

## LGA Performance Reporting: Fourth 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                | 7   | 1   | 1                                  |
| Growth, Jobs and Prosperity          | 3   | 2   |                                    |
| Funding for Local Government         | 5   |   |                                    |
| Efficiency and Productivity          | 6   |   |                                    |
| Sector-led improvement               | 8   |   | 1                                  |
| Our own effectiveness and efficiency | 6   | 1   | 1                                  |
| <b>Totals</b>                        | <b>35</b>   | <b>4</b>                                      | <b>3</b>                           |

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## 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<br>>> 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 |  |  |                          |   |   |
| 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   |
| 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  | Paul Raynes - 350k + 140k external funding for Keep it Real commissioning work | Community Budgets - evidence gathering including financial modelling and case studies of learning (April - Oct);   | Yes - delivered          | GREEN   | Although we decided not to submit a specific response to Greg Clarke's much delayed decentralisation report, which, by the time it was published, attracted almost no attention, we continue to make the case with the government for decentralisation, especially through the Independent Local Government Campaign, which has formed part of our 'new model for local government' consultation. This has had a much wider reach than the specific presentation originally proposed for last autumn, and has overtaken the proposed 'your vote counts' campaign. We continue to make the case that a community budgeting approach is key to successful public service delivery in the future.  |
|  |  | Community Budgets: lobbying to promote the concept - meetings with gov't, other public sector stakeholders   | Yes - delivered          |   |   |
|  |  | Community budgets: improvement support to pilots and to others implementing a CB approach  | Yes - delivered          |   |   |
|  |  | Local public services - new service delivery models library (July)   | No - not delivered       |   |   |
|  |  | 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) | Yes - delivered          |   |   |
|  |  | strategic commissioning CEXs round-table and support tools   | Yes - delivered          |   |   |
|  |  | Strategic commissioning - Keep it Real tailored support to 12 councils and wider dissemination   | Yes - delivered          |   |   |
|  |  | Role of councils: influencing CLG S/C inquiry (May-June); Governance for Leadership event (Mayors, PCCs etc) Jan 14  | Yes - delivered          |   |   |
|  |  | General Power of Competence essay (May) and examples of use (Mar 13)   | Yes - delivered          |   |   |
|  |  | Independent Local Government, localism campaign - regional events (May/June); 'your vote counts' element still being scoped  | Yes - delivered          |   |   |
| The anticipated White Paper on the future funding of adult social care offers scope for a fairer, clearer system, with councils retaining lead responsibility  | Sally Burlington - 125k  | Pre-White Paper campaign work - analysis of current and future funding requirements, polling, making the case for change (April)   | Yes - delivered          | GREEN   | Our work in this area has been successful, particularly now it sits alongside our Show Us You Care campaign, which has generated good media coverage and is supported by a number of councils. The report of the pre-legislative Joint Committee on the draft care and support bill includes a number of points we made in written and oral evidence. And the government has now set out its plans for implementing the Dilnot model of funding reform, which we have long lobbied for – this constitutes another success. For the coming year work now needs to shift to focus on the baseline funding for adult social care to ensure the wider care and support reform agenda is implemented from a firm and financially sustainable foundation. Additionally, work also needs to continue on the reform agenda: both understanding the implications of funding reform to support implementation; and lobbying on the Care and Support Bill, which is due to start its passage through Parliament in June. |
|  |  | Lobbying on White Paper - briefing, conference and other engagement (likely June)  | Yes - delivered          |   |   |
|  |  | Lobbying to secure a favourable Care and Support Bill (July 12 - early 13)   | Yes - delivered          |   |   |

