

LGA Leadership Board

Agenda

Thursday, 8 December 2016
11.00 am

Rooms A&B, Ground Floor, Layden House,
76-86 Turnmill Street, London, EC1M 5LG

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

Guidance notes for members and visitors

Layden House, 76-86 Turnmill Street, London, EC1M 5LG

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

Welcome!

Layden House is located directly opposite the Turnmill Street entrance to Farringdon station, which is served by the Circle, Hammersmith & City, and Metropolitan lines as well as the Thameslink national rail route.

Security

Layden House has a swipe card access system meaning that a swipe enabled security passes will be required to access the lifts and floors 1-5.

Most LGA governance structure meetings will take place on the **ground floor** of Layden House which is open access and therefore does not require a swipe enabled security pass. **Access** to the rest of the building (floors 1-5) is via swipe enabled security passes.

When you visit Layden House, **please show your Local Government House security pass to reception** and they will provide you with a temporary pass which will allow you access to floors 1-5 if required. **Please don't forget to sign out at reception and return your security pass when you depart.**

If you do not have a LGH Security Pass, please email memberservices@local.gov.uk with your name and a recent photo and a pass will be made for you. You can pick this up from the Layden House reception desk on your next visit.

Fire instructions

In the event of the fire alarm sounding, vacate the building immediately via the nearest fire exit onto Turnmill Street and take the next turning on your left – Benjamin Street to St John's Gardens.
DO NOT USE THE LIFTS.
DO NOT STOP TO COLLECT PERSONAL BELONGINGS.
DO NOT RE-ENTER BUILDING UNTIL AUTHORISED TO DO SO.

Soft Seating Area

There is a small soft seating area on Floor 2 which will also operate as an 'Open Council' area for visiting members and officers from member councils. Please note however that unlike Open Council, this area does not have tea and coffee facilities, nor access to computers.

Toilets

There are accessible toilets on the Ground Floor, 2nd and 4th floors.

Accessibility

If you have special access needs, please let the meeting contact know in advance and we will do our best to make suitable arrangements to meet your requirements.

Parking is available at the rear of the building for Blue Badge holders, accessed via the Turks Head Yard, North underpass. Disabled WCs are situated on the ground and 4th floors. An induction loop system is available in the 5th floor conference venue. For further information please contact the Facilities Management Helpdesk on 020 7664 3015.

Guest WiFi in Layden House

WiFi is available in Layden House for visitors. It can be accessed by enabling "Wireless Network Connection" on your computer and connecting to LGA-Free-WiFi. You will then need to register,

either by completing a form or through your Facebook or Twitter account (if you have one). You only need to register the first time you log on.

Further help

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

Why have the LGA's Headquarters moved?

The LGA has temporarily relocated from Local Government House (LGH) in Smith Square to Layden House in Farringdon, effective from Monday 31 October 2016. This is to allow extensive refurbishment work to be carried out to LGH.

The refurbishment works will see the ground floor conference centre and all meeting rooms fully refurbished. Floors 1, 2 and 3 will be upgraded and released for commercial letting to enable the LGA to maximise the income from this building as part of its drive for financial sustainability. A new and larger Open Council will be located on the seventh floor. The refurbishment is expected to last for nine months and we expect to be back in LGH by September 2017.

We appreciate your understanding and flexibility during this time.

LGA Leadership Board
8 December 2016

There will be a meeting of the LGA Leadership Board at **11.00 am on Thursday, 8 December 2016** Rooms **A&B**, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG.

Lunch

A sandwich lunch will be available in the 5th Floor (North side) from 1.00pm. The LGA Executive will start at 1.30pm.

Attendance Sheet:

Please ensure that you sign the attendance register, which will be available in the meeting room. It is the only record of your presence at the meeting.

Apologies:

Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting.

Conservative:	Group Office: 020 7664 3223	email: lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3334	email: Labour.GroupLGA@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

Location:

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

LGA Contact:

Frances Marshall
0207 664 3220 / frances.marshall@local.gov.uk

Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £7.20 per hour is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

LGA Leadership Board – Membership 2016/2017

Councillor	Authority
Conservative (6)	
Lord Gary Porter (Chairman)	South Holland District Council
Cllr David Hodge (Vice Chairman)	Surrey County Council
Cllr David Simmonds CBE (Deputy Chairman)	Hillingdon London Borough Council
Baroness Coultie of Downe (Deputy Chairman)	Westminster City Council
Cllr Peter Fleming OBE (Deputy Chairman)	Sevenoaks District Council
Cllr Sean Anstee (Deputy Chairman)	Trafford Metropolitan Borough Council
Labour (6)	
Cllr Nick Forbes (Senior Vice-Chair)	Newcastle upon Tyne City Council
Cllr Sharon Taylor OBE (Deputy Chair)	Stevenage Borough Council
Mayor Sir Steve Bullock (Deputy Chair)	Lewisham London Borough Council
Cllr Anne Western CBE (Deputy Chair)	Derbyshire County Council
Cllr Sue Murphy CBE (Deputy Chair)	Manchester City Council
Cllr Peter Box CBE (Deputy Chair)	Wakefield Metropolitan District Council
Independent (2)	
Cllr Marianne Overton MBE (Vice-Chair)	Lincolnshire County Council
Cllr Peter Reeve (Deputy Chair)	Cambridgeshire County Council
Liberal Democrat (2)	
Cllr Gerald Vernon-Jackson CBE (Vice-Chair)	Portsmouth City Council
Mayor Dorothy Thornhill MBE (Deputy Chair)	Watford Borough Council

LGA Leadership Board – Attendance 2016/2017

	20/7/16	14/9/16	19/10/16
Councillors			
Conservative			
Lord Porter of Spalding	Yes	Yes	Yes
David Hodge	No	No	Yes
David Simmonds CBE	Yes	Yes	Via video
Baroness Couttie of Downe	No	Yes	No
Peter Fleming OBE	Yes	Yes	Yes
Sean Anstee	Yes	No	Yes
Labour			
Nick Forbes	Yes	Yes	Yes
Mayor Sir Steve Bullock	Yes	Yes	Yes
Sharon Taylor OBE	Yes	Yes	No
Peter Box CBE	Yes	Yes	Yes
Anne Western CBE	No	No	No
Sue Murphy CBE	Yes	Yes	No
Independent			
Marianne Overton MBE	Yes	Yes	No
Peter Reeve	Yes	Yes	Yes
Liberal Democrat			
Gerald Vernon-Jackson CBE	Yes	Yes	Yes
Mayor Dorothy Thornhill MBE	Yes	Yes	Yes

Agenda

LGA Leadership Board

Thursday 8 December 2016

11.00 am

Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG

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3. Local Government Finance Settlement - Oral Update	
At the time of dispatch, the Local Government Finance Settlement has not been published. An oral update will be provided at the meeting.	
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Date of Next Meeting: Wednesday 18 January 2017, 2.00 pm, Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG

Autumn Statement 2016

Purpose of report

For information.

Summary

This report highlights the announcements in the 2016 Autumn Statement with implications for local government. The full [on-the-day briefing](#) is available online.

Recommendation

That the LGA Leadership Board note the content of the report.

Action

LGA Officers to proceed as directed.

Contact officer: Sarah Pickup
Position: Deputy Chief Executive
Phone no: 0207 664 3141
E-mail: sarah.pickup@local.gov.uk

Autumn Statement 2016

Background

1. The Chancellor of the Exchequer delivered his 2016 Autumn Statement on 23 November. The LGA provided councils, MPs and Peers including our Vice Presidents and selected stakeholders with an on-the-day briefing on the key announcements relevant to local government. We will also be following up with departmental officials on the detail of the announcements and providing further briefings and responses as required.
2. This is the final Autumn Statement. After the 2017 Budget (due to take place in the spring), the Government will move to Budgets being announced in the Autumn. The Chancellor will still respond to economic forecasts made by the Office of Budget Responsibility in March each year, but these are not intended to be major fiscal events.
3. The [on-the-day briefing](#) contains most of the proposals affecting councils.

LGA Autumn Statement on the day briefing key messages

4. We are disappointed that the Government has failed to address a number of issues of significance to local government:
 - 4.1. Social care: Councils, the NHS, charities and care providers have been clear about the desperate need for the Chancellor to take action to tackle the funding crisis in adult social care. It is unacceptable that this has not been addressed in the Autumn Statement. The Government must take urgent action to properly fund social care if councils are to stand any chance of protecting the services which care for the elderly and vulnerable. Extra council tax-raising powers will not bring in enough money to alleviate the pressure on social care and councils will not receive the vast majority of new funding in the Better Care Fund until the end of the decade. Services supporting elderly and vulnerable people are at breaking point now. We cannot ignore this challenge any longer and the Government must inject genuinely new additional funding.
 - 4.2. Education Services Grant: The Government is pressing ahead with the planned £600 million cut to the Education Services Grant, despite deciding not to go ahead with the Education for All Bill which would have removed councils' school improvement duties. Councils will now have duties with no funding to pay for them.
5. Government department spending control totals remain unchanged. We expect further information on spending priorities in departmental announcements. It is clear that additional funding is needed to address the aforementioned funding pressures and we would welcome publication of the Local Government Finance Settlement as soon as possible.
6. The Government has consulted on reforms to the New Homes Bonus and we expect to see a response to this consultation in the Finance Settlement.

7. It is good news for local government that the Autumn Statement has accepted our call for measures to boost affordable housebuilding, which must be supported by adequate infrastructure, and which would help councils make a start on tackling some of the nation's road repairs backlog and improve broadband.
8. We welcomed the pre-Autumn Statement announcement that the planned pay to stay policy is to become voluntary. We need urgent clarification regarding the Government's intention regarding receipts from high value asset sales.
9. The next few years will be extremely challenging for councils who we estimate face an overall £5.8 billion funding gap by 2020. Many councils are faced with difficult decisions about which services are scaled back or stopped altogether. The Government must allow local government to use the extra business rates income it will keep by 2020 to plug this growing funding gap.

LGA activity prior to and on the day of the Autumn Statement

10. Prior to the Autumn Statement, the LGA published a submission which positioned local government as a willing and essential partner in driving growth and opportunity for all. We argued that councils' maximum contribution to the Government's vision of a 'society that works for everyone' required action on three broad objectives:
 - 10.1. Creating the conditions for change: maintaining momentum on devolution and putting councils on a sustainable footing
 - 10.2. Delivering opportunities for all: ensuring national and local government work together to develop the infrastructure required to ensure each area of the country can contribute to, and benefit from, economic growth, and
 - 10.3. Supporting everyone to contribute and benefit: supporting other vital council services that allow councils to continue taking care of their communities.
11. The media team prepared a plan of sustained activity to push the key asks of our submission. Since we published our submission, this plan resulted in LGA mentions in 50 separate Autumn Statement media stories on our many of our asks including the need extra social care funding, the ability for councils to build homes and other key areas such as broadband, roads funding, bus services and school improvement. This resulted in around 150 national media hits.
12. On the day of the Autumn Statement, the following media activity also took place:
 - 12.1. We issued a statement from Lord Porter criticising the Chancellor's failure to address the social care funding crisis. It also warned of the £5.8 billion funding gap facing local services by 2020 and called on local government to be able to use extra business rates it will keep by the end of the decade to help plug this gap. This was covered by the Times, Guardian, BBC, Sky News and the Mail. Lord Porter responded to the Autumn Statement in interviews on both BBC News and LBC.

- 12.2. A further statement from Chairman of the Community Wellbeing Board Cllr Izzi Seccombe was issued on the crisis facing social care and need for government to treat tackling it as a national priority. This was covered by the Guardian.
 - 12.3. Lord Porter also responded to new measures to boost affordable housebuilding, reinforcing the need for the Government's forthcoming Housing White Paper to give councils the powers and funding to build new homes. This was covered in the Times and Guardian's Autumn Statement supplements.
 - 12.4. EEHT Chairman Cllr Martin Tett's response to extra funding for local roads in England was reported by the BBC and Mirror. His statement warned it would take £12 billion to tackle the current roads repair backlog.
 - 12.5. We issued a statement from People and Places Board Chairman Cllr Mark Hawthorne on the Chancellor's pledge to invest £1 billion in improving broadband and 5G connectivity.
 - 12.6. A statement was also issued on the role local government can play in making the Government's Industrial Strategy a success. This includes greater local control over growth funding and money for employment support. The quote, from Cllr Tett, also called for guarantees around EU funding up to 2020 and the need for a successor scheme of at least equal value when we leave the EU.
13. In Parliament we promoted our Autumn Statement submission through debates, parliamentary questions and responses to committee inquiries. Set out below are highlights, including:
- 13.1. Our Chairman Lord Porter asking a range of parliamentary questions in the House of Lords to promote our Autumn Statement submission. In particular Lord Porter asked questions about the Government's assessment of the financial pressures facing local authorities and the need for councils to have greater financial autonomy when setting Council Tax, progress with devolution, and the allocation of funding for services such as mental health.
 - 13.2. We provided a series of parliamentary briefings referencing our Autumn Statement recommendations. This included briefings on social care, housing, broadband, education and social mobility and addressing the root causes of poverty. A particular highlight was the work of the LGA being quoted in an Opposition Day debate motion and our analysis being used by MPs during their discussions.
 - 13.3. We submitted evidence to a range of parliamentary committees, promoting our Autumn Statement proposals. This included providing evidence on the sustainability of local authority finances, the challenges facing adult social care, NHS financial sustainability, the Industrial Strategy and post-16 skills provision (the full list of responses is set out below):

Committee	Inquiry
Communities and Local Government	Adult social care
Public Accounts	The financial sustainability of local authorities
Business, Energy and Industrial Strategy	Industrial strategy
House of Lords Committee on the long-term sustainability of the NHS	Long-term sustainability of the NHS
British-Irish Parliamentary Assembly	Childhood obesity
Sub-Committee on Education, Skills and the Economy	Post-16 education area reviews
All-Party Parliamentary Group for Children	Children's social care
House of Lords Committee on Financial Exclusion	Financial exclusion
Health	Brexit and health and social care

14. The LGA has used our Autumn Statement submission to support our lobbying on key legislation to local government being debated in Parliament. This included:

14.1. Homelessness Reduction Bill: we secured a commitment from Government to fund the new duties under the New Burdens Doctrine. We have also used this Bill as an opportunity to push for a national drive to bring all agencies together to tackle homelessness, a key ask in our submission.

14.2. Bus Services Bill: in the House of Lords Peers agreed two amendments to the Bill that remove the need for the Secretary of State to approve franchising powers and retain council powers to form new municipal bus companies, were passed.

14.3. Digital Economy Bill: we have supported amendments that sought to strengthen the Government's pledge to introduce minimum speeds of broadband for all through the Universal Service Obligation (USO).

14.4. Neighbourhood Planning Bill: we've used the to push for the introduction of locally-set planning fees. Our call for adequate resourcing of planning departments was quoted widely by MPs and echoed by the wider housing and planning sector.

15. On the day of the Autumn Statement, officers also produced an on-the-day briefing which has been downloaded 1,300 times. The briefings was shared with leaders, portfolio holders, chief executives, directors of finance and directors of communications via an ebulletin which was read more than 2,000 times.

16. Our activity was well-represented on social media through the live blog (achieving 1,770 views) and Twitter (15 tweets with 37,301 impressions).

17. We got our key Autumn Statement messages out to 18,000 LGA elected members via a news story, feature, and comments from the chairman and group leaders, in first 606, arriving with readers on 1 December.

