

| Business Plan outcome | Reporting manager | What have we delivered and is it helping to achieve the business plan outcome? | Traffic light: are we on track to deliver what we said we would deliver by year end? |
|--|-------------------|--|--|
| <p>Funding for local government: Reform of the finance system so councils have confidence that their financing is sustainable and fair, the opportunities to raise more funds locally and greater ability to promote collective working across local public services.</p> | | | |
| <p>Future spending reviews deliver fair, timely and flexible local government finance settlements, in particular for social care, children's services and waste. Based on our earlier research showing a likely funding gap of £16.5 billion, we will develop models for the future funding of local services in support of community budgets, as well as proposals for the reform of the local government finance system.</p> | <p>Alan Finch</p> | <ul style="list-style-type: none"> • The future funding model has been updated and will be launched at conference - along with other papers showing what it means for typical single tier, county and districts | <p>Green</p> |
| <p>There is a debate on options for independent local taxation including de-regulated council tax and fully localised business rates. We will encourage a debate on local financial autonomy and the future of local government finance as part of our campaign for independent local government.</p> | <p>Alan Finch</p> | <ul style="list-style-type: none"> • We have authored a paper on sustainable funding as part of the 'New Model' work. The paper includes proposals for an increased local share of business rates, more freedom and flexibilities on council tax, lifting the cap on housing borrowing, and a local authority bonds agency | <p>Green</p> |
| <p>There is sustainable funding for adult social care. We will continue to lobby for resources to ensure a sustainably funded adult social care system is the foundation for longer term changes to care and support, and work closely with councils to develop a clear understanding of the scope for further efficiency savings to ensure maximum return for taxpayers.</p> | <p>Alan Finch</p> | <ul style="list-style-type: none"> • We are in the middle of negotiations with government and NHS England to secure new money for adult social care and drive forward with integration. We will know the success of the negotiations following the Spending Round • Our lobbying messages that care reform must be taken forward from a sustainable funding baseline are getting through - our evidence to the pre-legislative scrutiny Joint Committee on the Draft Care Bill made the point loud and clear, which was reflected in the Committee's final report. The points have been picked up further in Parliamentary debates on the Care Bill that is now making its way through Parliament. | <p>Amber</p> |
| <p>The financial consequences of the government's recent reforms, which we assess will result in a £1 billion additional shortfall beyond the current spending review targets, are understood by government and significantly reduced. We will represent local government's interests in the areas of business rates retention, localised council tax support, Early Intervention grant, the transfer of Public Health grant, a raft of new regulation from the EU, and the devolution of EU fines to councils.</p> | <p>Alan Finch</p> | <ul style="list-style-type: none"> • We have lobbied on the Local Audit and Accountability Bill, particularly as regards bringing levying bodies into council tax referendum limits; • continued to monitor the implementation of business rates retention through DCLG groups and our own work. | <p>Green</p> |
| <p>Councils are effective in dealing with the impact of reduced funding, taking steps to ensure that they continue to be financially sustainable. We will provide practical support and advice to councils on surviving financially, coping with uncertainty and taking big difficult decisions on spending.</p> | <p>Alan Finch</p> | <ul style="list-style-type: none"> • We are in regular touch with councils of all kinds providing advice of this nature, particularly on the LGA future funding model. | <p>Green</p> |

| | | | |
|--|-------------------------|--|--------------|
| <p>Councils have devolved powers and are able to develop new and innovative ways to encourage investment and create jobs. We will make the case for local authority bonds and explore opportunities for pension fund investment in infrastructure along with other ways to raise finance.</p> | <p>Paul Raynes</p> | <ul style="list-style-type: none"> • We have been exploring ways to increase LGPS investment in UK infrastructure and have so far held two roundtables with LGPS fund investment managers from across the UK to discuss why fund participation in the UK infrastructure market is so low. • On 8th July, a third and final roundtable will be held, this time with supply-side infrastructure finance experts from the major British banks and accountancy firms. • Following the first two meetings, it was suggested that the LGA procure the services of investment experts to create an off-the-shelf "kitemark" set of standardised model terms to make clear to UK infrastructure asset managers what LGPS funds are looking for in investment opportunities. • Subject to Finance Panel approval, we are hoping to bid for funding for this work from the DCLG Transformation Challenge Award. The bid aligns with a number of announcements the Brandon Lewis MP has previously made, and in meetings with Cllr John Fuller, the Minister has encouraged him to put forward an LGA-endorsed approach to this work. | <p>Green</p> |