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| 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   | <b>Sarah Messenger - 330k + 200k external funding</b>   | Workshops and seminars with councils on local reward strategies   | Yes - delivered          | RED   | Efforts to engage the LG trade unions in negotiations over reform to the national agreement and national negotiating machinery have not been successful. There have been a number of informal discussions, including some at joint secretary level over the past 14 months but the trade unions confirmed in December that they were not willing to negotiate over changes to terms and conditions of employment. Whilst this is disappointing, the process of trying to engage the TU's means that now they have ruled out change, the employers can and will focus their efforts on supporting councils to negotiate and implement change at local level. Hence this objective is marked as red.  |
|  |   | Trade Unions engaged in reform of national terms and conditions to increase local flexibility for councils  | No - not delivered       |   | A publication was issued in February providing detailed advice to elected members on how to develop and implement local reward strategies and well attended events have been run in every region.   |
| A reformed pension scheme is delivered without further serious industrial disruption or significant opt out rates for implementation in April 2014 | <b>Sarah Messenger - 700k external funding</b>  | Agreement on big ticket elements of a new pension scheme (April) and consultation process for regulation (Sept)   | Yes - delivered          | GREEN   | Discussions on redesign have been completed and agreement reached with the TUs. The LGA and the trade unions consulted with their members and received overwhelming support for the proposals from those who responded. The Govt will consult on the basis of the agreement reached between the LGA and the TUs. Discussions have now begun on issues relating to governance and future cost control. Discussions on these issues have been difficult, particularly due to the intransigence of Treasury officials. Consequently a number of stumbling blocks remain in place at this time, especially with regards to cost management.   |
| Local government demonstrates its commitment to its new public health responsibilities   | <b>Sally Burlington - 93k + 370k external funding (HWEL)<br/>From June onwards £600k external funding for Healthwatch</b> | Health improvement support - around new responsibilities, healthwatch, health and wellbeing boards, health and social care commissioning and children's health. Also see public health funding within funding for local govt priority | Yes - delivered          | GREEN   | The Government has agreed to provide significant resources to fund sector-led support for health and wellbeing boards, public health, Healthwatch, adult social care and also towards a programme to move people out of long-stay hospitals. Further details are being discussed by the respective LGA Boards. We have delivered a series of monthly one day events and over a dozen publications with a focus on LA's new public health responsibilities covering topics such as teenage pregnancy, sexual health, public mental health, drug and alcohol treatment, childhood obesity and integrated health and social care. In February the LGA held its second sell out Annual Public Health Conference. LGA has worked closely with our members to help them commission 152 local Healthwatch organisations, and we will continue to help councils ensure their local Healthwatch is given the right support at a political and managerial level as well as on the frontline.  |
| Police and crime panels are established without the need for intervention by government  | <b>Helen Murray - 166k</b>  | All force areas have agreed proposals for setting up panels (July) and Panels are in place (Oct) - support, guidance and practice shared (April - Aug)  | Yes - delivered          | GREEN   | Following the election of police and crime commissioners in mid-November panels have been scrutinising PCC's appointments of deputy PCCs, chief constable appointments, PCC's police and crime plans and precept proposals. Panels have taken a robust approach to their role, with three panels recommending that candidates for the deputy PCC should not be appointed. No panel has exercised their veto, but police and crime plans have been amended in light of panels' comments. During this time the LGA has run training sessions for a small number of panels, and held an event on the 21st March for panels to share their learning and experiences. This event was attended by delegates from over two-thirds of panels, and discussed what on-going support should be provided from the LGA going forward into 2013/14. The objective of supporting councils to establish panels and prepare them for the challenges of the first few months in operation have therefore been met. We have continued to support CSPs in preparing for the arrival of PCCs. Although we developed an attractive membership offer to PCCs and their engagement with the LGA has been positively received, this work did not progress to the stage of making a formal offer to PCCs to join the LGA as the Leadership Board agreed the LGA should focus on the establishment of a Strategic Partnership Board with the Association of Police and Crime Commissioners. The intention is to hold the first meeting of the Board in early June. |
|  |   | 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)  | Yes - delivered          |   |   |
|  |   | Develop an attractive membership offer for PCCs   | No - not delivered       |   |   |
| Councils are supported in their role in school place provision, fair admissions, driving school improvement and supporting vulnerable pupils       | <b>Sally Burlington - 70k</b>   | Councils' continued role in education advocated - action research published (June); LGA response (Sept) and support programme (Nov - March 13)  | Yes - delivered          | GREEN   | Action research was published at Annual Conference 2012. An LGA position was agreed by the CYP Board in October. The programme of support included seminars on place planning and commissioning new schools and research and seminars on admission.   |
|  |   | Schools funding: response to Gov't review (autumn); publication, evaluation of LACSEG costs   | Yes - delivered          |   | We responded to the Government's review of schools funding and are now monitoring the impacts of the resulting changes to local funding formulae to contribute to the review of the new arrangements the government agreed to undertake following LGA lobbying. We have also responded to a consultation on the future funding of local authority central costs (LACSEG) and won a fairer settlement of this issue.   |