Next steps

18. Members are asked to note the report and the content of the briefing which is available [here](#).
19. The new Chancellor's approach to major fiscal events means that individual Government departments will have a stronger role in making policy announcements which would have normally been reserved to Budgets and Autumn Statements.
20. In light of this, it is possible that the local government finance settlement will contain more policy announcements relevant to local government, including funding for social care. At the time of writing, the date of the publication of the draft 2017/18 local government finance settlement was unclear.
21. Officers will update members on progress regarding the announcements made in the Autumn Statement as and when required through normal LGA business.
22. The LGA will also continue to lobby on policy positions set out in the Autumn Statement submission.

Implications for Wales

23. The Autumn Statement has implications for the public sector across the United Kingdom. However, the on-the-day briefing has focussed on issues that have an impact on English local government.
24. Implications for Welsh local government are related to devolved issues and as such the impact will be determined in part by the decisions taken by the Welsh Assembly.

Financial Implications

25. This is core work for the LGA and is budgeted for within the 2016/17 LGA budget.

Communications Report: April – September 2016

Purpose

For information and direction.

Summary

Our strategy as a communications team had a clear focus to support the organisation's strategic priorities and deliver improved outcomes through the full range of communications activities. The following report sets out our performance against these priorities identified by the Leadership Board for 2016/2017.

Highlight results for April to September 2016 are:

- National media mentions have **increased year-on-year** from 808 in the same period for 2015 to 933 in 2016.
- In Parliament, **we submitted evidence to 40 Committee inquiries** and briefed on 33 Parliamentary debates, including on key legislation such as the Housing and Planning Bill, where we worked with MPs and Peers to secure requirements for providing affordable homes.
- The LGA website has had 374,476 unique visitors, **up two per cent** from the same period last year, and with 1,089,376 unique page views. There have been 3,147 new subscribers to the LGA's ebulletins since 1 April. On Twitter, the number of followers of @LGAcomms has increased by a third to over 16,000 followers since the same time last year.
- Over **15,000 attendees** of the LGA annual conference and exhibition, 30 per cent was new business / first time exhibitors with 10 per cent extra exhibition space sold in 2016 compared to the last time we used the Bournemouth International Centre.

Further background information is available at [Appendix A](#).

Recommendation

That the LGA Leadership Board note the communications activity for the period April to September 2016.

Action

As directed by Members.

Contact officer: David Holdstock
Position: Director of Communications
Phone no: 020 7664 3056
Email: David.Holdstock@local.gov.uk

Communications Report: April – September 2016

1. Future Funding (business rates)

- 1.1. In autumn 2015, the Government announced that local government as a whole would be able to retain all business rates raised locally by 2020. The latest phase of the Future Funding campaign focuses on business rate retention for local government and concerns about new burdens.
- 1.2. The LGA has been working with councils and the Department for Communities and Local Government (DCLG) to ensure that local government is vocal in shaping the way that this new system will work and to ensure the views from across the sector are represented in the development of a new system.

The main highlights for the Future Funding campaign include:

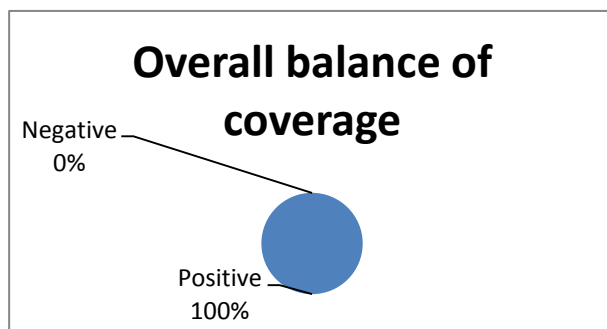
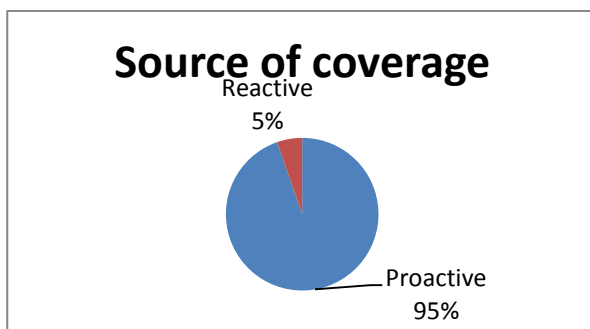
- ninety-five per cent of media coverage was proactive and 100 per cent was positive
- we produced a briefing on the Government's consultation on business rates retention, highlighting our calls for powers to be extended to all areas, not just those with elected mayors
- seven local business rates retention events took place, reaching more than 300 people, and
- since its launch in mid-April, the business rates hub has become one of the most viewed pages on the LGA website, with almost 6,000 unique page views (more than 12,000 in total) to date.

1.3. Media:

1.3.1. We issued a total of 12 media releases related to the Future Funding campaign throughout this period, including:

- 1.3.1.1. LGA responds to government funding announcement about potholes (7 April) (23 episodes of national coverage)
- 1.3.1.2. Obesity to cost councils half a billion (18 July) (seven episodes of national coverage)
- 1.3.1.3. LGA responds to Government EU funding announcement (13 August) (seven episodes of national coverage)
- 1.3.1.4. Councils call for oversight of academy finance (26 August) (seven episodes of national coverage)
- 1.3.1.5. Growing risk to EU funding billions and Brexit uncertainty, councils warn (29 July) (five episodes of national coverage).

1.3.2. Ninety-five per cent of our coverage was proactive and 100 per cent of our coverage was positive.



1.4. Public Affairs:

1.4.1. Our parliamentary briefing on the Government’s consultation into business rate retention was downloaded 33 times and we continue to reflect the financial challenges facing councils in a range of other briefings. This includes highlighting the need for a long term financial settlement to support councils in their work providing care and support to refugees and highlighting the challenging financial climate in health and care services as part of a briefing on Sustainable Transformation Plans (STPs).

1.4.2. Our evidence to a variety of parliamentary committee inquiries, including those on adult social care and unsafe discharges, have highlighted the challenging financial context within which councils are operating and have made recommendations to help alleviate some of the pressures.

1.4.3. At the party conferences, we hosted a debate at the Conservative Party Conference on local government’s priorities for the new Prime Minister Theresa May MP. This was an opportunity to promote the LGA’s recommendations in our Autumn Statement submission and our business rates consultation response. At the Liberal Democrat Party Conference, the LGA led a discussion on the impact of the UK leaving the European Union which was a further opportunity to highlight the financial issues such as the future of structural funding.

1.4.4. The Local Growth and Jobs Bill

In our Queen’s Speech briefing on the Local Growth and Jobs Bill, we highlighted how this legislation will provide the framework to underpin the move to full collective retention of business rates by English local government. The Bill will also legislate for the set of responsibilities that will be devolved to local authorities as a result of the reforms. It is anticipated the legislation will enter Parliament by January 2017 and we will be working to ensure that the concerns we raised in our consultation on business rates retention are addressed in this legislation.

1.5. Campaigns and digital:

- 1.5.1. Following the work on Future Funding that was developed in the run up to last year's Spending Review, a new business rates "hub" (<http://www.local.gov.uk/business-rates>) was set up.
- 1.5.2. Since launch, the hub has received 11,769 total page views (unique page views 5,915) with people spending an average of 2 minutes 43 seconds on the page. The hub is one of the most popular pages on the website (among the top 20) and also the time spent on the page is over twice that of the average time spent on individual pages on the site.
- 1.5.3. An explainer document 'Don't be left in the dark: what localised business rates mean for your council, a guide to business rates retention' was published online on 4 July 2016 to coincide with the LGA Annual Conference. There have been 452 downloads, with 402 unique downloads of the publication and 480 hard copies given out at conference.

1.6. Events:

- 1.6.1. We held six regional business rates retention events, providing an opportunity for chief executives, senior finance officers and senior councillors to hear about and comment on the Government's consultation and helped us to engage with more than 300 people on business rates retention. A Member Peer conference was also held, attended by 125 delegates.

1.7. first magazine:

- 1.7.1. first has been providing regular, feature-length updates on work towards local retention of business rates since April 2016, with contributions drafted by the media team based on materials submitted by the finance team.

1.7.2. Highlights include:

- 1.7.2.1. Self-sufficient local government – p14 feature on balancing needs and growth, and resets (first 604, October 2016)
- 1.7.2.2. Reforming business rates – p16-17 feature on the DLCCG's consultation on business rates retention (first 602, August 2016)
- 1.7.2.3. Business rates and fiscal devolution – p26 comment from Ed Cox, Director of IPPR North (first 602, August 2016)
- 1.7.2.4. Business rates retention – devil in the detail – p30 parliament feature (first 598, April 2016).

2. Social care

- 2.1. Following the success of the Show Us You Care campaign, a focus on social work was re-launched in March 2015.
- 2.2. Our campaign is calling for the Government to commit to protecting social care funding in councils, which will ease financial pressures in other areas of council budgets.

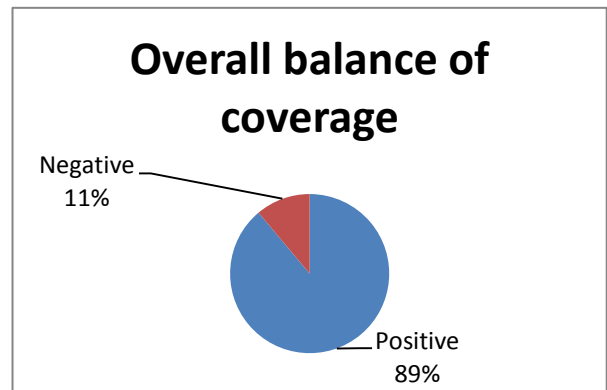
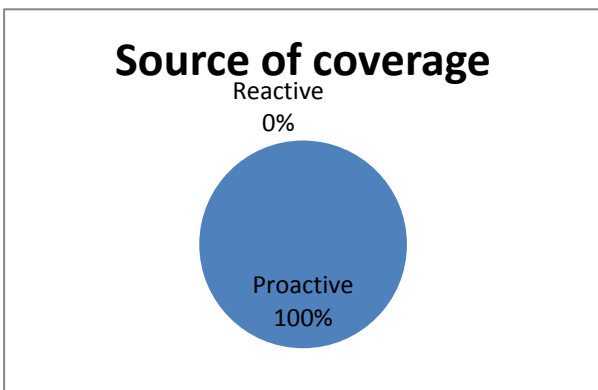
The main highlights include:

- a total of 11 proactive media releases with 89 per cent positive coverage
- we have given written and oral evidence to several important committee inquiries, including a Communities and Local Government inquiry into the financial sustainability of social care,
- an STP bulletin webpage (http://www.local.gov.uk/adult-social-care/-/journal_content/56/10180/7949556) was set up and promoted through the Chief Executive’s bulletin on 9 September. The page has had 119 unique page views to date (160 total page views).

2.3. Media:

2.3.1. We issued 11 media releases related to the social care campaign throughout this period, including:

- 2.3.1.1. LGA: Response to the National Audit (NAO) report on delayed discharges (26 May) (five episodes of national coverage)
- 2.3.1.2. Councils respond to launch of adult social care inquiry (7 June) (three episodes of national coverage), and
- 2.3.1.3. 100 per cent of our coverage was proactive for our social care campaign in the past six months and 89 per cent of our coverage was positive.



2.4. Public Affairs:

- 2.4.1. Since April 2016, we've briefed parliamentarians on the Sustainability and Transformation Plans (STPs) in the NHS, social fund funeral payments and local government's role in the elimination of HIV infection in the UK. These briefings have highlighted the importance of integrating services, adequately funding social care and the need to focus on prevention as well as treatments.
- 2.4.2. In the last six months, we have responded to a number of high-profile committee inquiries investigating health and social care. In our response to the Communities and Local Government Select Committee inquiry into adult social care, we have set out in detail the financial crisis, the work we are doing to support the sector in implementing the Care Act 2014 and the innovative ways councils are using technology to improve services.
- 2.4.3. We also engaged with two inquiries into discharges from hospitals for older people which were held by the Public Accounts Committee and Public Administration and Constitutional Affairs Committee respectively, and an inquiry on devolution and health integration held by the All-Party Parliamentary Group on Ageing and Older People.
- 2.4.4. We provided one Parliamentary briefing for the [Debate on the Sustainability and Transformation Plans in the NHS](#) (Total opens 13, unique opens 13).
- 2.4.5. Health and social care was a key subject of debate at this year's party conferences. LGA councillors contributed to debates on sustainability and transformation in the NHS, dementia, preventing HIV infection, community pharmacists and new ways of working in the NHS. Our own debate on the priorities for the Government also featured a conversation on the need to fund social care adequately.

2.5. Campaigns and digital:

- 2.5.1. A number of publications were launched throughout this period focusing on social care and health.
- 2.5.2. Visitors to our website are still actively engaged in downloading our existing campaign publications. Further recent media work has been supported by additional digital work. This included:
 - 2.5.2.1. Transforming Care (must knows) (22 July 2016) – 218 unique downloads, 255 total downloads
 - 2.5.2.2. Integration: delivering better outcomes for citizens and communities; the 2016/17 Care and Health Improvement (CHIP) offer (5 July 2016) – 91 unique downloads, 93 total downloads

- 2.5.2.3. The journey to integration: learning from the seven leading localities (26 April 2016) – 131 unique downloads, 148 total downloads (NB these figures are from 26 June onwards when a more accurate method of recording document downloads was implemented)
- 2.5.2.4. Efficiency opportunities through health and social care integration (26 June 2016) 203 unique downloads, 228 total downloads
- 2.5.2.5. Public health's role in local government and NHS integration (5 July 2016) 240 unique downloads, 256 total downloads
- 2.5.2.6. Social prescribing (18 May 2016) 6647 downloads, and
- 2.5.2.7. Integration self-assessment toolkit (6 July 2016) 621 unique downloads, 694 total downloads.

2.6. first magazine:

2.6.1. Health and social care issues are referenced frequently in first, with six features, three interviews, seven news stories and four comment articles over the last six months. We have also published a number of good practice case studies, including Southwark's SH:24 sexual health services, which featured at the Innovation Zone at the LGA's annual conference.

2.6.2. Highlights include:

- 2.6.2.1. Bringing health and care together – p22-25 interview with Stephen Dorrell, Chair of the NHS Confederation (first 603, September 2016)
- 2.6.2.2. Councils' greater role in integrated health and care – p27 comment from South East England Councils (first 603, September 2016)
- 2.6.2.3. Social care funding crisis continues – p4 news story based on media team press release (first 602, August 2016)
- 2.6.2.4. Integration 'could save millions' – p15 feature based on LGA-commissioned research (first 602, August 2016)
- 2.6.2.5. Shared vision for integration – p10-11 feature on joint LGA/NHS vision for integration (first 601, July 2016)
- 2.6.2.6. Living wage threat to care services – p4 news story based on LGA media release (first 599, May 2016)

3. Housing

3.1. Housing is a key priority for local government and the LGA. We launched our Housing Commission to set out a forward-looking vision for the future of housing and the relationship between councils and communities as part of our campaign to influence the key legislation and place councils at the forefront of driving housing growth.

3.2. The LGA's Housing Commission findings will play a key role in the campaign, focusing on building more homes, looking at the role of councils in shaping homes within prosperous places and communities, housing and employment and housing an ageing population.