| <p>Councils have the opportunity to generate new income streams and new approaches to commissioning. We will build on the work we have been doing with councils in the main areas of spend - children, adults and families - and also procurement and capital and assets, to share learning and good practice across different public agencies.</p> | <p>Alan Finch</p> | <ul style="list-style-type: none"> • Together with Social Finance, we have submitted a bid to the Big Lottery Fund to support a programme of work with councils on social impact bonds | <p>Green</p> |
| <p>Public Service Reform: Independent councils are at the centre, and are seen to be at the centre, of public service reform, delivering more effective services for local people and holding other providers to account.</p> | | | |
| <p>There is a fundamental and ambitious rethink to the way local services are funded and organised to achieve the economic and social benefits as well as short and long-term savings from full integration. We will work with the whole place community budget pilots to enable other areas to follow their approaches, identify the national financial impact of scaling up the pilots' proposals, and identify and lobby for the changes that Whitehall now needs to make.</p> | <p>Paul Raynes</p> | <ul style="list-style-type: none"> • We have been working with DCLG and the new Public Services Transformation Network to identify the level of support to be provided to follow on whole place community budget areas. • We have been lobbying for the spending review to include incentives for local service delivery partners and their Whitehall parent departments to engage in community budgets. • In conjunction with the Probation Chiefs' Association we delivered a conference in Manchester on Community Budgets on 14 June. • We are working with DCLG on the production of guidance on neighbourhood community budgets to complement that already produced for whole place. • We are in the final stages of producing a report on the use of the General Power of Competence to be launched at a conference on 23 July. We are particularly focusing on data sharing with the aim of resolving some of the data sharing issues raised by the pilots. | <p>Green</p> |
| <p>Adult social care is reformed so that the individual's experience of care and support is improved. We will continue to influence the wider reform agenda in adult social care to ensure the new system is easier to navigate, provides quality services and supports people to plan ahead for the future. We will help make the appropriate connections between care, health, housing and benefits so that the reform agenda is based on the principle of supporting individuals' general wellbeing.</p> | <p>Sally Burlington</p> | <ul style="list-style-type: none"> • We are working closely with ADASS to shape and influence the various Department of Health groups that are overseeing implementation of care and support funding reform. • We have also been briefing, and giving key messages, to Peers as the Care Bill starts its passage through Parliament in the House of Lords. However, there is still a great deal of detail to come in regulations and guidance so our work is clearly on-going in this area and marked as amber due to the risk of the desired outcome not being achieved. | <p>Amber</p> |

| | | | |
|--|-----------------------|---|--------------|
| <p>Children's services meet the needs of children and young people and their families based on local needs and priorities. We will work to ensure that reforms to councils' statutory duties and other policies are appropriate and fully funded, enabling councils to work with local partners to keep children safe, provide high quality care, support early intervention and deliver good long-term outcomes including health, educational attainment and a good transition to adulthood.</p> | <p>Helen Johnston</p> | <ul style="list-style-type: none"> • We have secured £46m additional DfE funding for councils for 2013/14 for post-16 high needs students. • Ran a school improvement seminar and published a case study report featuring 18 councils to support councils in improving educational attainment in their areas and prepare for the new Ofsted inspection regime for council school improvement support. • Produced a publication of good practice in children's centres to share councils' approaches to service transformation and assist members making difficult decisions on service delivery. • Ran a series of public health conferences looking at issues affecting children, young people and adults. A toolkit to help councils tackle the issues was published alongside each conference. • Helped set up a Children and Young People's Health and Wellbeing Partnership to oversee key priorities including the transfer of commissioning for 0-5 year olds from NHS England to local authorities in 2015. • Initiated sector led support for 24 councils to improve their tracking and recording of young people in post 16 learning. Project due for October completion, with material available to all councils. • Briefed parliamentarians on our opposition to provisions in the Children & Families Bill to remove councils from adopter recruitment, including joint work with Barnado's. LGA position referenced and media coverage achieved. | <p>Green</p> |