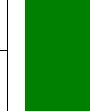
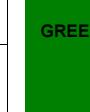
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|--|--|---|--------------------------|---|---|
| The anticipated White Paper on the care system for children offers scope for a more streamlined approach, reducing delays and bureaucracy, recognising the role of councillors   | Sally Burlington - 50k                             | Promoting foster care and adoption. LGA corporate parenting week (June) and response to Green/White Paper (summer)                                  | Yes - delivered          | GREEN   | Although the Government decided not to publish the white paper we have made progress in a number of areas. We published a joint plan to improve adopter recruitment with ADCS and SOLACE. We have lobbied on the Children and Families Bill adoption provisions, with LGA positions reflected in the House of Lords inquiry and raised in the Commons Committee stage. We have proactively worked on child sexual exploitation, holding a successful national conference and launching a 'National Conversation' campaign on awareness raising, supported by the NSPCC, Barnardo's and others. We have influenced government reform of residential children's homes and the first phase of our action research with 10 councils to support improvement of commissioning in this area has been completed. We influenced the government's revision of statutory guidance on child protection, which has been reduced by several hundred pages, freeing social workers from bureaucracy. |
|  |  | Support for roll-out of Munro Review and Family Justice Review  | In progress              |   | Support for the roll-out of the Munro Review and Family Justice Review has been led by CIB in Q4.   |
|  |  | Research to identify impact of welfare reform on CYP  | No - not delivered       |   | Research into the impact of welfare reform will be carried forward as part of a wider review of the impact of welfare changes at the appropriate time.  |
| 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   | Good progress is being made to build alliances in advance of Euro Parliamentary votes. Major lobby of English MEPs took place in Sept. The LGA Leadership Team has refreshed its approach to lobbying as a result of the Sept lobby and ensure a greater focus to the work.   |
| <b>Growth, Jobs and prosperity - councils are recognised as central to economic growth</b>   |  |   |                          |   |   |
| <b>Campaigns:</b><br>-> 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<br>-> Housing the nation – to win increased housing powers and freedoms so councils can better address the current housing crisis<br>-> 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                                | In progress              | GREEN   | Hidden Talents/Local Growth Campaign: There have been a number of significant wins in recent months. In February, we launched our Hidden Talents II report, which received extensive coverage in the media. In March, the Government responded positively to our call for Local Growth Deals and a single funding pot to be made available to all areas in its response to the Heseltine Review. Much of the detail still has to be worked out so influencing the content of the single pot and trying to accelerate the scope and pace of devolution will be the focus of our work programme in future.  |
|  |  | hidden talents campaign - BIS sponsored round tables summits in five authorities to pilot/demonstrate better ways of working                        | In progress              |   | Visitor Economy: launched new arts and growth publication with over 20 new case studies that evidence the economic impact of local government investment in the arts and attracting visitors to places.   |
|  |  | hidden talents campaign - Conclusion Summit with BIS  | In progress              |   | Superfast Broadband: Local Partnerships continue to support the nationally funded broadband roll out programme. 18 rural broadband projects have agreed contracts (60%) with the remaining projects in procurement or soon to enter procurement. Plans for the urban programme are being revised due to state aid challenges and LGA has highlighted the importance of councils still being able to achieve local growth priorities. LGA has also raised councils' concerns about value of money given the supply constraints and the proposed relaxation of planning restrictions on the installation of broadband infrastructure.   |
|  |  | New ways of working on transport - DfT sponsored LGA/council/govt pilots to demonstrate barriers/solutions to growth from national transport policy | In progress              |   | Economic development support - two member events delivered with District Councils Network, and 4 further officer events covering future of local economic development and City Deals support.   |
|  |  | Local growth campaign - Quarterly report on council led growth successes  | Yes - delivered          |   | Transport: We have worked with the DfT and a number of authorities to look at what councils are doing and could do with greater devolution of transport decision making. We held an officer level summit in November and a further summit with Ministers and members in March 2013 which helped to consolidate the next steps in devolution. Throughout the year there have been significant successes in devolution including bus subsidy and local major transport scheme funding. We are now working with the DfT on how local authorities can have greater influence over investment decisions on the strategic roads network. This co-commissioning approach is a significant part of our SR 15/16 Transport submission.   |
|  |  | Local growth campaign - Marketing campaign of council ambition to Govt, business and others   | In progress              |   |   |
|  |  | Visitor economy   | Yes - delivered          |   |   |

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|---|---|--|--------------------------|---|---|
| Councils lead the delivery of the Green Deal, to improve the local environment and create new employment opportunities  | Caroline Green 85k + 40k external funding | Support to councils with <b>superfast broadband</b>  | In progress              |  | 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.   |
|   |   | <b>Economic development improvement support inc. upto 6 events for members and officers</b>  | Yes - delivered          |   | Planning: PAS continues to provide free and bespoke support, including on plan preparation and advice and tools for those authorities with a plan in place to ensure plans are up to date and in conformity with the NPPF. A new governance model has been established for PAS to ensure that their support remains responsive to the needs of the sector and led by the priorities of councils.  |
|   |   | Support on transition to new planning regime   | In progress              |   | This quarter has seen a significant lobbying effort in response to proposals within the Growth and Infrastructure Bill. The LGA has secured concessions to limit the time period of clauses that enable the Planning Inspectorate to renegotiate Section 106 agreements and has been influential in securing a commitment from Government to revise their proposed extension of permitted development rights for householders.  |
|   |   | <b>Planning Advisory Service - events, support tools, peer challenges, member development (feeding into LGA's housing the nation campaign)</b>               | In progress              |   | Metal theft: The Scrap Metal Dealers Act 2013, which introduces a new licensing regime for scrap metal, received Royal Assent in February. We have already published a 'Get in on the Act' guide to the new legislation. Implementation   |
|   |   | Preventing economic damage caused by crime problems that undermine growth, e.g. metal theft  | Yes - delivered          |   |   |
| 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                          | Guidance for councils on HECA, development of collective energy procurement model, guidance on energy opportunity mapping                                    | In progress              |  | The Environment and Housing Board agreed at their November meeting a programme of work that will include support to councils on the Green Deal and the development of proposals for a local response to fuel poverty. A toolkit to develop a business case for the Green Deal has been developed and will be published in May. The Board discussed a paper on locally-led action on fuel poverty at its meeting in March and agreed recommendations for the final paper. The paper is to be completed in time for lead members to discuss our proposals with the Climate Change Minister at their next meeting with him this summer. Climate Local and flood programme outputs all delivered. |
|   |   | <b>Flooding and climate resilience support</b>   | Yes - delivered          |   |   |
| 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   | Caroline Green 107k                       | Publication on options for <b>infrastructure funding</b> (May) and 'Stimulating Places' studies in Kettering, Barnsley and Cornwall and publication (Oct 12) | Yes - delivered          |  | The Finance Panel remains committed to the bonds and pension work. Lobbying of the Treasury continues re the former and work is progressing on the latter - a pension fund investment round table took place on 22nd March.   |
|   |   | <b>Making the case for a local government bonds agency</b> (July) supporting the use of TIFs and helping councils access debt capital markets (ongoing)      | In progress              |   |   |
|   |   | <b>Promoting pension fund investment in infrastructure</b> - dialogue (April); publication (Sept)  | In progress              |   |   |
|   |   | <b>Research on impact of affordable rents programme</b>  | Yes - delivered          |   | The LGA has lobbied for the removal of the HRA borrowing cap through the Growth and Infrastructure Bill. It is also a key proposal in the LGA's Spending Round Submission. Treasury retains concerns over lifting the cap - therefore assessed as being "amber".  |
|   |   | <b>Code of practice on the new self-financing system</b>   | In progress              |   | A voluntary code of practice for self financing has been commissioned and is being developed with CIH and CIPFA.  |
|   |   | <b>Support with the new regulatory framework for social housing</b>  | No - not delivered       |   | The Environment and Housing Board have refocused their workprogramme to focus more clearly on the growth agenda. Work on the regulatory framework for social housing will therefore cease and officers are prioritising other elements of the refocused work programme.   |
|   |   | <b>Housing support programme</b> for officers and councillors on housing reforms, linked to the Housing the Nation campaign                                  | In progress              |   | A series of practice notes to support elected members consider how to bring forward housing investment are in production. The notes have been produced following a series of roundtables with elected members and officers and will highlight good practice.  |