The main highlights include:

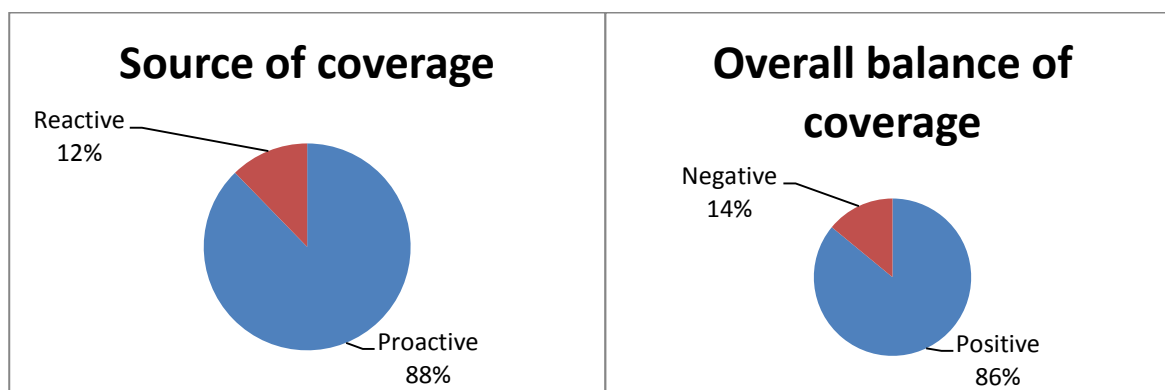
- nine Parliamentary briefings on the Housing and Planning Bill, downloaded a total of 11,688 times
- eleven proactive media releases resulting in 86 per cent of positive media coverage, and
- two housing publications, the Housing Commission report and the Housing and Planning Get in on the Act published.

3.3. Media:

3.3.1. We issued 11 media releases related to the housing campaign, including:

- 3.3.1.1. Councils respond to PAC committee report on extending right to buy (29 April) (17 episodes of national coverage)
- 3.3.1.2. LGA calls on government to rethink pay to stay policy (29 August) (15 episodes of national coverage)
- 3.3.1.3. Right to buy replacements in England falling sharply, councils warn (11 August) (10 episodes of national coverage)
- 3.3.1.4. Councils respond to CLG Committee report on homelessness (18 August) (seven episodes of national coverage)
- 3.3.1.5. Four million working people to face affordable housing crisis by 2024 (28 July) (five episodes of national coverage)

3.3.2. Eighty-eight per cent of our coverage was proactive for housing in the past six months and 86 per cent of our coverage was positive.



3.4. Public affairs:

3.4.1. In Parliament we briefed MPs and Peers on the Housing and Planning Act, the privatisation of the land registry and on the plans to deal with homelessness. Across

these debates we were able to highlight local government's commitment to building new homes and call for a new national strategy that would bring together local housing, health, justice and employment partners. It was also an opportunity to call for councils to be empowered to resume their historic role as a major builder of affordable homes.

3.4.2. Throughout this period, we sent nine parliamentary briefings:

- 3.4.2.1. [Housing and Planning Bill, Report Stage](#) (11 and 13 April, 2,446 downloads)
- 3.4.2.2. [Housing and Planning Bill, Report Stage](#) (13 April 16, 1,109 downloads)
- 3.4.2.3. [Housing and Planning Bill, Report Stage](#) (18 April, 1,339 downloads)
- 3.4.2.4. [Housing and Planning Bill, Report Stage](#) (20 – 25 April , 450 downloads)
- 3.4.2.5. [Housing and Planning Bill, Third Reading](#) (27 April , 315 downloads)
- 3.4.2.6. [Housing and Planning Bill, consideration of amendments](#) (4 May 2016, 264 downloads)
- 3.4.2.7. [Housing and Planning Bill, summary at Royal Assent](#) (13 May 2016, 5,765 downloads)
- 3.4.2.8. [Debate on privatisation of the land registry](#) (30 June 2016, total opens 45, unique opens 25)
- 3.4.2.9. [Debate on plans to deal with homelessness](#) (7 September, total opens 29, unique opens 24).

3.4.3. Parliament has held a range of inquiries that affect our housing agenda. This includes investigations into the Homelessness Reduction Bill and the capacity of the homebuilding industry being led by the Communities and Local Government Committees; the Private Rented Sector (PRS) being led by the All-Parliamentary Group on Housing and Planning; and the disposal of public land for new homes being led by the Public Accounts Committee. We provided evidence to each of these inquiries highlighting key areas of work for the LGA such as the Housing Commission and the One Public Estate Programme.

3.4.4. We complemented our briefings in Parliament by working with stakeholder organisations to secure opportunities to contribute to debates on housing policy, including discussions on how we can build new homes.

3.4.5. Neighbourhood Planning Bill: The Neighbourhood Planning Bill was introduced into the House of Commons on 7 September 2016. It aims to streamline the neighbourhood planning process. The Bill is having its Second Reading in the House of Commons on 10 October 2016 and will be debated by Parliament throughout the autumn and winter. It is an opportunity for us to call for greater flexibility and influence over housing development. The Government has listened to our concerns and put a pause on privatising the Land Registry.

3.4.6. Homelessness Reduction Bill: Bob Blackman MP (Conservative, Harrow East) is leading a Private Members Bill on homelessness reduction which is due to be in the House of Commons on 28 October 2016. We worked to ensure the five concerns raised by councillors were removed or changed and secured a commitment to funding for any new burdens. We will provide further briefings to argue that the only viable long-term solutions are increasing the availability of suitable affordable housing and addressing other underlying causes of homelessness.

3.4.7. Housing and Planning Act 2016: We published a Get in on the Act for the Housing and Planning Act 2016 (25 July 2016), highlighting our work influencing the legislation and explaining the key tenets in the Act. This has received 709 unique downloads, 791 total downloads since publication.

3.5. Campaigns and digital

3.5.1. The Housing Commission report, Building our homes, communities and future: preliminary findings from the LGA Housing Commission was launched at the LGA Annual Conference with 300 printed copies distributed.

3.5.2. During this time, there were 733 unique downloads of the publication, 984 downloads in total. The report has also been promoted extensively on Twitter using infographics based on statistics in the report since publication with. Forty-seven tweets during this period potentially reaching a total of 1,271,922 people.

3.5.3. The Housing Commission webpage (http://www.local.gov.uk/housing/-/journal_content/56/10180/7570944/ARTICLE) has received a total of 1,105 page views with 886 unique page views.

3.5.4. A number of other publications were published to support the housing campaign throughout this period include:

3.5.4.1. Housing and Planning Act 2016 (Get in on the Act), published 25 July 2016 (709 unique downloads, 791 total downloads)

3.5.4.2. Building our homes, communities and future: preliminary findings from the LGA Housing Commission published 6 July 2016 (773 unique downloads, 1,073 total downloads)

3.6. first magazine

3.6.1. Housing issues were covered on first's news pages (six articles), often reflecting work on legislation. Housing issues have also been referenced in two interviews, seven comment articles and seven features. The latter include a two-page Parliament feature on the Housing and Planning Bill (first 599) and a two-page spread around the launch of the LGA Housing Commission's first report at the LGA Annual Conference (first 602).

3.6.2. Key articles from the last six months include:

- 3.6.2.1. Drop in replacement homes sold under Right to Buy – p4 news story based on media team press release (first 603, September 2016)
- 3.6.2.2. Right to Buy must not become a one-off giveaway – p20 chairman’s comment (first 603, September 2016)
- 3.6.2.3. Tackling the housing crisis – p12-13 feature on the launch of the LGA Housing Commission’s first report (first 602, August 2016)
- 3.6.2.4. Housing improvements – p28-29 Parliament feature on the Housing and Planning Bill (first 599, May 2016)
- 3.6.2.5. Helping residents in the private rented sector – p23 comment from Betsy Dillner, Director of Generation Rent (first 598, April 2016)

4. Devolution

- 4.1. Our DevoNext campaign was launched in March 2015 with the publication ‘English Devolution: local solutions for a successful nation’, which demonstrated what devolution could look like on a local level.
- 4.2. This year, DevoNext was the flagship campaign at the LGA Annual conference with the launch of ‘What Next for Devolution? A discussion paper’, aiming to engage councils in further conversation around what devolution means.
- 4.3. We worked closely with councils throughout this period to provide both direct support through devolution focused events and numerous resources that have been developed online to support councils through the process of devolution and in communicating devolution to their communities.

The main highlights include:

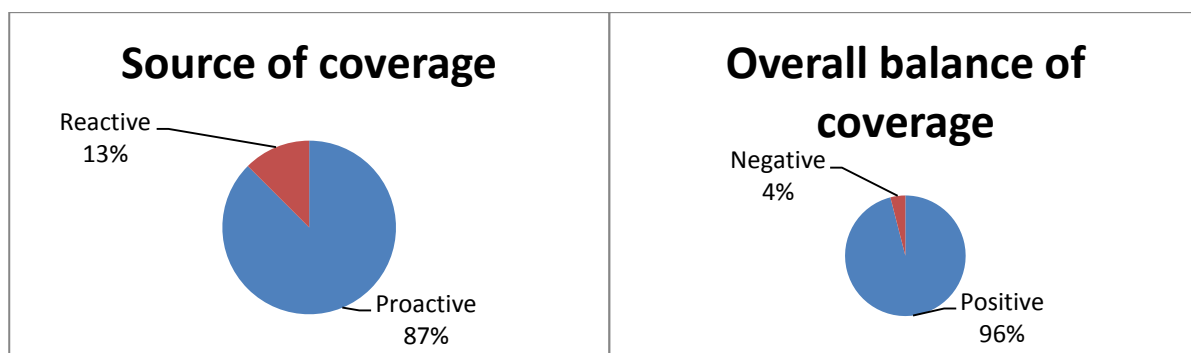
- Launch of the publication ‘What Next for Devolution? A discussion paper’ at this year’s LGA Annual Conference
- Ninety-six per cent of all devolution coverage was positive during this period
- Briefings for three Parliamentary debates and evidence submitted to four Committee inquiries
- A number of free to attend devolution events have taken place reaching a total of 248 people
- Over 200,000 people have seen our tweets.

4.4. Media:

- 4.4.1. We issued a total of nine media releases as part of the DevoNext campaign throughout this period, including:

- 4.4.1.1. LGA: Councils must have leading role in EU exit negotiations (5 July) (10 episodes of national coverage)
- 4.4.1.2. Flood protection: LGA responds to new report by cross-party environmental audit committee (8 June) (nine episodes of national coverage)
- 4.4.1.3. LGA statement on 'leave' vote in EU referendum (24 June) (four episodes of national coverage)
- 4.4.1.4. LGA responds to EFRA committee report on air pollution (27 April) (two episodes of national coverage)

4.4.2. 87 per cent of our devolution coverage in the past six months was through pro-active work for the campaign and 96 per cent of our coverage was positive.



4.5. Public Affairs:

- 4.5.1. We continued to work with the All-Party Parliamentary Group for Reform, Decentralisation and Devolution to promote the report into Better Devolution for the UK. This included hosting a roundtable with parliamentarians, stakeholders and academics to discuss constitutional reform and the need for further devolution to local government.
- 4.5.2. We also promoted our recommendations on devolution in formal evidence to Parliamentary committees. This included providing evidence to the All-Party Parliamentary Group on Ageing and Older People on the importance of devolution and integration in our health services, the important role local leadership will play in delivering the Industrial Strategy, the Government's policy on regional growth, and the future of apprenticeships.
- 4.5.3. We worked with stakeholders from across the public, private and voluntary sectors to support our influencing of the devolution agenda. In debates hosted by the LGA, we will be discussing the importance of powers being devolved from Brussels to local areas (rather than to Westminster) and we discussed key measures that we would like adopted in the Autumn Statement that would give local areas greater powers over services and funding. Our councillors also contributed to debates on the role of mayors with Centre for Cities, a devolution debate held by the Local Government

Information Unit (LGIU) and a roundtable to discuss the Royal Society Art's inclusive economic growth commission.

4.5.4. The Bus Services Bill: The Bus Services Bill will give elected mayors and local transport authorities the power to improve bus services for the people who use them. Mayoral combined authorities are due to be given London-style powers to franchise local services. We have been working with Peers to table amendments and make sure that our arguments are debated in the House. In particular, we have been supporting amendments to the Bill that enable us to promote our call for:

4.5.4.1. The Bill to go further by providing all areas should be given automatic rights to bus franchising powers, not just mayoral combined authorities.

4.5.4.2. The requirement for Secretary of State approval of bus franchising powers to be removed from the Bill, and for bus franchising decisions to be made locally.

4.5.5. Two briefings on this Bill were published on the LGA website:

4.5.5.1. [Bus Services Bill, Committee Stage](#) (4 July 2016) (total opens 22, unique opens 20)

4.5.5.2. [Bus Services Bill, Committee Stage](#) (20 July 2016) (total opens 18, unique opens 18).

4.5.6. Cities and Local Government Devolution Act 2016: We published a Get in on the Act in February this year for the Cities and Local Government Devolution Act 2016, highlighting our work influencing the legislation and explaining the key tenets in the Act.

4.6. Campaigns and digital communications

4.6.1. 'What Next for Devolution? A discussion paper' Green Paper was launched by Lord Porter during his opening speech at the LGA Annual Conference 2016.

4.6.2. We promoted the paper throughout conference with 800 printed copies of the document handed out to delegates as well as being supported through digital communications. In addition, there have been 360 unique downloads of the publication, 452 downloads in total.

4.6.3. Explainer videos – produced to simplify messages around devolution – have also continued to be well received, getting frequent positive mentions by members and being used by councils to support them in communicating devolution to their communities.

4.6.3.1. Devolution: explained in 60 secs: (published on 26 February 2016) has had 2,260 views since 1 April (<https://www.youtube.com/watch?v=xYJuYyVkJfk>)

- 4.6.3.2. Devolution Act explainer (published on 30 June 2016) has received 158 views (released 30 June 2016) (https://www.youtube.com/watch?v=sNviiB_6AQs)
- 4.6.3.3. Devolution explained: Combined authorities (published on 27 October 2015) has had 883 views since 1 April (<https://www.youtube.com/watch?v=HtzL12d2eGk>)

4.6.4. In addition to the main conference publication, four devolution-focused documents were launched during the week of the conference, each focussing on different areas of devolution such as health, the visitor economy, skills and lessons from sub-national governance. In total 945 copies of devolution documents were handed out to delegates. We also produced the first in a series of explainer documents for councils; 'Devolution: don't be left in the dark' which was promoted throughout conference and has so far received 134 unique downloads and 145 total downloads. It has also been shared by councils looking for support in communicating devolution.

4.6.5. The DevoNext resources hub (<http://www.local.gov.uk/devolution/>) on the LGA website has continued to be developed, specifically to include a new section on devolution communications. The hub has had 25,438 unique page views since 1 April 2016 with 5,613 unique page views of the homepage.

4.7. Events:

4.7.1. We have run a series of free to attend events, reaching a total of 248 people.

4.8. Communications Improvement:

4.8.1. With communications central to the devolution agenda the communications improvement team hosted a number of regional events, bringing together communication practitioners from across the country to share best practice.

4.8.2. As a result, we have developed a comprehensive guide to devolution specifically for communications professionals. The resource contains information on how to develop strategic devolution communications, create compelling devolution narratives and suggested frameworks for adapting communications structures to fit devolved ways of working. The resource also provides a range of case studies from councils who are already working as combined authorities or who have delivered innovative or particularly successful devolution messages.