| <p>Councils have a role in managing welfare reform and ensuring that local people are fully supported when these benefits and tax changes come in to place. We will work on behalf of councils to shape the development of welfare reform and Universal Credit, provide an analysis and evidence of what is likely to happen, and raise awareness of how councils can help residents.</p> | <p>Paul Raynes</p> | <ul style="list-style-type: none"> • Launching Universal Credit Face To Face Pilot Learning Document highlighting key learning to date from all the 8 pilots and set up 8 pilot open days for the sector to visit the face to face pilots and learn first-hand how to start preparing residents for UC • Led a bid to the DWP seeking an extension of LA funded Face to Face UC Pilots • Continue to work with DWP and DCLG through a range of groups and contacts to inform the future design and delivery of the reforms, and to champion the role of local government. This includes work of the future design of Personal Independence Payments, work on the Direct Payments Demonstration Project and work on New Burdens funding. • Worked closely with local authorities and DWP to design a universally accepted approach to the national roll out of the Benefit Cap. • Commissioned a piece of research to map and model the impact of the reforms for local government, to provide an evidence base for further discussions about local responses and mitigation. To be published shortly after Annual Conference. • Continue to lobby for measures that will enable councils and their partners to better address the under-supply of affordable housing including: the removal of the HRA cap, the retention of Right to Buy receipts and a capital programme to make more flexible use of existing stock. | <p>Green</p> |
| <p>Councils work effectively with Police and Crime Commissioners and other partners to deliver safe communities. We will identify examples of good practice in joint commissioning community safety, reducing re-offending and reducing violence against women and girls, and will support police and crime panels to ensure they hold PCCs to account.</p> | <p>Helen Murray</p> | <ul style="list-style-type: none"> • The first meeting of the joint Strategic Partnership Board meeting with the Association of Police and Crime Commissioners has been scheduled for September and we are working with the West Midlands Office of the Police and Crime Commissioner and the West Midlands community safety teams looking at their joint working. • We are organising a training event for police and crime panels in Leeds in early July to look at how they can hold PCCs to account, and continue to provide support through training for individual panels and through the K-Hub group. | <p>Green</p> |
| <p>Councils support and build the resilience of communities so they are able to thrive in the face of challenging economic conditions and the significant restructuring of services. We will commission work so councils and councillors understand their role in developing the council of the future, having intelligent conversations with local people on the services they can afford to provide, including reducing demand and changing behaviour.</p> | <p>Helen Murray</p> | <ul style="list-style-type: none"> • We have worked across the LGA to develop the terms and approach of this work and we are now in a position to commission work on this aspect of community resilience after the spending round announcement. • Community Resilience is closely associated with demand management and a session at the LGA conference will consider the role of demand management in councils' future planning, drawing on a report of current practice prepared by the RSA. • We have also recognised the need to consider cohesion as a significant aspect of community resilience in light of the recent events in Woolwich. We have responded quickly and the organisation, through the Executive, has endorsed the engagement with the PM's task force. We have supplied case studies of recent good practice and will continue to support the sector on this important matter. | <p>Green</p> |

| | | | |
|---|-----------------|---|-------|
| <p>Councils lead the future direction of waste policy and set the agenda for reducing waste and increasing re-use and recycling whilst reducing cost pressures. We will lead a review which will champion local innovation and best practice and enable us to lobby in Westminster and Brussels on future funding gaps and more local decision-making.</p> | Paul Raynes | <ul style="list-style-type: none"> • We launched the findings of our Waste Review in June. The review engaged widely with key stakeholders in the waste sector and brought together a range of evidence and analysis on future cost drivers and income and saving opportunities. The review sets out a range of recommendations around the central theme of maximising the value or wealth in waste and presents a powerful case for local decision making. The review was widely and positively picked up in the media and broadly in across the waste sector and we will continue to publicise the review through further media work. | Green |