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|---|--------------------------------|--|--------------------------|---|--|
| Councils play their part in a successful 2012 Games, to ensure benefits for the whole country | Paul Raynes 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   | Ensured that the new Legacy Unit in the Cabinet Office understands that councils are leading legacy locally. Launched new legacy case studies reflecting councils' focus on growth, sports participation and community engagement. |

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| <b>Funding for Local Government</b> - 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.  |   |   |  |   |   |
| <b>Campaigns:</b><br>-> Sustainable funding for local government – highlighting the financial pressures on local services.  |   |   |  |   |   |
| 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   |
| 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 | Nicola Morton 175k  | <p><b>Future Funding:</b> Risk-assessment of the impact of future spending reductions on different councils – by region, type of council etc.</p> <p><b>Future Funding -</b> Assessment of the impact of a further significant reduction in grant on council services</p> <p><b>Future Funding -</b> Research into what the council of the future will look like</p> <p><b>Future Funding:</b> Additional research into specific priority services</p> <p><b>Iceland</b> Recovery of resources from failed Icelandic banks</p> <p><b>LG Finance Bill</b> - lobbying (April - June); lobbying on secondary legislation (July-Sept)</p> <p>Lobbying to influence review of <b>EU Budget</b> (2014-2020) including structural funds: seeking a more coherent, locally responsive and accessible EU future funding package which Councils can benefit from.</p> | <p>In progress</p> <p>Yes - delivered</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>Yes - delivered</p> <p>In progress</p> | <b>GREEN</b>  | <p>To influence the government's spending review, the LGA submitted a pre-budget submission in March and is currently working on a suite of spending review papers.</p> <p>We undertook extensive work on the Local Government Finance Settlement – briefing and analysis following its announcement on 19th December 2012 and for the debate in Parliament on 13th February. This followed extensive work on the business rates technical consultation – some of the changes announced addressed our concerns.</p> <p>The Chief Executive also appeared at a Public Accounts Committee hearing on the NAO report on financial sustainability – this took place on 25th February 2013.</p> <p>We have worked on future funding – both on updating the LGA's prediction for council spending up to 2019/20 and in a series of roadshows on the 'new model local government'. Our update to the 'funding outlook' work is nearing completion, and it includes work on the impact of funding decisions on different regions, types of council etc. This work will be launched at conference in July as part of our new models work.</p> <p>The Local Government Finance Bill became an Act on October 31st. The LGA lobbied hard for changes, briefing extensively, drafting amendments and meetings with sympathetic peers. Following Royal Assent we worked on briefing for debates on regulations for business rates and council tax support.</p> <p>We have continued to liaise closely with DCLG and member councils on the implementation of business rates retention and council tax support which came into effect on 1 April 2013."</p> |
| The Public Health Grant is sufficient to meet local authority public health responsibilities and allocated on an equitable and transparent basis  | Sally Burlington - funded through Public Service Reform health budget | Making the case for improved public health funding - fact-sheets, lobbying, case made within CSR submission   | Yes - delivered  | <b>GREEN</b>  | The public health funding settlement was published on 13 January 2013. The allocation for 2013-14 is £2.66 bn and in 2014-15 it will be £2.79 bn. This represents a substantial increase on the initial proposed allocation of £2.2bn for 2013-14. The Department of Health also agreed that any mistakes in the baseline calculation would be rectified as soon as possible. A small number of areas identified concerns about their funding settlement and all of these have now been addressed.  |