5. Sector-led improvement

5.1. Sector-led improvement is integral to all communications work, with an element of sharing and promoting best-practice weaved into all campaigns. Throughout April to September we have worked closely with councils to support them in delivering sector-led improvement. This included targeted sessions in the Innovation Zone throughout the LGA Annual Conference for councils to present and share information as well as direct and targeted

support for councils throughout the year. A programme of work has been running throughout 2016 to promote our wider support and improvement offer.

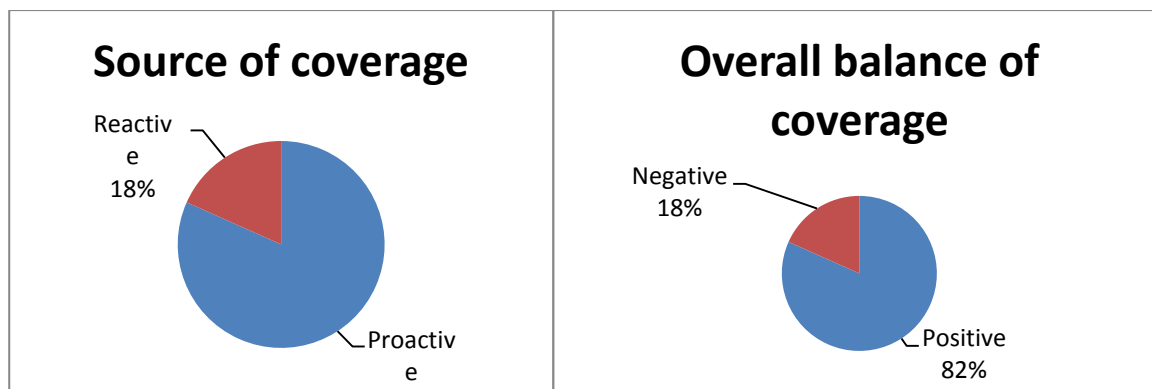
The main highlights include:

- Eighteen proactive media releases were issued achieving a total of 82 per cent positive coverage, and
- two Parliamentary briefings were issued and downloaded by nearly 400 people.

5.2. Media:

5.2.1. We issued 18 media releases supporting sector-led improvement, including:

- 5.2.1.1. Warning about school planning as children receive primary school offers (18 April) (15 episodes of national coverage)
- 5.2.1.2. 'Scores on the doors' food hygiene ratings must be mandatory, say councils (2 May) (13 episodes of national coverage)
- 5.2.1.3. Councils respond to High Court ruling on term time holidays (13 May) (13 episodes of national coverage)
- 5.2.1.4. Flooding: Councils call for new measures to protect homes and businesses (30 April) (five episodes of national coverage)
- 5.2.1.5. Eighty-two per cent of our coverage was proactive for sector-led improvement in the past six months and 82 per cent of our coverage was positive.



5.3. Public affairs:

5.3.1. We gave evidence to the Communities and Local Government Select Committee inquiry into local authorities and commissioners. In our evidence we highlighted how the LGA provides support to councils, including authorities facing particular challenges. We also argued that our strong track record has helped to minimise the number of authorities that the Department for Communities and Local Government

(DCLG) has felt needed formal intervention. Elsewhere a recent Health Committee report, Public Health Post 2013, highlighted how the system of sector-led improvement is 'beginning to be used to good effect in some areas, and clearly has potential to deliver performance improvements'.

5.3.2. The Committee called for the programme to be given 'added impetus and more clearly linked to accountability and performance'.

5.3.3. Throughout this period, we sent two Parliamentary briefings which were downloaded by nearly 400 people:

5.3.3.1. [Debate on FOBTs](#) (26 April, 232 downloads)

5.3.3.2. [Adjournment debate on taxi licensing](#) (4 May, 164 downloads).

5.4. Campaigns and digital:

5.4.1. On the website, the Innovative Councils page has been improved, with the database content being formatted in a more user friendly way and the page design improved to enable promotion of up to three specific case studies.

5.4.2. #InnovateTuesday has continued throughout this period, focusing on individual examples of councils' work and general council updates.

5.4.3. Since 1 April 2016, there has been a total of 10,766 total page views with 7,524 unique page views of the Innovative Councils page and an average time on page of two minutes 18 seconds. It is one of the most popular pages on the website (in the top 10) and also the time spent on page is around twice that of the average time spent on individual pages on the site.

5.4.4. We have supported and promoted the role of the LGA in the launch of the Public Sector Audit Appointments body (PSAA). This included supporting the event that took place at the LGA Annual Conference, targeted media activity and bulletins and letters to those interested. A targeted bulletin promoting the events was sent on 1 July to 103 recipients, achieving an open rate of 30 per cent. A further email was sent on 23 August to 155 recipients/councils outlining next steps for joining the PSAA. This achieved an open rate of 38 per cent and a click through rate of 31 per cent, meaning that over 80 per cent of those opening the email clicked through to the information linked to within the bulletin.

5.5. Communications Improvement:

5.5.1. The majority of the communication improvement department's work has been focused on sector-led improvement, from both a review and resource perspective.

- 5.5.2. With the concept of place branding becoming an ever increasing priority for councils, especially for those where the concept of 'place' has changed as a result of mergers of combined authorities, the communications improvement team developed a comprehensive 'place branding' online resource. The toolkit, which is aimed at communications professionals, includes an overview of what place branding is, how it differs from a council brand and how councils can develop their own place identity. Developed in partnership councils, the resource guides communicators through the necessary considerations when developing a new brand and provides case study examples of councils who have successfully delivered this. Site-specific place branding support has also been provided to a number of councils.
- 5.5.3. The department has continued to deliver its core communication health checks and three-day reviews in order to improve the quality, consistency and delivery of council communications services. Health check reviews on topics including social media, strategy and engagement and full three day reviews have been provided to a range of councils.
- 5.5.4. From April to September we delivered three health checks and three three-day reviews. There has been lots of discussions with other councils about future reviews during this period but these are the six that have been delivered.
- 5.5.5. The communications improvement team has continued to promote the importance of research and insight and has publicised a number of resident surveys during this period. The August residents survey was one of the most visited links in CommsNet with 68 per cent of the unique views accessing the data. The team also published the LGA's annual Heads of Communication survey in August 2016 to assist communications professionals and councils more broadly with benchmarking their communications activities. The findings were further promoted to members in first magazine to highlight the increasing importance of strategic rather than tactical communications.

6. Reputation

- 6.1. Following a direction from Leadership Board, the team has been working on a campaign on the wider reputation of local government, helping to demonstrate the good work councils have done/ are doing. This will build on the annual #OurDay tweetathon which showcases council services and demonstrates the quality of people working in local government and the good work councils are doing. The following work is directly linked to promoting the reputation of local councils.

The main highlights include:

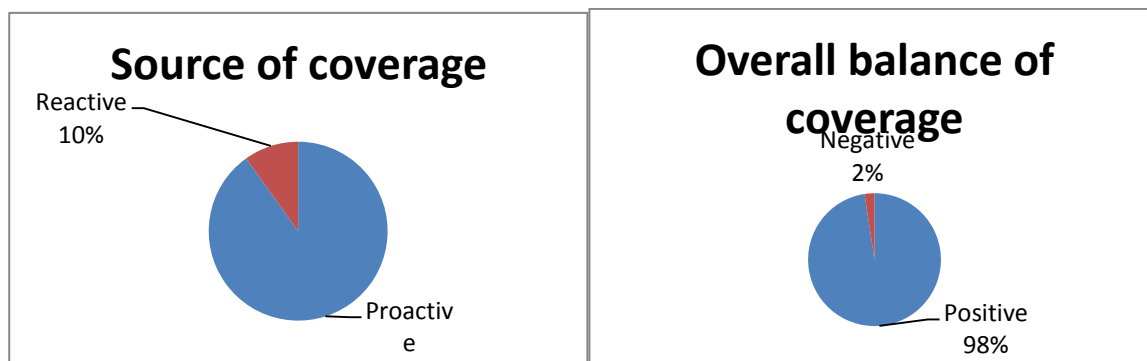
- Ninety-eight per cent of media coverage was positive, with more than 56,329 unique page views of media releases in this period.
- We have raised the profile of local government in Parliamentary debates on lesser-known issues such as fires arising from faulty tumble-dryers. Our summer Parliamentary Network event brought together council officers to share best practise and update members on our political priorities.
- More than 900 tweets relating to councils have been sent during this report period, achieving around 2.5 million impressions.
- CommsNet bulletin is sent to a total of 1,581 subscribers every week, an increase of 205 new subscribers since 1 April 2016.

6.2. Media:

6.2.1. We issued 22 media releases related to the promotion of council reputation, including:

- 6.2.1.1. LGA responds to PM announcement on unaccompanied asylum seeking children in Europe (4 May) (27 episodes of national coverage)
- 6.2.1.2. New figures reveal council maintained schools continue to outperform academies (25 April) (14 episodes of national coverage)
- 6.2.1.3. Flash floods: councils' awareness campaigns as thundery showers forecast (16 June) (nine episodes of national coverage)
- 6.2.1.4. Councils respond to High Court judgement on HIV treatment PrEP (2 August) (six episodes of national coverage)

6.2.2. Ninety per cent of our coverage was proactive for the reputation of local government campaign in the past six months and 98 per cent of our coverage was positive.



6.3. Public Affairs:

6.3.1. We continue to provide support to councils through our parliamentary network. This is a forum for us to share our briefings and reports with local government, hold events to discuss key policy challenges and to share best practice in regard to communicating on public affairs issues.

6.3.2. Throughout this period, we sent three briefings relating to council reputation:

6.3.2.1. [Debate on the risk of fire from faulty tumble dryers](#) (13 September, total opens 13, unique opens 11)

6.3.2.2. [Debate on Social Fund funeral payments](#) (14 September, total opens 5, unique opens 5)

6.3.2.3. [Queen's Speech OTD briefing](#) (18 May, 73 downloads)

6.4. Digital and campaigns:

6.4.1. The campaign work on council reputation is ongoing, with plans for a broader campaign in the coming months. Throughout this period a number of publications were launched that related to council reputation.

6.5. Communications Improvement:

6.5.1. The LGA's communications improvement function has provided a range of in-person and over the phone support for councils facing reputational challenges. Between April and September 2016, the department provided on-site support to 39 councils. We also produce a weekly CommsNet bulletin which is sent to a total of 1581 subscribers with information and support for communications teams.

6.5.2. Between April and June, we helped a council address significant media negativity following criticisms of the council's taxi licensing regulations and its links to child sex exploitation. The LGA provided expertise in crisis communications, media handling, internal communication and stakeholder engagement, as well as direct advice to the communications team and senior leadership on how to build robust communications strategies that reduced the risk of similar issues occurring again.

6.5.3. The department also provided support to two councils ahead of their merger vote to ensure that messages regarding the merger proposals were clearly communicated to residents, stakeholders and staff and that the reputations of both councils were protected throughout the process. In September, the team began providing assistance to a group of councils following initial proposals to merge five district councils. The team is providing ongoing support to the districts involved in respect of developing communication strategies, key messages, engaging stakeholders, and channel and milestone planning.

6.5.4. Additional reputational support was given to a council following active interest in planning issue and to another to help the communications team improve the profile of children's services in the area.

6.6. first magazine:

6.6.1. Many of the feature and comment articles in first look at good practice in councils, and the magazine seeks to promote best practice. One news item, two comments and seven features touched on this issue. For example, we carried a call for member views on how we improve the reputation of local government in first 600, and looked at the value of strategic communication in first 603.

6.6.2. Highlights included:

- 6.6.2.1. The value of strategic communication – p17 feature on the LGA's annual heads of communication survey (first 603, September 2016)
- 6.6.2.2. Building a reputation – p12 feature on call for member views on improving the reputation of local government (first 600, June 2016)
- 6.6.2.3. Changing perceptions – p11 feature on the LGA's perceptions survey (first 598, April 2016).

7. Social Work Campaign

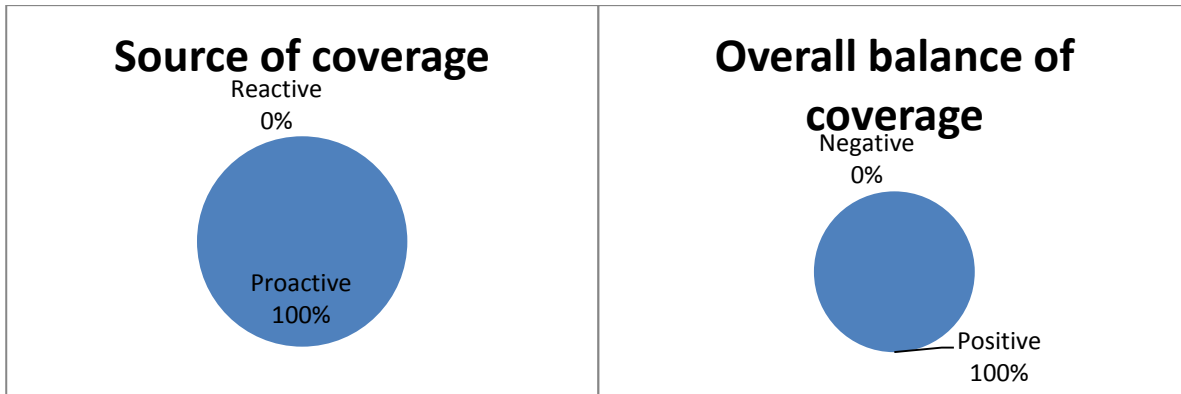
7.1. 'Come Back to Social Work' is a campaign which launched in September developed in partnership with the Department for Education (DfE), Department of Health (DH) and Jobsgopublic to offer former social workers the opportunity to come back to social work and provide them with free training to prepare them to re-register for the profession.

The main highlights include:

- we issued a proactive media release which was reported by ITV Online
- proactive media releases were issued achieving 91 per cent of positive coverage
- three parliamentary briefings were issued on the Children and Social Care Bill
- The campaign communications toolkit was downloaded over 200 times, there were 94 applications for 30 vacancies and 51 employers registered with the scheme.

7.2. Media:

7.2.1. We issued one media release related to the social work campaign: [Recruitment campaign launched to entice Social Workers back to profession](#) (6 September) (one piece of national coverage)



7.3. Public Affairs:

7.3.1. Children and Social Work Bill: The Children and Social Work Bill includes measures to boost adoption rates by requiring courts and social workers to take account of a child’s need for stability up to the age of 18, extend personal adviser support for care leavers up to the age of 25, require councils to consult on and publish a local offer for care leavers, establish a new specialist regulator for social work, and allow local authorities to pilot new, innovative approaches to children’s social care. The LGA has been working with peers to table amendments to the Bill so that we can highlight our key points which are that:

- 7.3.1.1. Any new burdens must be fully funded to ensure that resources are not diverted from other services for vulnerable children, which are already considerably over- stretched.
- 7.3.1.2. The focus on the long-term interests of children is positive. It is positive that the Bill includes not just adoption but other types of long-term placement.
- 7.3.1.3. We are concerned that the panels that will be created by the Bill to review serious case reviews are too closely controlled by the Secretary of State and this risks politicising the serious case review process.
- 7.3.1.4. We welcome the powers the Bill gives to innovate. However we remain concerned that the Bill allows for the Secretary of State to remove regulations potentially including significant duties in relation to the direct care and support of children and young people from local authorities in intervention without any form of local democratic scrutiny.