| <p>The local government workforce is able to deliver the services required by local citizens. We will negotiate national agreements that are seen as fit for purpose by councils, represent their interests in reforming the Local Government Pension Scheme and continue to develop practical advice for their workforce challenges.</p> | Sarah Messenger | <ul style="list-style-type: none"> • A pay deal has been agreed with the Fire Brigades Union for an increase of 1% w.e.f. 1 July 2013 and reform of the car mileage rates to HMRC levels. • It is also expected that a deal will be done with the LGS unions for an increase of 1%. • Both of these deals are within the negotiating parameters set by the relevant employers and include important developments on ensuring reform of the employment package is an ongoing part of our interaction with the unions. • We are working with over forty councils delivering a range of future workforce projects including layers and spans of control, workforce planning, strategic pay and reward reviews/benchmarking, organisational design, social care standards, public health workforce transition, employee engagement support and various bespoke consultancy work. • Our employment legal advisors and Pensions Team continue to provide a telephone/web based advice service to councils which is always in demand. • We have also delivered a national conference on social enterprises and several pensions advice workshops in this period. We have reached agreement on a reformed Local Government Pension Scheme. In partnership with LG unions we were able to persuade the government to significantly amend the public service pensions bill as it passed through parliament • We have successfully supported councils and schools in implementing automatic enrolment legislation • We reached agreement with DoH and health unions on the pension rights of transferring public health staff • We have worked in collation with other national and international social partners to influence EU pensions policy | Green |
| <p>Economic Growth, Jobs and Prosperity: councils are recognised as central to economic growth.</p> | | | |
| <p>Councils have a key role to play in driving economic growth, new jobs and wealth creation - we will produce clear evidence - from home and abroad, that national economic recovery can be driven and supported by deeper devolution and through local economic leadership by councils and their partners</p> | Ian Hughes | <p>We have stepped up our engagement with key stakeholders to highlight councils' track record and ambitions on growth including:</p> <ul style="list-style-type: none"> • arranging for BIS officials to attend the LGA's Growth Advisory Board • meeting with the LEP Network • engagement with the Federation of Small Business and British Retail Consortium. | Green |
| <p>National and European economic policy in areas such as transport, skills, state aid and broadband fit with local economies so that local strategies support national economic recovery - we will lobby for devolution of powers, policy and funding streams, as supported by Lord Heseltine, to ensure more effective use of resources and lobby for the opportunities for the City Deal cities to be made available to all areas</p> | Ian Hughes | <ul style="list-style-type: none"> • We have produced a Spending Round submission on growth; • made a submission to the Labour Party Economic Policy Review; • contributed significantly to the LGA's Public Services Rewired publication; • organised a seminar with the BIS Skills Minister to showcase what local authorities are doing to improve local skills provision; • held a meeting for the authorities engaged in the wave 2 City Deals to support them through the negotiation process; • produced an article on the district role in growth for a DCN publication; • made the case for greater devolution at a number of external events organised by Centre for Cities and Social Market Foundation. | Green |

| | | | |
|--|-----------------------|--|---|
| <p>Councils maintain their planning powers and freedoms and there is certainty and stability in the planning system - we will continue to make the case for local decision-making on planning, and provide support to councils in developing local plans</p> | <p>Paul Raynes</p> | <ul style="list-style-type: none"> • We have engaged with CLG and the development industry on the Community Infrastructure Levy; • responded to CIL consultation making the case for a flexible and simple system and strongly opposing centrally imposed exemptions on CIL payments. • Continued our strong opposition to the government's proposals to designate local planning authorities as poorly performing on their performance of major planning applications. Worked with Parliamentarians to highlight our concerns with the proposed criteria for designation currently before Parliament . • We are Working closely with PAS to provide advice and support to local authorities who may be affected by the measure. • We continue to press for flexibility for local authorities to respond to local priorities through the use classes system. Strong representations made and press coverage obtained in response to government announcements to extend permitted development rights for householder extensions, offices, temporary use of shops and other buildings and schools. Despite our opposition, the Bill has now received Royal Assent. An assessment of impact of the reforms will be undertaken later this year. | <p style="text-align: center;">Green</p> |