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| Councils have a customer-facing role in the delivery of universal credit   | Paul Raynes 50k              | Lobbying to minimise risks of welfare reforms (April - June);  | Yes - delivered                          | GREEN   | DWP and LGA have published the Local Support Services Framework, which starts to set out local government's role in UC. LGA hosted a conference to stimulate and collate local authority responses, which we will use as a basis for continuing to press for a central role for local government in managing the face-to-face elements of UC; and for leading local partnership working. We are continuing to press for clarification on the timetable for UC roll out, and associated new burdens funding. The face-to-face pilots met to share learning on 10 April and we are pressing DWP to extend the pilots until the end of December in order to maximise the learning outcomes. |
|  |                              | Work with DWP, pilot, demonstrator and pathfinder authorities to develop the delivery of Universal Credit (April 12-Oct 2013)  | Yes - delivered                          |   |  |
|  |                              | Work with councils to implement localised Council Tax benefit (April 12 - Jan 13)  | Yes - delivered                          |   |  |
| 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  | Paul Raynes                  | 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 |  | GREEN   | 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 movement as a result of LGA lobbying. The Planning Advisory Service are working with local authorities on the second round of the planning benchmark to help councils understand their costs. LGA is calling for devolution of local fee setting as part of our Spending Round work.  |
| 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   | Delivery - scheduled for later this year | GREEN   |  |
| <b>Efficiency and productivity</b> - councils dramatically reduce costs in ways which minimise the impact on the quality of life for their residents.  |                              |  |  |   |  |
| 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 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 5 councils to help them save £30m  | In progress                              | GREEN   | Transformational councils - 5 councils (Birmingham, Bucks, Trafford, Scarborough & East Riding, and Rushcliffe) have been selected.  |
|  |                              | Productivity support to 50 ASCE councils for innovation  | In progress                              |   | ASCE - All councils are now working on phase 1 plans to identify whole system changes to adult services; reported to Improvement Board November 2012. Phase 2 (system changes and delivery of savings) started in September and progress will be reported to Improvement Board in April/May 2013.  |
|  |                              | Troubled families pathfinder programme (subject to match-funding from CLG) - see links to Public Services Reform CB work   | In progress                              |   | Troubled families - Improvement Board in January 2013 approved LGA financial contribution.   |
|  |                              | Work with councils to develop category management  | In progress                              |   | Category Management pilots - 8 pilots (involving 70 councils) have been selected and commenced their work in May. Improvement Board will receive an update in May 2013.  |
|  |                              | Development of a business case for a national procurement hub/procurement strategy and spend analysis  | In progress                              |   | Procurement Business Case - The Improvement Board received the final business case in January 2013.  |

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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  |
|---|---|--|--------------------------|---|--|
|   |   | Creative Councils  | In progress              | GREEN   | 6 Creative Councils in final phase up until Oct 2013. They will showcase their progress at LGA Conference in July  |
| Councils reduce expenditure and promote economic growth through the next round of the Capital and Assets Programme  | Dennis Skinner 200k                               | Work with Wave 1 &2 pilots and leading asset companies; diagnostics to assess local growth potential   | In progress              | GREEN   | Six councils received approval to participate in the Programme at the September 2012 Improvement Board. The LGA have been commissioned by the Cabinet Office to run their One Public Estate programme, and 12 Councils have been selected  |
| Councils achieve efficiencies in waste management and increase recycling rates, with regulations that work for councils   | Dennis Skinner 75k                                | Completing the pilot on the removal of a waste stream through the use of macerators  | In progress              | GREEN   | First of 200 Food Waste disposers installed in new build development in Shrewsbury in October 2012. 800 further homes to be identified.  |
| 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 | Dennis Skinner 450k (exc. comms funding for Khub) | Launch of LG Inform next version   | In progress              | GREEN   | Currently 90% of councils are accessing LG Inform. The launch of the next version of LG Inform has been delayed until May 2013, at which point we expect to reach and pass our target very quickly. All requested research projects have been delivered or are underway. Improvements to Knowledge Hub have been delivered and, comparing Knowledge Hub visits in 1-31 March 2012 and 1-31 March 2013, a 47 per cent increase has been achieved  |
|   | Sarah Messenger 300k                              | Core LGA research  | In progress              |   |  |
|   |   | Knowledge Hub  | Yes - delivered          |   |  |
| Councils strengthen their approach to people management, with at least 50 councils using the LGA's workforce planning self assessment tool  |   | Tools to support effective workforce planning, make effective resourcing decisions and to benchmark people performance (via LG Inform)   | 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. We have developed a 'Workforce narrative' which describes the future workforce challenges and priorities for councils and what the LGA can do to assist in addressing them. We are planning 3 regional workshops on future workforce challenges in conjunction with PPMA and SOLACE to be held in May 2013 . We have developed a partnership agreement with Stanton Marris to offer a 'Layers and Spans' product to councils at significantly reduced cost. We are working with Birmingham City Council to refine a workforce planning tool which can be used by councils across the sector. We have produced case studies and advice on setting up mutuals and social enterprises. |
|   |   | 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.    | Yes - delivered          |   |  |
|   |   | 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                | In progress              |   |  |
|   |   | 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 | Yes - delivered          |   |  |
|   |   | Pay and reward. Support to councils in reviewing their local deal (EVP). Support to councils to manage top pay   | In progress              |   |  |

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| 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<br>Support Fire College sale<br>Support fire Local Government Finance reform<br>Fire Conference<br>Sprinklers campaign<br>Support on Future Control | Yes - delivered<br>Yes - delivered<br>In progress<br>Yes - delivered<br>Yes - delivered<br>In progress | <b>GREEN</b>  | We have worked with the government and the sector to develop the national strategic resilience arrangements.<br>We have produced a toolkit for use by local fire authorities in gaining support locally for the installation of sprinklers in buildings used/occupied by vulnerable people.<br>The fire college sale is now complete and we are now working with the new owner to secure a good outcome for the fire sector.<br>We have developed a CSR submission to the 15/16 mini-spending review. and will launched a fire finance report at the fire conference.<br>The fire conference was the most successful yet. We are working with the secotr and CLG to support the Future Control projects. These are on track to deliver significant improvements in local resilience and significant efficiencies. |