- 7.3.1.5. A balance needs to be found between sufficient regulation to provide public assurance and encouraging experienced social workers to remain or return to the profession.
- 7.3.1.6. In addition to providing a range of briefings on the Children and Social Work Bill, we have also briefed Parliament on the importance of free childcare, highlighting how helping children to have a good start in life is one of the most important jobs councils do and we all have a duty to make sure that children, along with their parents and carers, have access to the services they need. We also pointed out the significant role of local government in early years' education and care, and called for the system to be properly funded.

7.3.2. Throughout this period, we sent three parliamentary briefings:

- 7.3.2.1. [Children and Social Work Bill, Committee Stage](#) (27 June 2016, day 1, total opens 7, unique opens 6)
- 7.3.2.2. [Children and Social Work Bill, Committee Stage](#) (4 July 2016, Committee Stage 2, total opens 22, unique opens 19)
- 7.3.2.3. [Children and Social Work Bill, Committee Stage](#) (11 July, Committee stage 4 and 5, total opens 24, unique opens 24).

7.4. Campaigns and digital:

7.4.1. We created a toolkit to help councils promote the campaign in their local areas and ask people to apply to be part of the programme. This included posters, Twitter images, an email to former social workers and design assets so that councils could send out the email through their own systems. The toolkit was downloaded 204 times.

7.4.2. The microsite had 2,189 views, and 94 applications from former social workers. Fifty-one employers registered with the scheme.

8. Improving Broadband – Up to Speed campaign

8.1. The Government funded Broadband Delivery UK (BDUK) was introduced in 2010 aiming to supply superfast broadband to 95 per cent of the UK by 2017. Although almost 4 million premises now have a much faster broadband connection, blackspots remain in both rural and urban areas, with the final five per cent representing over a million UK residents.

8.2. Reliable broadband is essential for the economy, education, preventing social exclusion and enabling older people to live in their homes longer. Up to Speed is an integrated campaign to connect the final five per cent and to ensure future proofed broadband speeds for all.

The main highlights include:

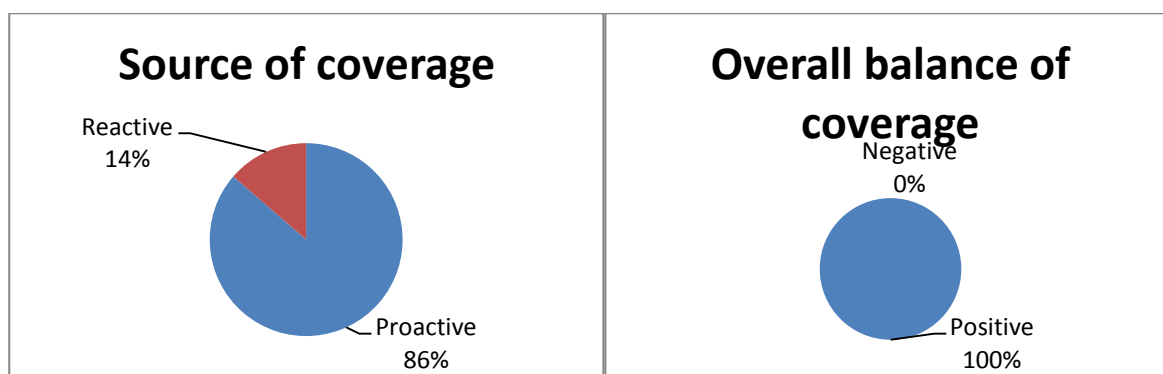
- the microsite speed test has been taken in over 65 per cent of member council areas
- following the campaign, the Government has committed to increasing minimum broadband speeds relative to average speeds
- we worked with the Telegraph to launch our campaign, including successive front page stories supporting our call for a universal minimum broadband speed to rise in line with the national average, to extend broadband to all parts of the UK and for greater transparency from internet providers about their download speeds.

8.3. Media:

8.3.1. We issued six media releases related the Up to Speed broadband campaign, including:

- 8.3.1.1. 'Misleading' Broadband speed adverts ignore rural areas (10 August) (14 episodes of national coverage)
- 8.3.1.2. Flexible minimum standard of broadband speed needed to avoid digital twilight zones (9 May) (three episodes of national coverage)
- 8.3.1.3. Councils urge Government to re-affirm its broadband commitment (27 July) (four episodes of national coverage)
- 8.3.1.4. Queen's Speech: Councils respond to Digital Economy Bill (18 May) (one piece of national coverage)

8.3.2. Eighty-six per cent of our coverage was proactive for broadband campaign in the past 6 months and 100 per cent of our coverage was positive.



8.4. Public Affairs:

- 8.4.1. At the party conferences the LGA hosted a debated supported by ICT investor Huawei on the importance of technology in enabling efficiencies and improving services for residents. Our councillors also spoke at debates on the importance of tackling digital exclusion. This supported our work on the broadband campaign by highlighting the good work of councils so far and the reforms we need to ensure that the public sector can take advantage of technological advancements.
- 8.4.2. The Digital Economy Bill: In September, the Digital Economy Bill had its Second Reading debate in the House of Commons. The Bill will receive further scrutiny from MPs in the autumn. The Bill seeks to give every household and business a legal right to a fast broadband connection; create new laws to help telecommunications providers build the infrastructure needed for faster broadband and better mobile networks; allow consumers to be automatically compensated when things go wrong with their broadband service; and reform the way the Government uses data to deliver public services. To support our broadband campaign we are calling for a new clause to create a reporting function which would compel the Government to report annually on the progress, success and take up of the USO.
- 8.4.3. We provided a parliamentary briefing on the [Digital Economy Bill, Second Reading](#) which has received a total of 53 opens (46 unique opens).

8.5. Campaigns and digital:

- 8.5.1. We commissioned an Up to Speed microsite to provide councillors and council officers with a set of resources to help them improve broadband coverage in their local area.
- 8.5.2. The microsite (<http://lgaupertospeed.org>) has received 4,391 unique page views since its launch on 14 April 2016 and 1,375 tests have been taken. Tests have been taken in over 65 per cent of member authority areas, significantly exceeding the 50 per cent objective.
- 8.5.3. On Twitter, there have been regular and intense promotions of the campaign reaching a total of 119,899 people.

8.6. first magazine

- 8.6.1. The LGA's Up to Speed broadband campaign was launched in first 599 with the front page cover and a two-page feature. There have been three news stories since then, plus references to digital issues in two interviews and a comment piece from Rachel Neaman of Doteveryone, and a total of two features.

8.6.2. Highlights include:

- 8.6.2.1. 'Misleading' broadband ads – p5 news story based on LGA media release (first 603, September 2016)
- 8.6.2.2. Digital councils and social inclusion – p21 comment from Rachel Neaman, Campus Director of Doteveryone (first 601, July 2016)
- 8.6.2.3. Up to Speed – p10-11 feature and cover story, launching LGA's Up to Speed Campaign (first 599, May 2016).

9. Mental health

9.1. Improving children and young people's mental health outcomes by 2020 is a national priority. Transforming child and adolescent mental health services is vital for us to be able to meet this challenge.

9.2. The LGA, Association of Directors of Children's Services (ADCS), the Society of Local Authority Chief Executives (SOLACE) and the Association of Directors of Public Health are working in partnership with NHS England, the Department of Health (DH) and wider partners to support local areas to transform services. This is a living web resource which will be updated with new information as it becomes available. The resource includes health and wellbeing bulletins, access to the completed Local Transformation Plans (LTPs), tools, briefings and publications.

The main highlights include:

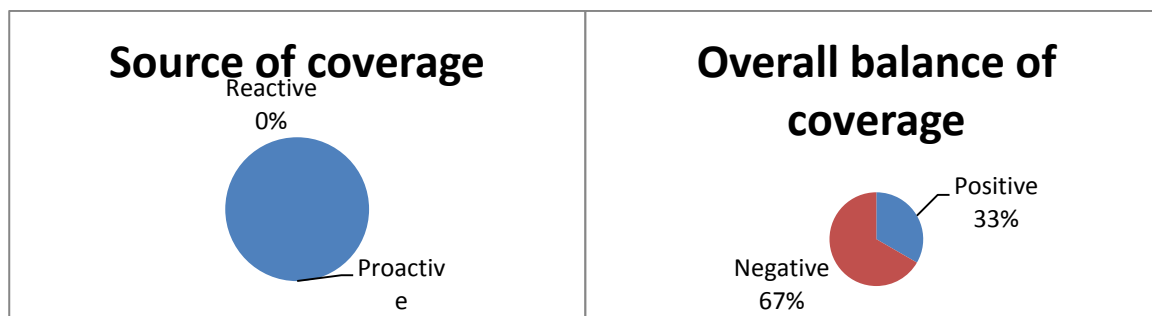
- One-hundred per cent of our coverage was proactive, with mentions in national newspapers and broadcasters including the Guardian, Mail, BBC Online and LBC
- DH has agreed to fund the LGA to build new webpages to improve access to LTPs information, totalling almost £16,000. This was agreed based on the LGA's proposed solution to DH's requirements.

9.3. Media:

9.3.1. We issued three releases related to the issue of mental health, including;

- 9.3.1.1. Councils respond to Education Committee report on mental health of looked-after children (28 April) (4 episodes of national coverage)
- 9.3.1.2. Tackling mental illness in children should begin before birth (7 July) (1 episode of national coverage)
- 9.3.1.3. Councils respond to Children's Society 'Good Childhood report 2016' (31 August)

9.3.2. One-hundred per cent of our coverage was proactive for the mental campaign in the past 6 months and 33 per cent of our coverage was positive.



9.4. Public Affairs:

9.4.1. In Parliament we gave evidence to the All-Party Parliamentary Group on mental health. We highlighted the importance of improving waiting times in adolescent and children mental health services and called for investment in mental health support.

9.5. Campaigns and digital

9.5.1. A number of publications were published in the run up to the LGA Annual Conference including:

- 9.5.1.1. Best start in life: promoting good emotional wellbeing and mental health for children and young people (published 20 May 2016), 6,572 downloads
- 9.5.1.2. Just what the doctor ordered: social prescribing - a guide for local authorities (published 18 May 2016), 6,647 downloads
- 9.5.1.3. Health, work and health related worklessness - a guide for local authorities (published 19 May 2016), 2,859 downloads.

10. **'Be A Councillor' campaign**

10.1. Increasing the pool of talent from which councillors are elected is a key task for local government.

10.2. Our refreshed 'Be a Councillor' campaign was launched as a pilot campaign in Rotherham. Following its success, other councils have approached us to support them with similar, local bespoke campaigns, with one project in Lancashire.

10.3. The 'Be a Councillor' website at the heart of the campaign encourages councils, regional organisations and local parties to support the 'Be a Councillor' campaign by running a local version tailored to their particular area.

The main highlights include:

- The 'Be A Councillor' website has been heavily visited, with 55,269 unique page views (this figure would make it one of the most popular sections of the LGA website).

10.4. Campaigns and digital:

10.4.1. 'Be A Councillor' was promoted heavily in conjunction with Local Democracy Week, taking place the week commencing 10 October.

10.4.2. The Innovation Zone of the LGA Annual Conference 2016 saw the launch of the campaign's pilot 'package' of promotional support for Lancashire County Council. This included a set of resources, which can then be tailored to specific localities. For Lancashire this included a section of the main 'Be a Councillor' website (<http://beacouncillor.co.uk/lancashire/>) to be used as a platform for two promotional publications, a tailored e-learning module, eligibility test, and a four minute film looking at the day in the life of four councillors, as well as photography and editable posters.

10.4.3. The local campaign has now launched with Lancashire's first information evenings in October, alongside promotion through LGA channels. The film has to date had 269 views.

10.4.4. Since 1 April, the main Be A Councillor website has received 67,438 total page views (unique page views: 55,269) with people spending an average of one minutes 14 seconds on the page.

10.4.5. Of that the Lancashire section has so far received 1,674 total page views (unique page views: 1,096) with people spending an average of two minutes 49 seconds on the page.

10.4.6. Since the delivery of the pilot, agreements are in place to provide similar support for Birmingham City Council, and some more basic support for other areas.

10.5. first magazine

10.5.1. The magazine's councillor section has included 'Be A Councillor' and general features around recruitment, candidates and local elections.

10.5.2. Coverage so far has included six features in total and one comment piece, including:

- 10.5.2.1. Celebrating local democracy – p30 councillor feature linking Local Democracy Week to the 'Be a Councillor' campaign (first 604, October 2016)
- 10.5.2.2. Encouraging people to stand – p30 councillor feature on 'Be a Councillor' campaign focusing on Be a Councillor Lancashire (first 602, August 2016)
- 10.5.2.3. Making a difference – p29 councillors feature on LGA's Councillors' Guide 2016 (first 600, June 2016).

11. Exiting the EU

11.1. Media:

11.1.1. We issued four releases related to Brexit, including:

- 11.1.1.1. LGA statement on 'leave' vote in EU referendum (24 June) (four pieces of media coverage)
- 11.1.1.2. LGA: Councils must have leading role in EU exit negotiations (5 July) (nine pieces of media coverage).

11.2. Public affairs:

- 11.2.1. We produced a briefing for members on Exiting the European Union which was opened a total of 661 times (30 June) (unique opens 586).

11.3. Campaigns and digital communications:

- 11.3.1. We developed a regular Brexit bulletin providing updates on the role councils are playing in negotiating Britain's exit from the EU. The LGA's EU exit team, media and public affairs teams and Brussels office are working together to understand the Government's preparations and ensure local government plays an important part in the preparations to leave the EU.

- 11.3.2. To showcase this work the monthly bulletin keeps subscribers informed with recent July and August editions published so far. The subscriber numbers have increased by six per cent since the initial July bulletin from 3,143 to 3,334 subscribers indicating interest is increasing in our Brexit work. The Brexit dedicated web page has also shown a steady increase in page views from 638 page views to 886 page views (733 unique page views) since 12 September, a 38 per cent increase in views over the last 12 days. The bulletin unique open and click through rates have remained consistent with a 23 per cent unique open rate and two per cent click through rate recorded for both July and August bulletins.

11.4. first magazine:

11.4.1. Brexit has featured regularly in first since the 23 June referendum. This included the post-annual conference edition (first 602), including several news stories based on speaker comments as well as references in the chairman's conference review. More recently the issue has come up again in relation to the party conferences.