| <p>Councils drive the increase in the housing supply that the nation needs - we will continue to make the case for councils to promote affordable and social housing and by using their own borrowing power and encouraging third parties through the planning system, and will work to ensure councils have the tools to manage the housing impacts of welfare reform</p> | <p>Paul Raynes</p> | <ul style="list-style-type: none"> • Amendments to lift the HRA borrowing cap for stock holding authorities were laid by Lord Best on behalf of the LGA during the Growth and Infrastructure Bill. These amendments secured wide ranging support from parliamentarians and partner organisations. Discussions continue with CLG and HMT in advance of the spending round to press for greater financial flexibilities. • Series of 5 practice notes will be published in the summer which will provide advice and examples for councils when considering options and tools to encourage housing led growth locally and managing the housing implications of welfare reform. | <p style="text-align: center;">Green</p> |
| <p>EU funding is devolved to local partnerships as part of a wider package for local growth - we will lobby at European and national level to ensure that all places have the opportunity to influence provision in their area in the seven years to 2020, with local authorities and their partners, with Government, deciding how they wish to organise themselves for this</p> | <p>Ian Hughes</p> | <p>Successfully lobbied Ministers and Whitehall officials to localise £6.2bn future 2014-2020 EU spend. This involved:</p> <ul style="list-style-type: none"> • correspondence and meetings with lead Ministers, • publishing an EU funds and Local Growth report, • a national conference. <p>We are also securing LGA nominations to EU funds National Growth Board and working with officials and the sector to support effective delivery.</p> | <p style="text-align: center;">Green</p> |
| <p>Councils promote economic growth through their capital and assets - we will directly support councils to deliver reductions in running costs and their carbon footprint, raise capital receipts and deliver growth outcomes such as housing and disseminate the learning from this.</p> | <p>Brian Reynolds</p> | <ul style="list-style-type: none"> • The LGA/Government Property Unit 'One Public Estate Programme' will launch on 25th June at the Guildford Fire station. This is a central-local programme aiming to aid local and central government asset holders to 'unblock' any barriers that may be preventing a more integrated approach to capital assets across a locality. • The LGA have been commissioned to run this project on behalf of the Cabinet Office, based upon our successful three previous waves of a similar capital and asset programme (CAP). The intention is that councils will take the lead in the development and rationalisation of surplus public sector land and property in their area. It is intended that there will be some small scale benefits to participating councils: for example, a small % of capital receipts from Government property that can be retained locally, and some as yet unspecified flexibility around business rates. • A National Steering Committee has been formed to ensure sufficient profile within Whitehall Departments, and by implication, ensure compliance. • The pilot authorities were announced in March 2013 as part of the Government response to the Heseltine 'No Stone Unturned' review. The participants will be: Bristol, Chester and Cheshire West, Essex, Hampshire, Hull, Leeds, Nottingham, Portsmouth, Sheffield, Surrey, Warrington and Worcestershire. • The Economic Growth Advisors scheme is in its set up phase. The scheme will fund specialist advisors both from within the public and private sectors to work with councils and provide them with expertise in economic growth and regeneration. All outcomes of the programme will be disseminated to the sector to further promote growth and participating councils will share knowledge with the rest of the sector. | <p style="text-align: center;">Green</p> |

| | | | |
|--|-----------------------|--|---------------------|
| <p>Councils support green growth by taking action on energy efficiency and reducing the costs of energy - we will champion councils' role in leading action on energy efficiency and green energy and ensure they have the flexibility and resources to support local initiatives to reduce energy costs, tackle fuel poverty and build resilience to climate risks</p> | <p>Paul Raynes</p> | <ul style="list-style-type: none"> • Agreement of a new Memorandum of Understanding between the LGA and DECC and quarterly meetings with the Minister for Climate Change. • Lobbied for councils to have access to the Energy Company Obligation (ECO) brokerage in our submission to the Spending Review on energy-related issues and response to the DECC consultation on mandatory trade on the brokerage | <p>Green</p> |
| <p>Councils drive tourism and the visitor economy - we will promote and support councils' leadership role by ensuring they have the necessary levers over planning, finance, skills and transport, and investment in the arts, sport and culture.</p> | <p>Paul Raynes</p> | <ul style="list-style-type: none"> • Launched visitor economy publication setting out key policy proposals and 15 new case studies on how councils are driving growth through the visitor economy. | <p>Green</p> |