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|---|--|--|--|---|---|
| <b>Sector-led improvement</b> - 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   | This year we have delivered 136 peer challenges (of all types) which is a substatal increase on last year (97). We met the target of 50 corporate peer challenges for councils and fire and rescue services, with very good feedback from those authorities who have participated and positive external evaluation of the process by Cardiff Business School. Take up of the peer challenge offer has increased signifianctly in recent months with 89 peer challenges of all types booked/ in discussion for the first 6 monhts of next year   |
| 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 | Sally Burlington / Colin Hilton<br>40k + 8000k for Children's Improvement Prog | <p>Childrens Services member development programme (also see Children's Improvement Programme improvement support)</p> <p><b>CIB Regional Grants</b><br/>           - Support regions to develop and implement region children's improvement programmes<br/>           - provide funding to support regional improvement</p> <p><b>CIB: National support activity</b><br/>           - provide targeted sector support and grants for those in intervention or in need of early support<br/>           -deliver 36 peer safeguarding peer challenges<br/>           - support a regional improvement culture</p> <p><b>CIB: Policy to Implementation</b><br/>           Support regions and local authorities implementation of government policy in the areas of:<br/>           -Munro, social work reform and early support<br/>           -adoption, family justice review and care<br/>           -early and foundation years<br/>           -youth, data and commissioning</p> | In progress<br><br>Yes - delivered<br><br>In progress<br><br>In progress | GREEN   | <p>Following the decision by DfE to cease funding CIB is consulting with its regional representatives and key stakeholders on a legacy programme with the following activities:</p> <ul style="list-style-type: none"> <li>a) Regional co-ordination capacity for peer challenge of self-assessment and diagnosis of support requirements.</li> <li>b) Safeguarding Practice Diagnostics and Care Practice Diagnostics offered free within a wider suite of flexible corporate peer review options.</li> <li>c) A model for brokering improvement support between authorities with a priority for those in the anticipated "requires improvement" group.</li> <li>d) Commissioning sector expertise to add value into leadership programmes for Elected Members, Chief Executives, DCSs and ADCSs and LSCB's</li> <li>e) The Munro and Early Years Development Demonstrators</li> </ul> <p>65 members attended the 2012/13 Political Leadership in Children's Services Leadership Academy with high levels of satisfaction received. 26 Children's safeguarding peer reviews were delivered in the 2012/13 programme and 6 peer assessment and evaluation. Induction session delivered for new Lead Children's Services Members. New Safeguarding Practice Challenge methodology developed and being rolled out. The first interim report on the longterm evaluation of the peer review process has been delivered. CIB Board running effectively to manage the programme and support national and regional improvement.</p> <p>Regional delivery</p> <ul style="list-style-type: none"> <li>- Regional improvement and delivery plans developed with good progress reported for Q4 activity particularly for more rigorous self-assessment and peer challenge with all regions now having completed a full round</li> <li>- Support regional improvement working with 26 councils in targeted support, 84 on Family Justice and 28 on Adoption. Councils in receipt of targetted or early support have received Ofsted ratings that those not in receipt of support</li> </ul> <p>National support activity</p> <ul style="list-style-type: none"> <li>- Diagnostics methodoloiges bing developed and piloted for care planning and safeguarding practice</li> <li>- 30 safeguarding peer reviews delivered.</li> <li>- Three regional conferences held with good active engagement from all regions</li> </ul> <p>Policy to implementation</p> <ul style="list-style-type: none"> <li>- Full range of well attended Development Demonstrators learning events held for Munro and Early Year</li> <li>- 2nd Round of adoption diagnostics complete and learning being disseminated</li> <li>- 12 Youth Improvement Zones operational and moving to a regionally sustainable model</li> <li>- Peer challenge data profiles now available on LG Inform, and a small number of data support ready for deployment</li> </ul> |

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| 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   | Sally Burlington 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> | In progress<br>In progress<br>In progress<br>In progress<br>In progress<br>In progress<br>In progress<br>In progress | GREEN   | <p>Lead Member Networks continue to be a valued mechanism of encouraging member development regionally, with the first joint meeting between networks in children's and adults held</p> <p>The Partnership on Dignity in Care held positive discussions with DH on funding to support delivery of its recommendations, in the light of the Francis Inquiry</p> <p>Peer training undertaken to increase the pool of officer peers and fee regional peer support training was undertaken in a number of regions to provide consistency in regional peer support work.</p> <p>The TEASC programme board developed self assessment tools on use of resources and a pilot peer challenge were undertaken on reducing resources</p> <p>The remaining authorities assessed as adequate in the previous inspection regime attended the improvement board Regional report and surveys of directors and members showed increasing confidence and activity in sector led improvement</p> <p>A series of publications on adult safeguarding was published at a national conference to inform developments in local authorities</p> <p>Take up of peer challenges increased, with a particular focus on safeguarding, although offering a chargeable challenge in the current financial context has some difficulties</p> <p>The two year DH funded Joint Winterbourne View Improvement Programme focused on reviews of care and the development of an improvement programme</p> |
| 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 <b>NB Plus external funding from Sport England £50k</b>                    | <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>  | In progress<br><br>Yes - delivered<br><br>Yes - delivered<br><br>Yes - delivered                                     | GREEN   | <p>Principal Advisors working with colleagues from CfPS and the ASC Board are providing co-ordinated support for 35 councils.</p> <p>CfPS is now funded</p> <p><b>Libraries:</b> supported nearly 100% of portfolio holders through LGA / ACE Leadership Seminars and peer support.</p> <p><b>Culture and Sport</b> supported 10 portfolio holders for sport to lead transformational change at the fifth LGA / Sport England Leadership Academy; delivered one peer challenge on museums and growth and brokered peer support for a further six councils.</p>  |