11.4.2. Coverage includes six news stories, four features, and one comment, with highlights such as:

11.4.2.1. Debating Brexit at the party conferences – p8-9 feature on LGA's work at party conferences (first 603, September 2016)

11.4.2.2. EU funding commitment 'short' of what is needed – p5 news story based on media team press release (first 603, September 2016)

11.4.2.3. Keeping you up to date on EU exit negotiations – p11 feature based on latest Brexit bulletins, (first 603, September 2016)

11.4.2.4. Making Brexit work for Wales – p23 comment from Welsh LGA (first 602, August 2016)

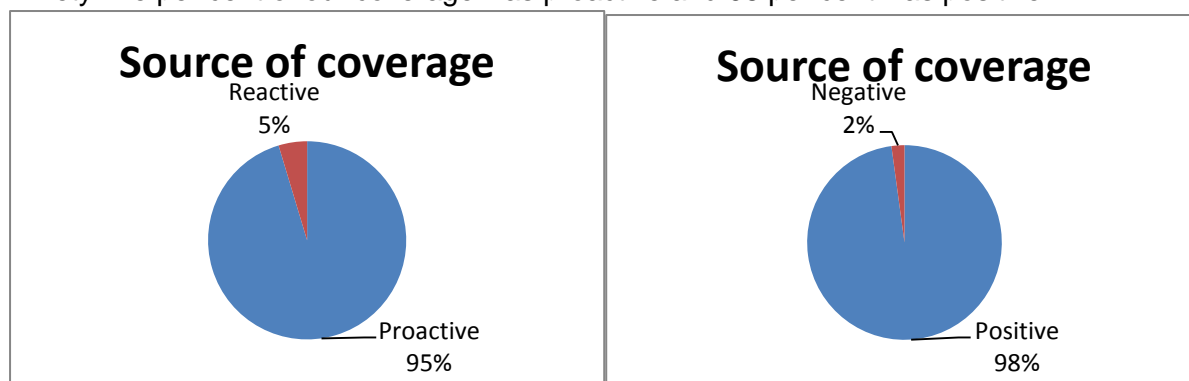
Appendix A: Further Communications Work

Media

We have issued 57 other releases, the highlights include:

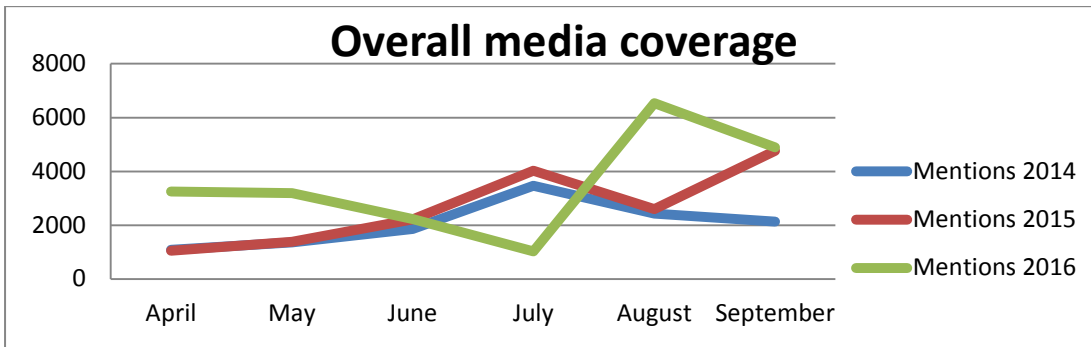
- Local political leaders visit 'Calais jungle' (17 August) (23 episodes of national coverage)
- Obesity crisis: 500 children suffering Type 2 diabetes is 'wake-up call' for the nation (15 June) (10 episodes of national coverage)
- Restaurants should offer tap water to help fight child obesity (23 April) (20 pieces of national coverage)
- Music and sports fans at risk of huge rise in online ticket fraud, warn councils (21 May) (19 pieces of national coverage)
- Blue badge thefts up by a fifth (20 August) (18 pieces of national coverage)
- New warning about dangerous DIY teeth whitening kits (2 April) (17 pieces of national media coverage).

Ninety-five per cent of our coverage was proactive and 98 per cent was positive.



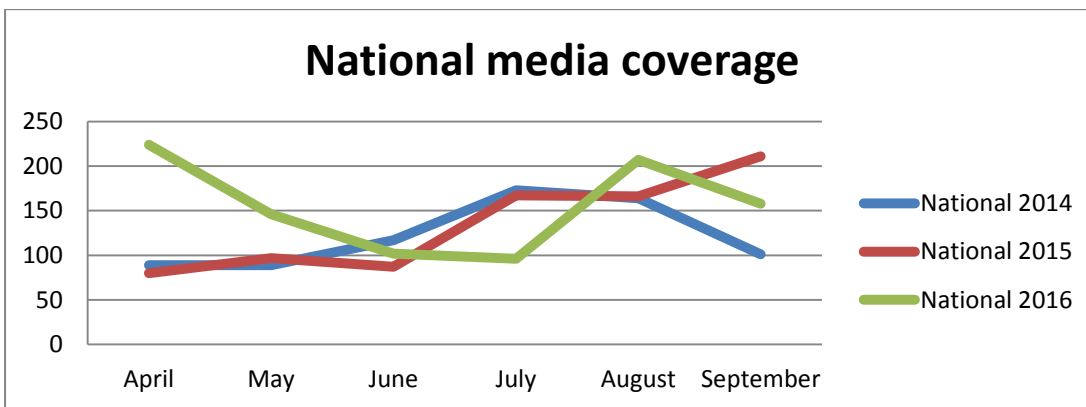
April –September overall media coverage

	Mentions 2014	Mentions 2015	Mentions 2016
April	1,085	1,048	3,249
May	1,354	1,387	3,191
June	1,860	2,218	2,226
July	3,467	4,028	1,020
August	2,427	2,602	6,542
September	2,127	4,759	4,888

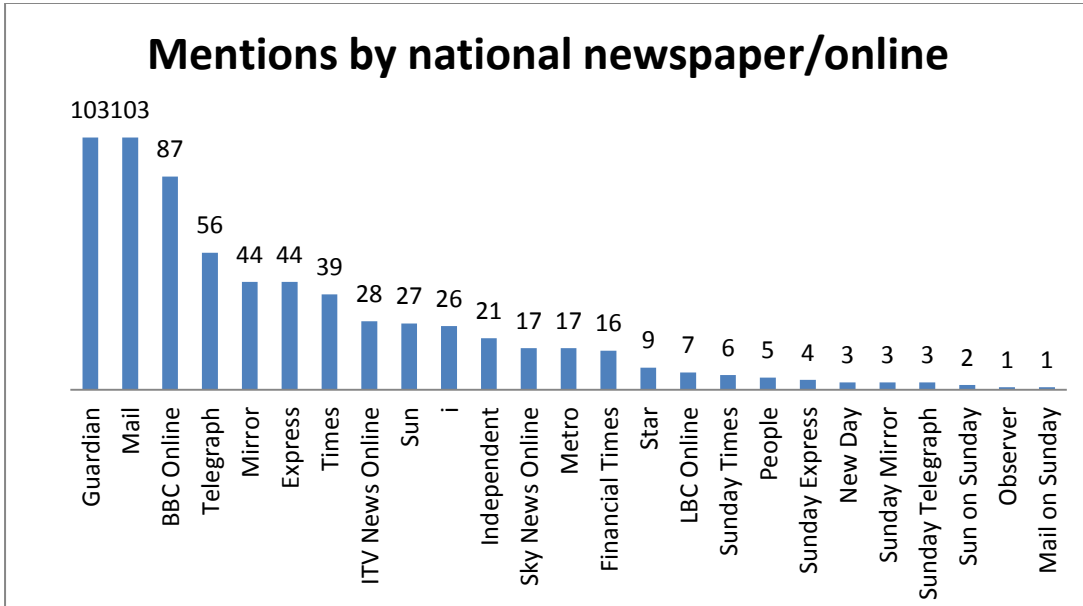


April - September national media coverage

	National 2014	National 2015	National 2016
April	89	80	224
May	89	97	146
June	117	87	102
July	173	167	96
August	164	166	207
September	101	211	158

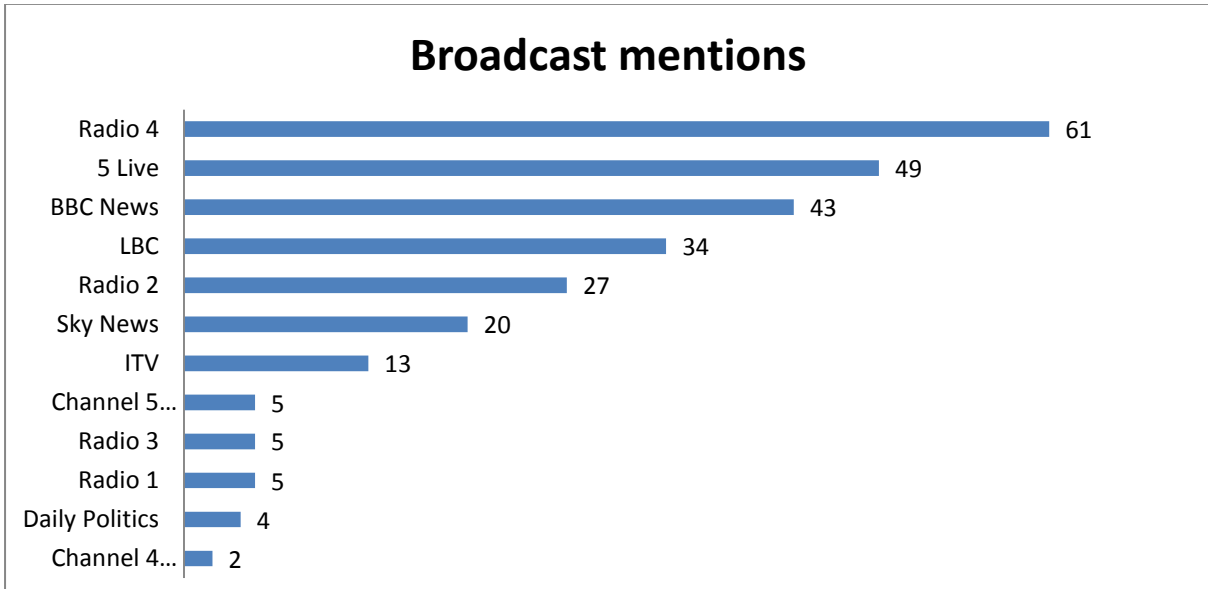


April-September national newspaper/online mentions



The LGA appeared in 25 national newspaper or online outlets during this period, including 21 daily and Sunday newspaper titles. We featured in the Guardian and Mail the most with 103 mentions each followed by BBC Online (87 mentions) and the Telegraph (56 mentions).

April-September broadcast mentions



Our media work saw 268 episodes of media coverage on national TV and radio during this period, with 61 mentions on BBC Radio 4 followed by BBC Radio 5 Live with 49 mentions and then BBC News with 43.

Public affairs

We have worked on a number of other Bills throughout this period. Highlights include:

Policing and Crime Bill

The Policing and Crime Bill is a carryover Bill from the last Parliament. Importantly for local government it requires emergency services to collaborate, makes provision for a Police and Crime Commissioner (PCC) to take responsibility for the Fire and Rescue Service (FRS) in their area, and extends the powers of councils to suspend or revoke personal licences. The Bill includes provisions to reduce the use of police cells as places of safety for people with mental health problems. Since the last report we have been working with Peers to amend the Bill, including supporting amendments that seek to:

- Ensure there is a local mandate from both elected members and the wider general public for any changes to the management of FRS.
- Ensure where a transfer of governance does take place that the council monitoring officer has the final decision on whether a PCC can vote on council business.
- Place conditions on the availability and use of gaming machines in licensed premises.
- Create a power to allow public health to be a consideration in local authority licensing decisions.

Parliamentary mentions

Since April 2016 the LGA has been quoted 420 times in Parliament, which equates to being quoted 3.6 times each day Parliament sat to debate policy and legislation. Of these quotes, 306 were in the House of Commons and 114 were in the House of Lords. 80 per cent of these mentions in Parliament were positive, 19 per cent neutral and one per cent negative (see below graph).

The below charts provide an illustration of the source of the mentions (House of Commons and House of Lords) and the type (parliamentary debate, parliamentary question and Select Committee).

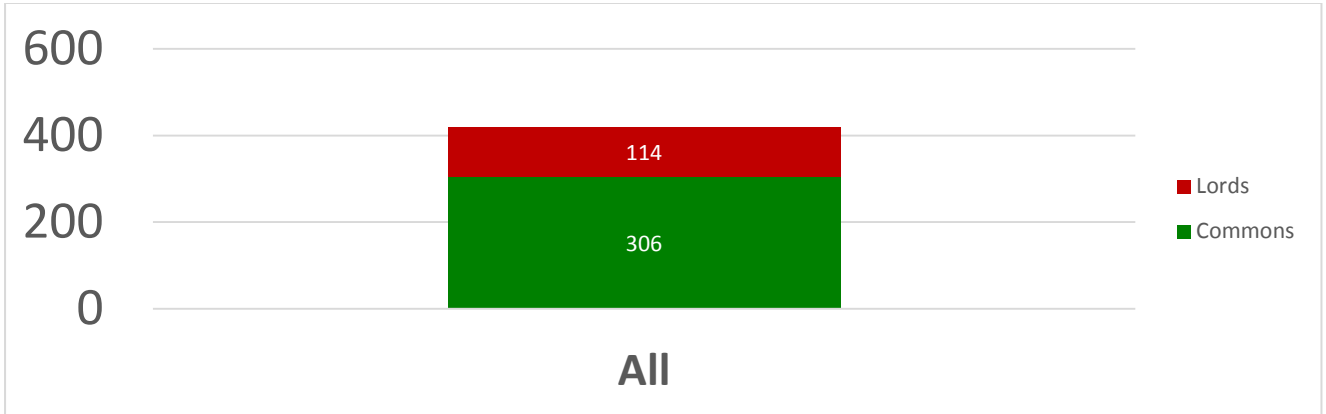
House of Commons/ House of Lords mentions

Source	Type	From 1st April	Sentiment		
			Positive	Neutral	Negative
Commons	Chamber debate	52	49	2	1
Commons	Westminster Hall debate	29	28	0	1
Commons	Written answer	65	64	1	0
Commons	Oral answer	5	5	0	0
Commons	Written question tabled	7	6	1	0
Commons	Oral question tabled	4	4	0	0
Commons	Committee report	42	38	4	0
Commons	Committee evidence session	95	68	27	0
Commons	Public Bill committee	1	1	0	0
Commons	Written ministerial statement	0	0	0	0
Commons	Early day motion	2	2	0	0
Commons	General committee session	3	3	0	0
Commons	Joint committee evidence	0	0	0	0
Commons	Joint committee reports	0	0	0	0
Commons	Select Committee	0	0	0	0
Commons	Written ministerial statement	1	1	0	0
Lords	Debate	84	43	41	0
Lords	Written answer	10	10	0	0
Lords	Oral answer	3	3	0	0
Lords	Written question tabled	4	4	0	0
Lords	Oral question tabled	3	1	2	0
Lords	Committee report	0	0	0	0
Lords	Committee evidence session	8	7	0	1
Lords	Future business	0	0	0	0
Lords	Select Committee	2	1	1	0

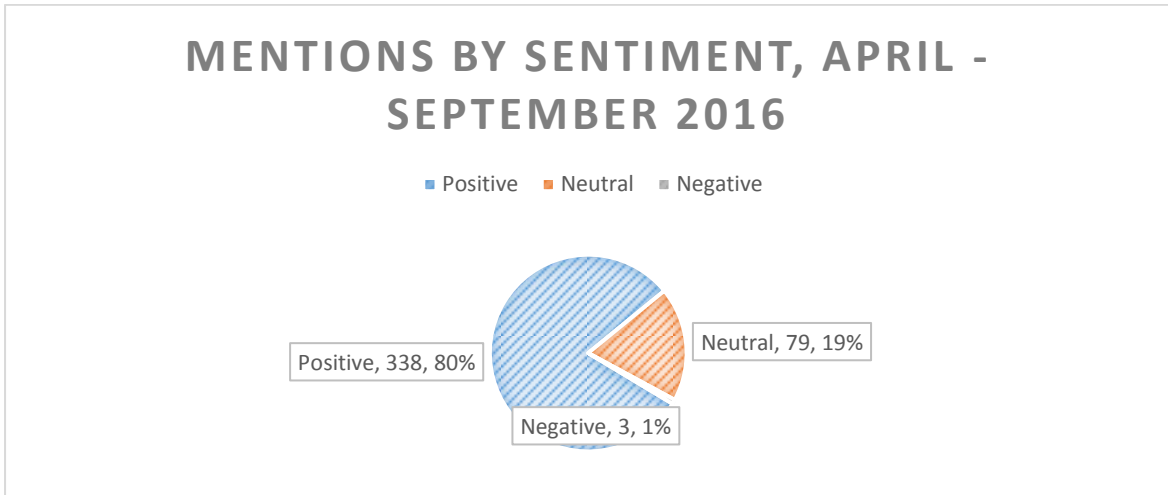
Headlines figures

	Sitting days	All	Mentions/day	Positive	Neutral	Negative
Commons	54	306	5.67	269	35	2
Lords	61	114	1.87	69	44	1
	Sitting days	Mentions 1 April - 15 September	Mentions/day	Positive	Neutral	Negative
Total	115	420	3.65	338	79	3