| <p>Councils build business confidence by reducing unnecessary red tape and regulatory burdens at the local level, as well as by fighting crime - we will promote the positive contribution local regulation can make to economic growth and work with councils to improve their ability to tackle crime, metal theft and anti-social behaviour.</p> | <p>Helen Murray</p> | <ul style="list-style-type: none"> • Produced a vision for regulatory services to deliver a culture change in regulatory services from a focus on inspection and enforcement to supporting businesses and using a risk-based approach to target future inspections. • Developed the 'Open for Business' template for councils to use to explain to local businesses what services councils offer them. • Worked with Brent, Hinckley & Bosworth, Knowsley, Manchester, Sheffield, Thurrock and Torbay on improving delivery of community safety services in their areas, ran a peer mentoring training event and held a masterclass in conducting domestic homicide reviews. • Worked with the Home Office on implementation of the Scrap Metal Dealers Act 2013 and held a conference attended by 120 delegates on the introduction of the new legislation. • Briefed parliamentarians ahead of the second reading of the Anti-Social Behaviour, Crime and Policing Bill, and the chair of the Safer & Stronger Communities Board gave evidence to the public bill committee looking at this legislation | <p>Green</p> |
| <p>Fire and Rescue Authorities protect people and places from harm, providing the safe environment in which businesses can thrive - we will champion fire authorities in their national resilience and local roles and identify opportunities to achieve further efficiencies and synergies across the blue light services.</p> | <p>Helen Murray</p> | <ul style="list-style-type: none"> • We have built on the fire future funding work to develop our submission to the 15/16 spending round. • We have used Sir Ken Knight's efficiency review as an opportunity to engage with Ministers on the future of the Fire Sector, pursuing greater collaboration across the fire and rescue service and greater interoperability with other blue light services. • We are supporting the Joint Emergency Service Interoperability Programme and the Future control programme both of which underpin greater collaboration. | <p>Green</p> |
| <p>Sector-led support, improvement and innovation: We will support councils with improving performance, effectiveness and efficiency</p> | | | |
| <p>A tailored corporate peer challenge to every council, including a core component looking at issues of leadership, corporate capacity and financial resilience</p> | <p>Dennis Skinner</p> | <p>Take up of the peer challenge offer is strong. In the first quarter we have delivered 16 corporate peer challenges for councils and fire and rescue services (compared to 8 in the same period last year). A further 80 are confirmed or in discussion for the remainder of the year. In 2012-13 we delivered 50 in total</p> | <p>Green</p> |
| <p>Leadership and managerial development programmes, providing opportunities for hundreds of politicians and managers, equipping them to deal with the challenges being faced by their councils</p> | <p>Dennis Skinner</p> | <p>A working party of the Improvement Board has met to consider the future direction of the programme area to ensure it meets the needs of existing and future leaders and to establish priorities to ensure available resources have maximum impact. This is continuing and will be a major element of our work in 2013/14 Dates have been set for the first tranche of Leadership Academy programmes and planning for the Next Generation 2013/14 cohorts has commenced Recruitment for the 2013 NGDP intake is in its final stages. Demand and interest from councils has remained high.</p> | <p>Green</p> |
| <p>Support to help councils with capturing and sharing innovative practice</p> | <p>Dennis Skinner</p> | <ol style="list-style-type: none"> 1. Ensured a significant focus on innovation at the LGA conference including an Innovation zone with NESTA and others. See http://sites.idea.gov.uk/annual-conference/innovation-zone/ 2. Supported robust analysis of Creative Councils lessons for on-going dissemination to local government sector (including Camps, skills development, Knowledge Hub, formal research). 3. Completed Member interviews as part of the 'Local Councils' Innovation Framework' and promoting findings at LGA conference. | <p>Green</p> |

| | | | |
|--|-------------------------|--|---------------------|
| <p>LG Inform - access to transparent and comparable performance information</p> | <p>Dennis Skinner</p> | <p>The new version of LG Inform, our data benchmarking service, is on track for delivery on 31 July to councils and fire and rescue authorities/services (FRSs) who are existing users; and it will be fully launched in September. LG Inform will be made open to the public in November. Work to promote LG Inform is on-going, and will increase in the second half of the year, with attendance at a wide range of events and meetings to demonstrate LG Inform to officers, senior officers and councillors.</p> <p>esd-toolkit is being rationalised to be a clearer offer to the sector and bring it closer to LG Inform. From July, the subscription package will be called LG Inform Plus, and will feature a series of ward-level data profiles for local authorities. A data feed (API) so that authorities can quickly and easily download data into their local information and performance management systems will also be offered.</p> | <p>Green</p> |