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| 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  |
|--|---|--|---|---|--|
| 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><b>Ashridge Virtual Learning Resource and Member Development Charter</b></p> <p><b>Councillors guides and induction events</b></p> <p><b>9 Leadership Academy programmes</b></p> <p><b>Next Generation' councillor programmes</b></p> | <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> | GREEN   | <p>The revised Ashridge virtual resource is being promoted as part of the wider leadership offer to councillors and managers.</p> <p>Member Development Charter: We are maintaining links with regional LGA bodies and with regional member development networks to promote the charter and wider LGA member development activities. We have participated in and contributed towards a number of regional events focusing on councillor development.</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). The 2013 Guide is being finalised, the party group offices and other LGA teams are closely involved in this. The Guide will be circulated directly to councillors as part of the LGA pack.</p> <p>Induction Events: Events held in Preston, London, Birmingham and Leeds with over 100 councillors attending.</p> <p>Leadership Academy: 9 programmes have been run and 120 councillors have undertaken it. We are tendering for the delivery of the programme for the period 2013/15. Following a tendering process new providers have been appointed. The content has been revised and the three modules refocused to reflect the changing leadership challenges facing senior councillors. The new modules will be 1) Leading through relationships; 2) Innovation and Change; 3) Leading Communities and Place.</p> <p>Next Generation councillor programmes - These programmes will formally finish with the LGA Conference. The Conservative group have one further module (in June 2013) and the Lib Dem group have two modules (May and June). The labour group have completed their modules but still have a mentoring activity running. The numbers on each cohort are: Conservative 22; Labour 24; Liberal Democrat 15, which are all at or above the target cohort size.</p> |

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| 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  | In progress              | GREEN   | LC programme. The 2012 programme has been completed. Cohort 9 consisted of 14 participants: 8 Councillors and 6 Chief Executives.  |
|  |   | Alumni events, national programmes   | No - not delivered       |   | Owing to pressure of other work (incl development of "Future Vision" programme with the Leadership Centre) there have been no LC programme alumni events. Alumni will be involved in review and revisioning of the programme   |
| 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                                   | Yes - delivered          | GREEN   | Be A Councillor<br>Each group has received the 16 days consultancy as contracted from the main providers. Conservatives had an extra 3 days and Labour an additional 2 – this was because of higher demand than expected.  |
|  |   | Change of political control programme  | Yes - delivered          |   | The ALDC also did some work with the lib dem group, the conservatives supported events from the conservative womens organisation and conservative future.<br><br>Change of Political Control<br>The work is referred to as 'Effective Opposition' (the labour strand of which is called opposition to power) – 5 councils involved this year. We also paid some money to ALDC for setting up of their programme which will start next year (2013/14) |
| New talent is attracted into local government through the National Graduate Development Programme  | Dennis Skinner 450k + 140k external funding | Recruitment of cohort 14   | Yes - delivered          | GREEN   | NGDP Cohort 14 has 92 trainees across 44 councils (a significant increase on Cohort 13: 47 places across 25 councils). The induction event took place on 25/26th October. Outcome achieved: to increase council involvement in the programme and to recruit high quality graduates into local government to create talent pool of future senior managers   |
|  |   | Promote cohort 15  | Yes - delivered          |   | Marketing and promotion of cohort 15 has been completed and we are now in the assessment/recruitment stage. 442 candidates attended the 1st assessment and of these 246 have been invited to the 2nd stage   |
|  |   | Next generation and NGDP event at LGA Conference   | Yes - delivered          |   | A joint event for the current cohorts of NGDP and Next Generation was held at the LGA conference. Outcome was to improve understanding and links between future officer and members leaders  |
| International practice is used to benchmark our services and advance our campaigns   | Ian Hughes 60k + 40k external funding       | A series of self-funded international improvement projects, with learning shared with sector | In progress              | GREEN   | The Africa peer review programme is almost complete.   |

