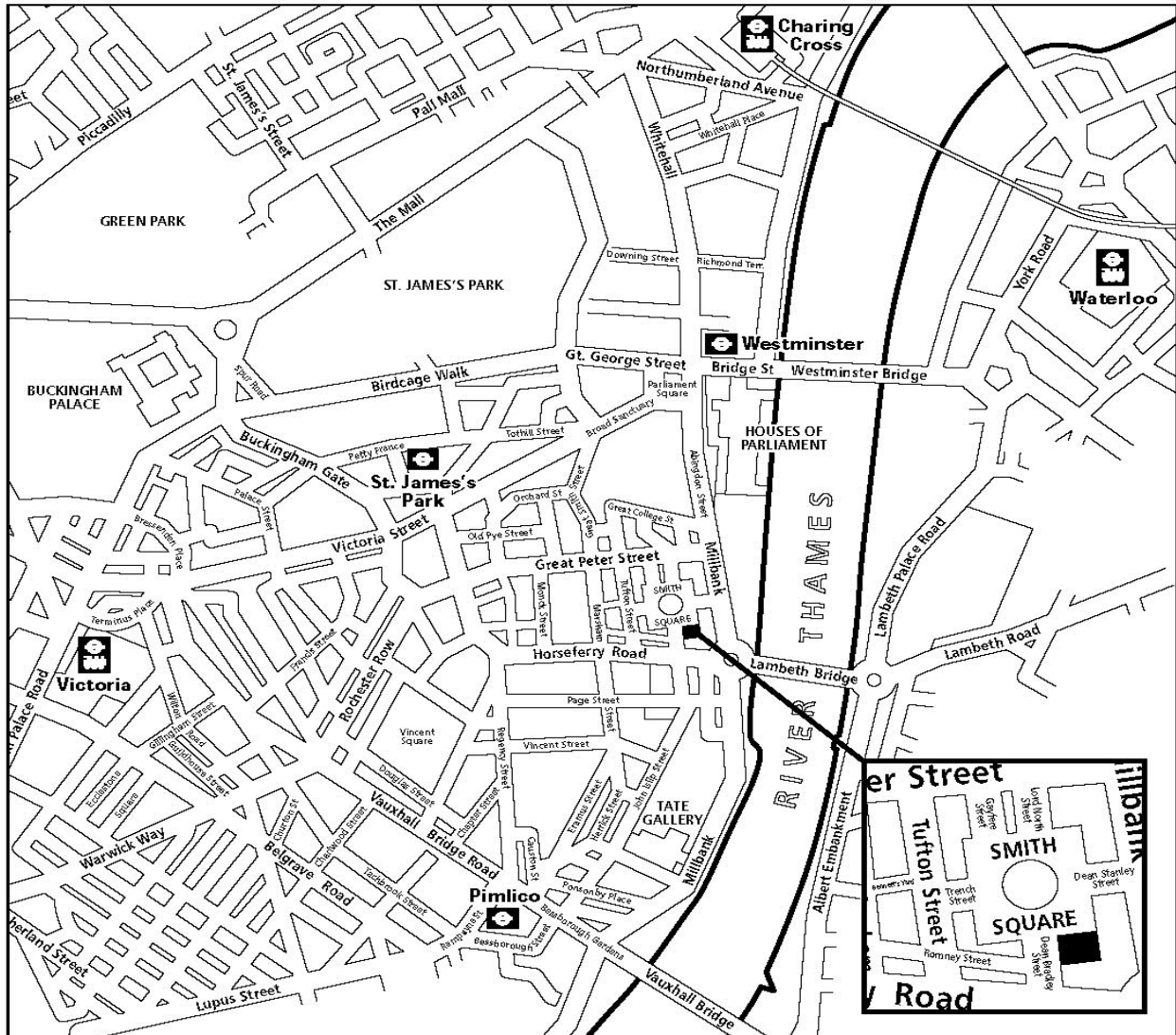
- The Audit and Scrutiny Panel's scrutiny review of the LGA's offer to councils is close to completion and recommendations will be made to the Leadership Board in September.

Financial sustainability

- Programme and financial management arrangements are in place for the new financial year to inform regular reporting to Leadership Board and the Strategic Management Team on delivery against the LGA's business plan.
- There has been continued and sustained effort on debt recovery, with over 70 per cent of the LGA's corporate subscriptions for 2012/13 now paid.

Structure	DAY (2012)	DATE	Time	Venue
Councillors' Briefing	Monday	3 September 2012	10.00am TBC	Bevin Hall
LGA Leadership Board	Wednesday	19 September 2012	2.00pm	Smith Square Rooms 1 & 2
Councillors' Forum/LGA Executive	Thursday	20 September 2012	12.30pm/2.15pm	
LGA Leadership Board	Wednesday	17 October 2012	2.00pm	Smith Square Rooms 1 & 2
Councillors' Forum/LGA Executive	Thursday	18 October 2012	12.30pm/2.15pm	Subject to possible change
LGA Leadership Board	Wednesday	21 November 2012	2.00pm	Smith Square Rooms 1 & 2
Councillors' Forum/LGA Executive	Thursday	22 November 2012	12.30pm/2.15pm	
LGA Leadership Board	Wednesday	12 December 2012	11.00pm	Smith Square Rooms 1 & 2
LGA Executive	Wednesday	12 December 2012	1.30pm	
The Councillors Forum does not meet in December				
	2013			
LGA Leadership Board	Wednesday	9 January 2013	2.00pm	Smith Square Rooms 1 & 2
Councillors' Forum/LGA Executive	Thursday	10 January 2013	12.30pm/2.15pm	
LGA Leadership Board	Wednesday	13 February 2013	2.00pm	Smith Square Rooms 1 & 2
Councillors' Forum/LGA Executive	Thursday	14 February 2013	12.30pm/2.15pm	
LGA Leadership Board	Wednesday	13 March 2013	2.00pm	Smith Square Rooms 1 & 2
Councillors' Forum/LGA Executive	Thursday	14 March 2013	12.30pm/2.15pm	
LGA Leadership Board	Wednesday	10 April 2013	2.00pm	Smith Square Rooms 1 & 2
The LGA Executive and Councillors' Forum do not meet in April				
LGA Leadership Board	Wednesday	15 May 2013	2.00pm	Smith Square Rooms 1 & 2
Councillors' Forum/LGA Executive	Thursday	16 May 2013	12.30pm/2.15pm	
LGA Leadership Board	Wednesday	12 June 2013	2.00pm	Smith Square Rooms 1 & 2
Councillors' Forum/LGA Executive	Thursday	13 June 2013	12.30pm/2.15pm	
LGA Leadership Board	Wednesday	17 July 2013	2.00pm	Smith Square Rooms 1 & 2
Councillors' Forum/LGA Executive	Thursday	18 July 2013	12.30pm/2.15pm	

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
 Website: 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

Car Parks

Abingdon Street Car Park
 Great College Street
Horseferry Road Car Park
 Horseferry Road/Arneway Street