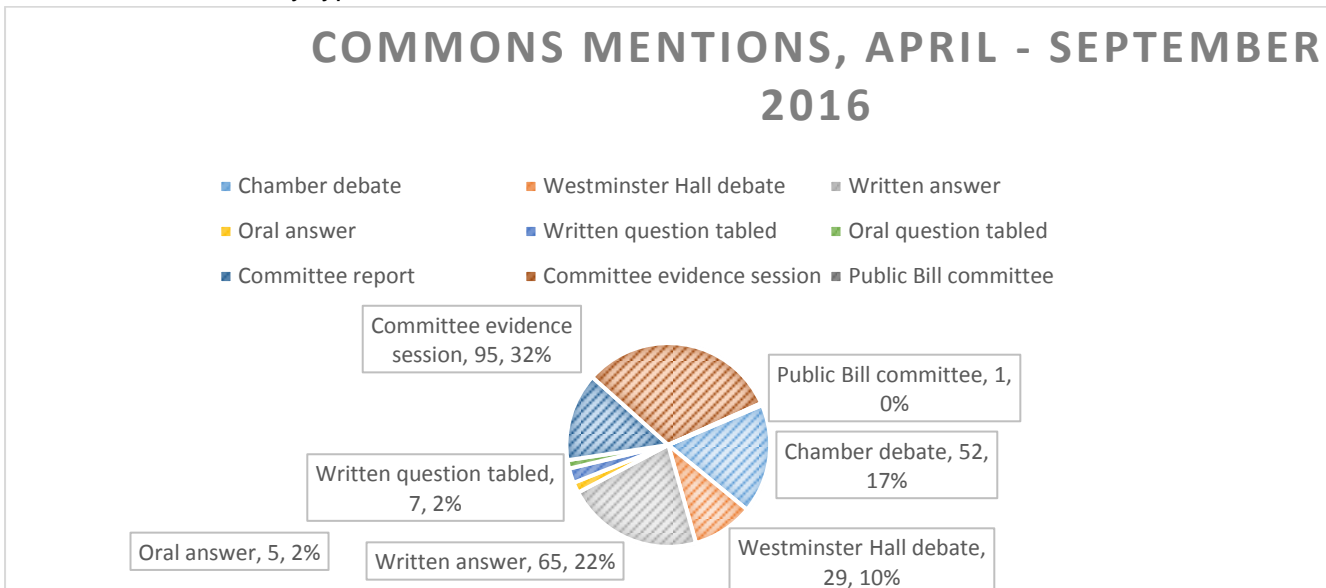
Mentions by source



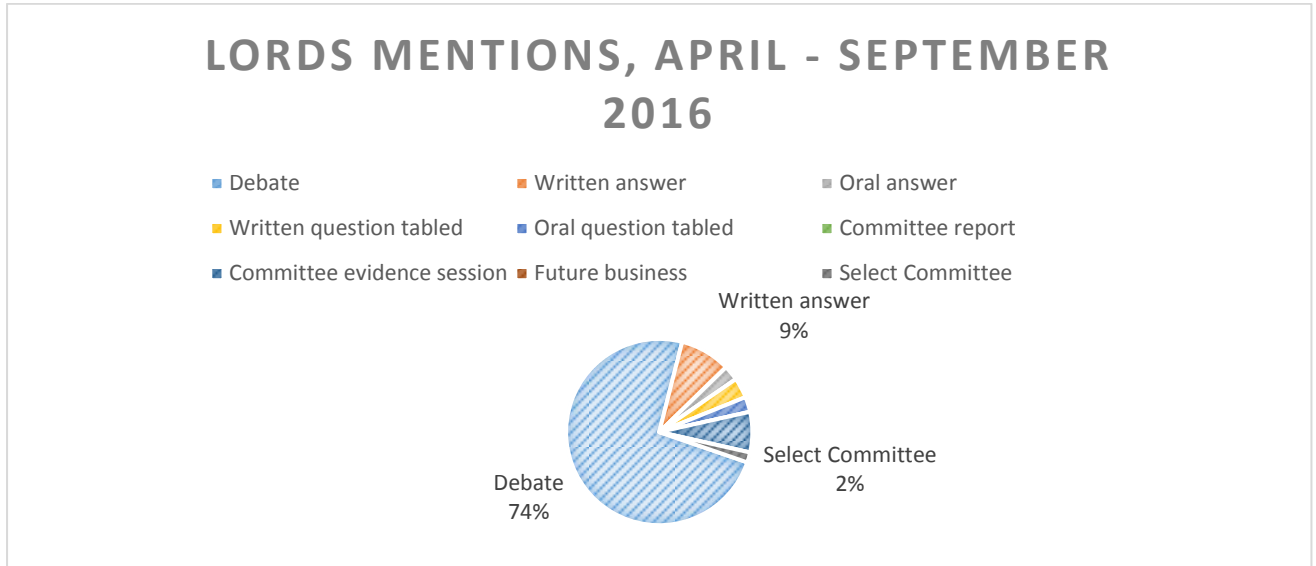
Mentions by sentiment



Commons mentions by type



Lords mentions by type



Other parliamentary briefings:

There were 10 other parliamentary briefings produced during this time. These included:

- [Debate on the elimination of HIV in the UK](#) (5 September, total opens 11, unique opens 10)
- [Debate on FGM](#) (9 June, 122 downloads)
- [Debate on early year's development and free childcare](#) (12 July, total opens 16, 14 unique opens)
- [Policing and Crime Bill, Committee Stage](#) (12 April and 14 April, 310 downloads)
- [Policing and Crime Bill, Report Stage](#) (26 April 2016 report stage House of Commons, 334 downloads)
- [Policing and Crime Bill, Report Stage](#) (13 June 2016, House of Commons, 251 downloads)
- [Policing and Crime Bill, Committee Stage](#) (14 Sept, House of Lords Committee Stage, total opens 17, unique opens 13)
- [Debate on unaccompanied children](#) (19 April 2016, 1031 downloads)
- [Debate on the dismantling of the refugee camp in Calais](#) (House of Lords, 15 September 2016, total opens 9, unique opens 9)
- [Investigatory Powers Bill, Committee Stage](#) (HOC, 14 April 16, 190 downloads)

Select Committee or All-Party Parliamentary Group (APPG)	Name of inquiry	Type of evidence
APPG on Runaway and missing children/adults	Safeguarding missing/absent children	Oral
Scrutiny Unit	Policing and Crime Bill	Written
Children APPG	Children's social care	Oral
Environmental Audit	Flooding	Oral
Work and Pensions	Future of Jobcentre Plus	Written
Culture, Media and Sport	Countries of Culture	Written
Environment, Food and Rural Affairs	Flooding	Oral
Business, Innovation and Skills	Powerhouses and engines	Written
Work and Pensions	Disability Employment	Written
APPG on Mental Health	The Mental Health Taskforce	Oral
Public Accounts	Lifetime ISAs	Written
APPG on Ageing and Older People	Devolution and Integration	Oral
Public Accounts Committee	Discharges from hospital for older people	Oral Evidence
Environmental Audit	Sustainability and HM Treasury inquiry	Written
CLG	Local plan-making process	Written
Public Administration and Constitutional Affairs Committee	Unsafe discharges from hospital	Written
House of Lords Licensing	Licensing Act 2003	Oral
Public Administration and Constitutional Affairs Committee	Unsafe discharges from hospital	Oral
Education	Multi-Academy Trusts	Oral
Youth	Racism Inquiry	Oral
CLG	Adult social care	Written
Transport Committee	Bus Services Bill	Written
House of Lords Licensing	Licensing Act 2003	Written
CLG	Homelessness Reduction Bill	Written
APPG on Housing and Planning	Private rented sector	Written
EFRA Committee	Rural Tourism	Written
Public Accounts Committee	Disposal of public land for new homes inquiry: further progress review	Written
CLG	Capacity of the homebuilding industry	Written
EFRA Committee	Food waste	Written
Home Affairs	Asylum accommodation	Oral
House of Lords Social Mobility Committee	Social mobility	Written
Joint Education and BIS	Apprenticeships	Oral
Environmental Audit	UN Sustainable Development Goals	Written
Joint Education and BIS	Post-16 skills	Written

Digital

The following table is a summary of specific Twitter activity across some of the key campaigns.

Total activity on Twitter during this period has seen over 900 tweets sent and total impressions of 2.5 million.

	Total tweets	Retweets	Page impressions	Link clicks
Innovate Tuesday	79	342	204,055	553
Come back to social work microsite	3	32	9,031	34
Up to Speed	59	112	119,899	170
Business Rates retention hub	11	57	30,313	93

Events

Twenty seven events were delivered between April and September including the flagship LGA Annual Conference and Exhibition with over 1,500 attendees which took place in Bournemouth this year.

Eighty-eight per cent of the events run so far were free to attend for delegates attending from our member authorities. The free to commercial event ratio balance is being addressed across the full financial year to the target of 60/40.

Twelve per cent of events were run on a fully commercial basis including the LGA's Annual Conference and Exhibition plus two schools' workforce and employment law events held in London and York.

The commercial events have so far made £580,000 net income – exclusive of staff costs – with an anticipated gross income generation target for £1.4 million for the year.

We have engaged with 3,200 delegates already this year with 68 per cent of our audiences being made up of member authority delegates (50 per cent councillor / 50 per cent officer). 52 per cent of our events have been held in regions.

Our lead members have helped to raise awareness of LGA priorities and objectives and raise money from speaking at several externally organised events on topics such as: the next steps for school funding; school place planning and working together to tackle FGM.

Management Accounts Report: Period 6 September 2016

Purpose

For review.

Summary

This monitoring report presents a summary of the LGA's financial performance 1 April to 30 September 2016.

Recommendation

That the LGA Leadership Board review the LGA's six month Management Accounts.

Action

Officers to initiate any required action.

Contact officer: Paul Brack
Position: Strategic Finance Manager
Phone no: 020 1877 309
Email: Paul.Brack@local.gov.uk

Management Accounts Report: Period 6 September 2016

Executive Summary

1. The Management Accounts to the 30 of September show for the LGA and IDeA, our operating entities, a £1,976k surplus for the year, and an improvement on the current budget of £443k.
2. This improvement in overall position has been created mainly through being requested to deliver higher than budget level of external grant programs, increasing contributions to our overall overhead recovery. More detailed descriptions of the variances at a Group Accounts level, and by entity are shown in the sections below.
3. Delivering this level of surplus in this year will allow an increased contribution to the Risk and Contingency reserve created to help fund developments that provide opportunities to save costs or generate additional commercial income, fund external loan repayments, and also to cover the potential risks to the LGA medium term plan (such as increased pension deficit payments).
4. The 2 property companies show reduction in the contribution from General reserves to fund net operating costs during the redevelopment of Local Government House and Layden House. This net reduction is delivered by significant changes to each company's budget requirements, arising from the delay in achieving planning permission for the Layden House project, and also the decision to decant from Local Government House.

Consolidated Accounts – Appendix 1

5. At the end of the 2015/16 Financial Year, the balances in Table 1 below were allocated to a Risk and Contingency Reserve designed to cover a number of unidentified costs, including costs included in a year, to save costs over the longer term.
6. Following the review of period 5 (August 2016) the Strategic Management Team approved the following virements from funds within the Risk and Contingency Reserve to cover additional restructuring costs that were delayed from payment in the last financial year, but will deliver savings in the future. The table below shows the impact of these virements on the opening balance on these reserves.

Table 1 – Risk and Contingency Reserve Balance

Entity	2015-16 Balance	Approved Virement	Remaining Balance
	£'000	£'000	£'000
LGA	661	78	583
IDeA	1,126	115	1,011

7. After taking into account these adjustments to the Current Budget the LGA's projected outturn deficit (before contributions to and from reserves, and pensions deficits is currently £542k better than the Current budget. The element of this relating to the LGA and IDEA is £443k improving the potential additional contribution to the Risk and Contingency reserve this year to this year to £1.976m.
8. The table below shows the overall impact of the forecast variances on an entity by entity basis. This is important for the LGA and IDEA where the Strategy is to balance expenditure and income this year and the next years contributing to or using the Risk and Contingency reserve to balance each year as required. The amber highlights the adverse forecasts.

Table 2

LGA Group Budget Monitoring Report , September 2016-17				Summary by Entity			
Net Expenditure / (Income)	Year to date			Full Year 2016/17			
	Budget YTD	Actuals YTD	Variance YTD	Original Budget for year	Current Budget for Year	Forecast Outturn	Budget to Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Operating entities							
LGA	(4,513)	(5,010)	(497)	(193)	(115)	(33)	82
Contribution to Pensions Deficits	0	0	0	0	0	0	0
LGA Total	(4,513)	(5,010)	(497)	(193)	(115)	(33)	82
IDEA	(1,668)	(7,680)	(6,012)	(4,180)	(4,065)	(4,590)	(525)
Contribution to Pensions Deficits	1,323	1,112	(211)	2,647	2,647	2,647	0
IDEA Total	(345)	(6,568)	(6,223)	(1,533)	(1,418)	(1,943)	(525)
Operating entities total	(4,858)	(11,578)	(6,720)	(1,726)	(1,533)	(1,976)	(443)
Property companies							
LGMB	404	598	194	804	804	874	70
LGAP	1,074	1,092	18	1,369	1,369	1,200	(169)
Property companies total	1,478	1,690	212	2,173	2,173	2,074	(99)
Group total	(3,380)	(9,888)	(6,508)	447	640	98	(542)

* Note the Current budget includes approved budget virements in the Financial Year

9. The main causes of the positive variances at a **group** level shown in Appendix 1 for period 6 are:

Table 3

	£'000
1. Finance and Policy -Salary savings contributing to the Corporate budget for vacancy turnover savings - Programme Savings	(211) (54)
2. Workforce, Leadership and Productivity	(95)
3. Communications – Additional External Room Hire savings arising ability to use internal rooms at Layden House. - Salary Savings	(139) (49)
4. Corporate Services -: Salary Savings target (725k) excluded from forecasts – Less corporate salary and other cost savings	412
5. Higher external costs on the property companies arising from the delays in the projects.	55
6. Increase in Overheads recovered from higher than budgeted ring fenced grant programmes	(469)

10. The summary figures by organisation are shown in Appendices 2 to 5. The following sections explain the variations arising from the latest forecasts.