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|--|------------------------------|---|--|---|---|
| <b>Our own effectiveness and efficiency</b> - The LGA is the national voice of local government, representing every local authority and locally democratically elected representatives across England and Wales.                                   |                              |   |  |   |   |
| <b>Corporate Objectives:</b><br>> Membership<br>> Financial sustainability<br>> People management  |                              |   |  |   |   |
| Business Plan Outcomes)  | 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              | <p>Reductions to core LGA membership subscriptions</p> <p>Tailored membership offer sent to all elected members in every member council and all CEOs</p> <p>Active engagement with all councils on notice to withdraw from membership</p>   | Yes - delivered<br><br>Yes - delivered<br><br>Yes - delivered                        | GREEN   | All authority types offered a reduction in 2012/13 LGA Subscriptions. Bespoke subscriptions letter sent to each council and all backbenchers, setting out the direct benefits of LGA membership. Resources Panel has now completed a review of 2013/14 subscriptions which introduces a new Loyalty Bonus and their recommendations have been agreed by Leadership Board. All councils on notice for 2012/13 remain in membership.  |
| Membership - we develop an attractive membership offer for police and crime commissioners  | Helen Murray                 | Offer developed and prospectus launched (May)   | Yes - delivered  | RED   | Although we developed an attractive membership offer to PCCs and their engagement with the LGA has been positively received, this work did not progress to the stage of making a formal offer to PCCs to join the LGA as the Leadership Board agreed the LGA should focus on the establishment of a Strategic Partnership Board with the Association of Police and Crime Commissioners. The intention is to hold the first meeting of the Board in early June.  |
| 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              | <p>Audit and Scrutiny Panel scrutiny review of the offer of direct support to councils (July)</p> <p>Customer Perceptions Survey - survey CEO's/Senior staff; leaders; chairs of scrutiny panels and backbenchers (July)</p> <p>Ongoing programme of engagement through the Group offices including council visits and a programme of regional events</p> <p>Programme of visits to councils by the Chairman, Chief Executive, Principal Advisers and other senior managers</p> | Yes - delivered<br><br>Yes - delivered<br><br>Yes - delivered<br><br>Yes - delivered | GREEN   | The Audit and Scrutiny Panel Scrutiny provided final recommendations to the Leadership Board in October and an action plan is in place to deliver the review recommendations. Customer Perceptions Survey completed and reported back to the Leadership Board in February 2013. Welcome packs and benefits of membership sent to all newly elected councillors in June 2012. Action: new councillor road shows held during July and September in the regions covering membership benefits. Programme of visits to councils by Chairman, CEO, Executive Director and Principal Advisers in place. Group leaders/Heads of Group Offices managing a programme of political visits to councils on notice. |

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|---|------------------------------|---|--------------------------|---|--|
| Membership - the LGA and regional bodies work together effectively on lobbying and support for councils   | Ian Hughes                   | Share lobbying objectives to maximise leverage  | Yes - delivered          | GREEN   | Engagement with regional bodies to involve them in the LGA's lobbying activities.<br><br>The Regions were invited input into the 2013/14 Business Plan.<br><br>Regional Roadshows held in Feb and March 2013 to develop the New Model for Local Government were well received. |
|   |                              | Work collaboratively on campaigns to ensure the diversity of councils requirements are recognised | In progress              |   |  |
|   |                              | Through the Regions engage authorities on the Employers positions on national pay bargaining      | Yes - delivered          |   |  |
| Financial Sustainability - we have effective programme and financial management and regular and robust performance review   | Helen Platts                 | A robust programme plan for the year developed  | Yes - delivered          | 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.                    |
|   |                              | Quarterly performance reporting including management accounts for SMT and the Leadership Board    | Yes - delivered          |   |  |
|   |                              | Internal audit programme delivered  | Yes - delivered          |   |  |
|   |                              | Risk management framework developed and led by the Approvals Committee                            | Yes - delivered          |   |  |
| 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)                          | Yes - delivered          | GREEN   | Fundamental contract renegotiation following the independent benchmarking review has been completed and will deliver a saving of £1million per annum through fixed and variable costs.   |
|   |                              | Liberata service improvements delivered following Liberata Customer Survey feedback (Nov)         | Yes - delivered          |   |  |
|   |                              | A fundamental review of the Liberata contract and renegotiation led by the Resources Panel        | Yes - delivered          |   |  |
| 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 - delivered          | GREEN   | Further consideration of the LGA's pension position took place by the Resources Panel in October and the current approach of making additional annual payments as part of a ten year programme was confirmed.  |
|   |                              | Further pensions proposals to be considered at the September Resources Panel                      | Yes - delivered          |   |  |
| 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 - delivered          | AMBER   | 2013/14 budget now subject to an additional cut of £2million to Top Slice RSG. Further work therefore now required to ensure the LGA's financial sustainability.   |
|   |                              | Review of the budget and financial strategy by SMT (summer 2012)                                  | Yes - delivered          |   |  |
|   |                              | Zero based review of the budget (April 2013 to June 2013)   | In progress              |   |  |

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| 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   |
|---|------------------------------|---|--------------------------|---|---|
| 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 - delivered          |  GREEN | New Appraisal and Performance Management Policy in place and 2013 staff appraisals almost complete, which will inform Learning & Development plans and which may impact on pay progression of underperformers. E-learning package developed in order to offer basic training to employees. first phase of the Management Development Programme complete and phase 2 will commence in September 2013. 2013 Employee Survey commissioned to take place in May 2013. |
|   |                              | Management development programme (July)                 | Yes - delivered          |   |   |
|   |                              | e-learning package offering basic training              | Yes - delivered          |   |   |
|   |                              | Actions arising from Employee Engagement Survey (April) | Yes - delivered          |   |   |