| <p>Sector-led improvement programmes in children's services</p> | <p>Helen Johnston</p> | <ul style="list-style-type: none"> • Funding from DfE for children's improvement withdrawn and close down operational and to be completed by mid-July • Safeguarding and Care Practice Diagnostics developed for sector use • Targeted Sector Support provided to 15 LAs • 8x Family Justice (Train the Trainer) Events delivered with final sessions in August • Children's Data Tools and Profiles delivered and Children's Data Leads Group established. | <p>Green</p> |
| <p>Direct Support to councils through the lead member peers and principal advisers, working to help them access appropriate support, in particular where they are facing significant underperformance challenges - our support will take account of the increasing financial pressure being faced by councils</p> | <p>Dennis Skinner</p> | <ul style="list-style-type: none"> • Change of control support to 17 councils – mainly county councils like Staffordshire • On-going sector led peer support to 14 Councils • Bespoke peer mentoring support to 14 councils including RB Kingston post Ofsted report • Delivery of top team development work to 4 councils • A range of follow-up support to 30 councils who received peer challenge • Direct improvement support to 14 councils including Rochdale facing severe challenges involving high-profile child sexual exploitation concerns and some authorities focussing on the new model of local government, including work on financial sustainability such as Darlington • Advice and support to 2 regional councils Self Improvement Boards (London and East Midlands) | <p>Green</p> |
| <p>Culture, tourism and sport - we will pursue sector-led improvement in culture, tourism and sport</p> | <p>Paul Raynes</p> | <p>Delivered libraries peer support in Rochdale, Solihull and Sunderland. Delivered sport and health peer support in Derby.</p> | <p>Green</p> |
| <p>Adult social care and health - we will pursue sector-led improvement programmes in adult social care and health</p> | <p>Sally Burlington</p> | <ul style="list-style-type: none"> • Towards Excellence in Adult Social Care - 'Statement of purpose' for activity in 2013/14 agreed; work commenced on shorter, bespoke peer challenges; pilot work in local authorities on use of resources self assessment begun; quarterly reporting on adult social care data begun. • Winterbourne View Joint Improvement Programme - Programme team appointed; stocktake on progress circulated; event with signatories to national programme of action held; engagement and communications strategy agreed. • Adult safeguarding - range of publications on practice and policy published; received 30k from DH for pilot work in authorities on improved performance management; improved co-ordination with NHS and Police at a national level agreed. • Health and Wellbeing system improvement programme - MoU due to be signed on 1st July. Caroline Tapster appointed as the programme's Director. Leadership Group of programme partners and 9 regional partnership groups being established. Successful programme launch 'hot seat', 2 pilot Health and Wellbeing peer challenges and 2 national sharing events held with over 200 delegates attending. • Healthwatch Implementation Team in place and a joint action plan agreed with Healthwatch England. | <p>Green</p> |
| <p>Planning services - we will pursue a sector-led improvement programme in planning services</p> | <p>Paul Raynes</p> | <p>We successfully made the case to DCLG for genuinely sector-led governance of PAS and have now put in place from this financial year a PAS board which will hold the service to account and agree its grant arrangement and targets with DCLG</p> | <p>Green</p> |

| | | | |
|--|------------------------|--|---|
| <p>Practical support to councils continue to develop new and innovative ways to improve efficiency and productivity as a major element of public service reform.</p> | <p>Dennis Skinner</p> | <p>The highly successful Adult Social Care Efficiency (ASCE) Programme continues to deliver an interim report is currently being produced which will show the at the programme has on average delivered a 7% saving in councils delivery of adult social care services. An even will be held mid-July to launch the report. Further work is being done to develop the programme by looking at potential funding from external partners to allow more councils to join the programme going forward.</p> <p>We have moved into the delivery phase of the National Procurement Strategy. Workstreams in the 3 key themes of ICT, Energy and Construction are in place with membership from key players across the sector. Workshops will take place between May and September to allow the sector to identify big win areas where savings can be made.</p> <p>The Productivity Expert programme continues to provide funding to councils to enable them to engage an expert in their field to provide the necessary skills and expertise to help deliver efficiency savings. The take-up of productivity experts is increasing steadily and is an area where investment from the LGA is leading to impressive efficiency savings for local government. The key headline is that for an investment of £46,000 of LGA funding has resulted in efficiency savings of £25,615,000 being identified and delivered by councils</p> <p>The Commissioning Academy is a joint programme between the Cabinet Office, the LGA and other central government departments that enables senior commissioners across the public sector to develop their commissioning skills alongside each other. Following on from two successful pilots the first wave of three Academy cohorts will start in June 2013. 11 councils were involved in the pilots last year and another 18 councils have been confirmed for the first cohorts starting in June. There was a highly positive response to the pilot cohorts and as a result huge demand from councils across the country for places on the Academy; as a result the first three cohorts are full. However, there will be further programmes run later on this year and early next year.</p> | <p style="text-align: center;">Green</p> |
| <p>Our own efficiency and effectiveness</p> | | | |
| <p>Full membership - we will maintain membership levels amongst local authorities in England and Wales - including fire and rescue, integrated transport and national park authorities - by enhancing the benefits and reducing the costs of membership. We will introduce a 'loyalty discount' for members and continue to communicate on the benefits of membership directly with individual councils and all councillors</p> | <p>Claire Holloway</p> | <p>Loyalty discount introduced and in operation. Benefits of membership booklets sent to all councillors and CXs of all member councils. 97% of subs collected by end Q1 compared with 64% at end Q1 last year. Remaining 3 % expected to be paid in July 2013.</p> <p>National Park Authorities now moved to corporate membership scheme through National Parks England.</p> <p>Actively considering arrangements to meet needs of Core Cities and other combined authorities/groupings of councils.</p> | <p style="text-align: center;">Amber</p> |
| <p>Persuasive communications - we will work to support, promote and improve local government using the full range of communications activity, ensuring councils have a strong national voice and are well represented to central government</p> | <p>David Holdstock</p> | <p>We have introduced measures which allow us to track the tone of media coverage (positive, neutral, negative), which media covered it, which subjects, which spokespeople and whether it was proactive or reactive.</p> <p>MEDIA EVALUATION SUMMARY April – June 2013</p> <ul style="list-style-type: none"> • National media mentions up 155 per cent year-on-year. • 68 per cent of national coverage was through our pro-active media work. • 71 per cent of national coverage was positive. • Most media mentions in Guardian (44) followed by BBC Online (29) and Telegraph (26). • 54 national broadcast interviews and mentions – most appearances on 5 Live (15), Radio 4 (15) and BBC News (7). <p>Finance was our most covered portfolio with 56 national media mentions on our spending round submission. Followed by Environment, Housing and Planning with key coverage on permitted developments and high streets.</p> <p>In addition, our quarterly reputation polling showed that overall, despite a very small drop on satisfaction in the key drivers of reputation, satisfaction with local government remains high.</p> <p>The team won the media campaign of the year award in the national LGcomms awards for our True Grit – winter gritting campaign.</p> | <p style="text-align: center;">Green</p> |

| | | | |
|---|-----------------|--|--------------|
| Financial sustainability - we will work with our member authorities and government to ensure we secure core funding for the LGA from 2015/16 from subscriptions and LGA top-slice | Helen Platts | Report on LGA achievements with RSG topslice funding submitted to CLG. Overview of LGA financial strategy presented to Leadership Board. | Green |
| Efficient business management - we will continue to make changes to improve the efficiency of our back-office services, to achieve a further 10% reduction in our overheads | Helen Platts | LGE and LACORS company close-down achieved from April 2013. Programme of communications to reduce demand for Catering and Print and Design now underway. Good progress with the one-off savings negotiated as part of the Liberata contract price reduction. | Green |
| Effective people management - we will support our employees through effective performance management and development, and will place a high priority on engaging them in developing and improving our services to councils | Claire Holloway | 73% of appraisals completed and returned - compared with 38% in 2012. Restructure is being managed with minimum compulsory redundancies. First tranche of management training now complete and sustaining event held; second tranche has been launched. Knowledge Bites and Knowledge Bites Plus programme in place, overseen by C&C team . | Green |
| Accessible information - we will focus on achieving improvements for our customers and supporting them with sharing information and knowledge, as well as reductions in our own costs through a coherent, affordable programme of ICT development which aligns with our overall priorities | Helen Platts | Good progress with in-year ICT developments: Sharepoint; Committee Management system; Conferences and Events booking system. All on track to be delivered during 2013-14. Review of the options for the future provision of Knowledge Hub now underway. | Green |

Green Amber Red

A red traffic light indicates that we will not deliver the agreed work programme

An amber traffic light indicates that there is a risk that the agreed work programme will not be delivered.

A green traffic light indicates that the agreed work programme is either on track to be delivered by year end or has already been completed

Where no traffic light is shown, work has not yet commenced in relation to this business plan target