LGA – Appendix 2 below

11. The LGA standalone position shows a forecast £33k surplus for the year, £82k worse when compared to the Current Budget, the main reasons for this variance are:

	£'000
1. Finance and Policy -Salary savings contributing to the Corporate budget for vacancy turnover savings - Programme Savings	(182) (54)
2. Communications – Additional External Room Hire savings arising ability to use internal rooms at Layden House. - Salary Savings	(139) (49)
3. Corporate Services -: Salary Savings target (366k) excluded from the forecast – Less corporate salary and other cost savings	296
4. Balance of £500k Target for additional commercial income within LGA , partly achieved in IDEA, offset by additional LGA subscription income.	158
5. Reduction in Overheads recovered from lower than budgeted contribution from LGA ring fenced grant programmes	60

IDEA – Appendix 3 below

12. The IDEA standalone position shows a forecast £4,590k surplus for the year, before payment of £2.647m in contributions to pension deficits. This is £525k than the Current Budget, the main reasons for this variance are:

	£'000
1. Workforce Leadership and Productivity – Salary Savings contributing to the IDEA Target	(122)
2. Corporate Services -: Salary Savings target (359k) excluded from forecasts – Less corporate salary and other cost savings	268
3. Additional commercial income arising from Royalties from the New Streets data set provided by Local Authorities	(130)
4. Increase in Overheads recovered from higher than budgeted from ring fenced grant programmes	(529)

LGMB – Appendix 4 below

13. The LGMB standalone position shows a forecast £874k deficit for the year, £70k worse when compared to the Original Budget, the main reasons for this variance are:

	£'000
1. Income from Internal and External tenants arising from the decision to decant from Local Government House to Layden House	(349)
2. Additional running costs for the building arising from the occupation of Layden House	637
3. Reduced costs of borrowing arising from the delays in starting the Layden House redevelopment until 2017.	(218)

14. The LGMB Board will be asked to agree Budget virements to reflect the revised forecast arising from the decision to decant from Local Government House to form the benchmark for the remaining Budget Monitoring reports in the Financial Year. This will require the drawing of an additional £70k from the general reserves than planned in the Original Budget.



LGAP – Appendix 5 below

15. The LGAP standalone position shows a forecast £1,200k deficit for the year, £169k better when compared to the Original Budget, the main reasons for this variance are:

	£'000
1. Less Income from Internal and External tenants arising from the decision to decant from Local Government House to Layden House.	420
2. Reduced running costs for the building arising from the decision to decant from the building during development works.	(756)
3. Additional costs of borrowing from continued Barclays Loans, plus earlier internal loans. Longer term impact is that development loans will cost less than assumed in the LGA's 3 year strategy.	167

16. The LGAP Board will be asked to agree budget virements to reflect the revised forecast arising from the decision to decant from Local Government House to form the benchmark for the remaining Budget Monitoring reports in the Financial Year. This will require the drawing of £169k less from the general reserves than planned in the Original Budget.

Management Information Dashboard – Appendix 6 below

17. Increasing levels of long term debts as our Local Authorities causing some problems for credit control chasing for Conference and Events invoices. The main problem is invalid PO numbers included in the online booking system.

18. Compared to previous Financial Years £46k subscriptions are outstanding relating to Bury and Tamar Bridge, with a 5 other members having paid an incorrect balance, leaving small amounts outstanding.

Appendix 1

LGA Group Budget Monitoring Report , September 2016-17								
Row		Year to date			Full Year 2016/17			
		Budget YTD	Actuals YTD	Variance YTD	Original Budget	Current Budget*	Forecast Outturn	Budget to Outturn Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	What we do							
1	Finance & Policy	2,792	1,989	(803)	5,559	5,539	5,274	(265)
2	Workforce, Leadership & Productivity	5,908	4,443	(1,465)	12,022	12,042	11,933	(109)
3	Communications	1,389	793	(596)	2,900	2,779	2,578	(201)
4	DGG Distribution	800	500	(300)	1,400	1,400	1,400	0
5	Member Services	714	710	(4)	1,388	1,427	1,429	2
6	Political Group Offices	457	427	(30)	915	915	920	5
7	Corporate Services	3,247	1,126	(2,121)	5,962	6,237	6,514	277
	How we fund our activity							0
8	England Direct Government Grant	(10,700)	(10,700)	0	(21,400)	(21,400)	(21,400)	0
9	Welsh RSG Income	(148)	(148)	0	(295)	(295)	(295)	0
10	Subscription Income	(9,349)	(9,440)	(91)	(9,349)	(9,349)	(9,440)	(91)
11	Commercial Income	(1,017)	(604)	413	(2,000)	(2,000)	(1,881)	119
12	LGA Properties - Local Government House	691	902	211	1,515	1,515	1,116	(399)
13	LGMB - Layden House	71	455	384	138	138	727	589
14	Grants/Ring-fenced - Overhead contribution	(81)	(1,782)	(1,701)	(955)	(955)	(1,424)	(469)
15	Total (Surplus) / Deficit before contributions to :	(5,226)	(11,329)	(6,103)	(2,200)	(2,007)	(2,549)	(542)
16	Contribution to Pensions Deficits	1,323	1,112	(212)	2,647	2,647	2,647	0
17	Contribution to / (from) specific reserves	0	0	0	1,726	1,533	1,976	443
18	Contribution to/(from) General reserves Property Companies	0	0	0	(2,173)	(2,173)	(2,074)	99
19	Total Net Budget	(3,903)	(10,217)	(6,315)	0	0	0	0

Note the above costs and income streams are after removing intra group items

Appendix 2

LGA Budget Monitoring Report , September 2016-17							
	Year to date			Full Year 2016/17			
	Budget YTD	Actuals YTD	Variance YTD	Original Budget	Current Budget*	Forecast Outturn	Budget to Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Finance & Policy	1,594	1,337	(257)	3,143	3,143	2,907	(236)
Workforce, Leadership & Productivity	734	905	171	1,469	1,469	1,496	27
Communications	1,256	680	(576)	2,632	2,511	2,282	(229)
Member Services	714	710	(4)	1,389	1,428	1,429	1
Political Group Offices	457	427	(30)	915	915	920	5
Corporate Services & Overheads	2,809	2,143	(666)	5,030	5,190	5,486	296
Subscription Income	(9,349)	(9,440)	(91)	(9,349)	(9,349)	(9,440)	(91)
Additional Commercial Income	(267)	21	288	(500)	(500)	(251)	249
Intercompany Transactions	(2,311)	(1,877)	434	(4,622)	(4,622)	(4,622)	0
Core Costs	(4,363)	(5,094)	(731)	107	185	207	22
Grant Programme Totals	(150)	84	234	(300)	(300)	(240)	60
Total (Surplus) / Deficit before contributions to :	(4,513)	(5,010)	(497)	(193)	(115)	(33)	82
Contribution to Pensions Deficits	0	0	0	0	0	0	0
Contribution to / (from) specific reserves	0	0	193	193	115	33	(82)
Total Net Budget	(4,513)	(5,010)	(304)	0	0	0	0

Appendix 3

IDEA Budget Monitoring Report , September 2016-17							
	Year to date			Full Year 2016/17			
	Budget YTD	Actuals YTD	Variance YTD	Original Budget	Current Budget*	Forecast Outturn	Budget to Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Finance & Policy	1,198	653	(545)	2,416	2,396	2,368	(28)
Workforce, Leadership & Productivity	5,174	3,540	(1,634)	10,553	10,573	10,438	(135)
Communications	133	114	(19)	267	267	296	29
RSG Distribution	800	500	(300)	1,400	1,400	1,400	0
Corporate Services & Overheads	438	(877)	(1,315)	798	913	1,181	268
Direct Government Grant	(9,834)	(10,122)	(288)	(19,668)	(19,668)	(19,668)	0
Welsh RSG Income	(148)	(148)	0	(295)	(295)	(295)	0
Additional Commercial Income	(750)	(766)	(16)	(1,500)	(1,500)	(1,630)	(130)
Intercompany	1,252	1,294	42	2,504	2,504	2,504	0
				0			
Core Costs	(1,737)	(5,812)	(4,075)	(3,525)	(3,410)	(3,406)	4
Grant Programme Totals	69	(1,868)	(1,937)	(655)	(655)	(1,184)	(529)
Total (Surplus) / Deficit before contributions to :	(1,668)	(7,680)	(6,012)	(4,180)	(4,065)	(4,590)	(525)
Contribution to Pensions Deficits	1,323	1,112	(211)	2,647	2,647	2,647	0
Contribution to / (from) specific reserves	0	0	0	1,533	1,418	1,943	525
Total Net Budget	(345)	(6,568)	(6,223)	0	0	0	0

Appendix 4

LGMB Budget Monitoring Report , September 2016-17 - Layden House

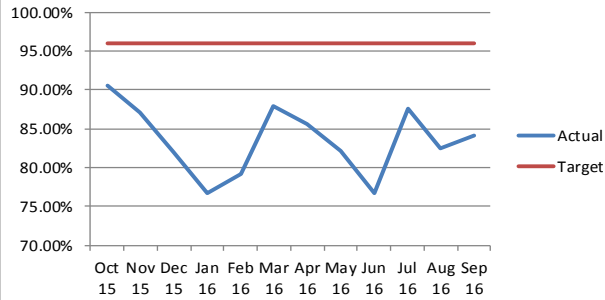
	Year to date			Full Year 2016/17			
	Budget YTD	Actuals YTD	Variance YTD	Original Budget	Current Budget*	Forecast Outturn	Budget to Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
External Rent and Service Charges	0	(26)	(26)	0	0	(40)	(40)
Intercompany Rent and Service Charges	0	17	17	0	0	(308)	(308)
Investment Income	0	(1)	(1)	0	0	(1)	(1)
Total Income	0	(10)	(10)	0	0	(349)	(349)
External Expenditure							
Rates	35	202	167	70	70	404	334
R&M	0	0	0	0	0	50	50
Facilities Management	0	62	62	0	0	222	222
Utilities	28	23	(5)	56	56	83	27
Other Fees and Charges	8	177	169	12	12	16	4
Intercompany			0				0
Loan interest	160	0	(160)	320	320	102	(218)
Shared Service Charge - LGA	173	144	(29)	346	346	346	0
Total Expenditure	404	608	204	804	804	1,223	419
Total (Surplus) / Deficit	404	598	194	804	804	874	70
Contribution (from) General reserves	(404)	(598)	(194)	(804)	(804)	(874)	(70)
Total Net Budget	0	0	0	0	0	0	0

Appendix 5

LGA(P) Budget Monitoring Report , September 2016-17 - Local Government House

	Year to date			Full Year 2016/17			
	Budget YTD	Actuals YTD	Variance YTD	Original Budget	Current Budget*	Forecast Outturn	Budget to Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
External Rent	(133)	(77)	56	(265)	(265)	(98)	167
External Service Charges	0	(36)	(36)	0	0	(42)	(42)
Intercompany Rent and Service Charges	(359)	(548)	(189)	(717)	(717)	(418)	299
Investment Income	0	(4)	(4)	0	0	(4)	(4)
Total Income	(492)	(665)	(173)	(982)	(982)	(562)	420
External Expenditure							
Rates	913	913	0	913	913	531	(382)
External Interest	113	157	44	225	225	329	104
R&M	10	62	52	30	30	80	50
Facilities Management	225	97	(128)	450	450	135	(315)
Utilities	73	3	(70)	145	145	47	(98)
Other Professional fees	14	292	278	25	25	14	(11)
Depreciation	0	0	0	127	127	127	0
Intercompany							
Loan Interest - LGA	45	89	44	90	90	153	63
Shared Service charge to LGA	173	144	(29)	346	346	346	0
Total Expenditure	1,566	1,757	191	2,351	2,351	1,762	(589)
Total (Surplus) / Deficit	1,074	1,092	18	1,369	1,369	1,200	(169)
Contribution (from) General reserves	(1,074)	(1,092)	(18)	(1,369)	(1,369)	(1,200)	169
Total Net Budget	0	0	0	0	0	0	0

Supplier payments within 30 days



The LGA is currently paying 84% of invoices within 30 days of the invoice date.

One cause of delay is POs being raised after the invoice has been received, 70 transactions in September at a total value of £117k.

The line in the graph plots the gap to compliance over the last year.

Directorate	Total
Finance & Policy	10
Chief Executives	19
Workforce, Leadership & Productivity	19
Communications	22
Grand Total	70

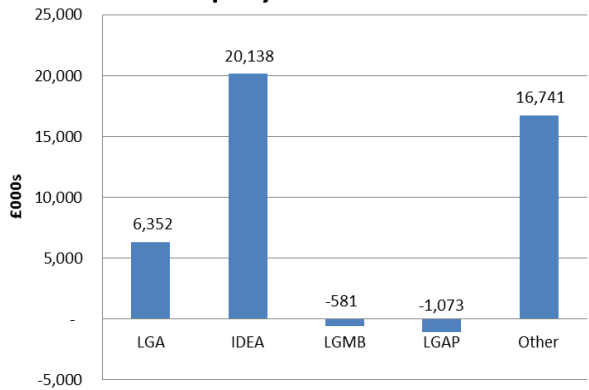
Supplier payments over £100,000 - rolling 12 months

(excl. payments to Local Authorities and Pension Funds, and inter company payments)

Name	Value
LGA DIGITAL SERVICES LIMITED	1,422,518
PETER BRETT ASSOCIATES LLP	1,393,058
LIBERATA UK LTD	1,291,130
BEVAN BRITTAN LLP	653,250
PORISM LTD	646,453
WARWICK UNIVERSITY TRAINING LTD	519,209
BARTLETT MITCHELL LTD	247,357
SIZZLE	234,457
CONSEIL COMMUNES REGIONS EUROPE - (CCRE -CEMR)	231,719
MITIE CLEANING & ENVIRONMENT SERVICES LTD	220,895
BH LIVE ENTERPRISES LTD	214,368
NEPRO LIMITED	209,697
MSA ASSOCIATES	192,730
SOLACE	191,991
OCS GROUP UK LIMITED	191,740
HENRY FOX RECRUITMENT	184,038
TU INK	173,327
EDF ENERGY 1 LIMITED	154,485
SHARED INTELLIGENCE LTD	150,866
POLYGLOBE LTD	140,714
DEPARTMENT OF WORK & PENSIONS	118,117
ARTHUR J GALLAGHER INTERNATIONAL	111,317
NEW LEADERSHIP FOUNDATION	103,241
FAREBROTHER	102,157
EARLY INTERVENTION FOUNDATION	101,999
TOTAL	9,200,833

Of payments made in the last year, suppliers over £100k account for >>>> 29%

Company Investments



Subscription Income Collection (Net of discounts)			
	2016/17 to P6 £000s	2015/16 to P6 £000s	Variance £000s
Full Year Budget	(9,349)	(9,414)	65
Amounts Invoiced / Credited	(9,440)	(9,414)	(26)
Amounts Collected	9,394	9,414	(20)
%age of budget	100%	100%	0%
Amounts Outstanding	(46)	0	(46)

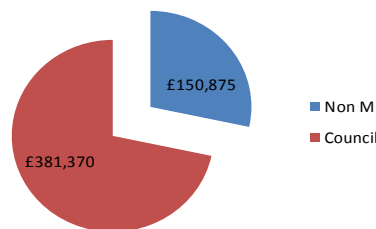
The LGA has a KPI to have no debt over 12 months old. To achieve this £86k needs to be collected (3.4%); there is significant work taking place to achieve this KPI. The total debt for LGA currently stands at £2.5m.

The average debtors days is 39.2 days. The graph below shows current values for our Council Members and other organisations.

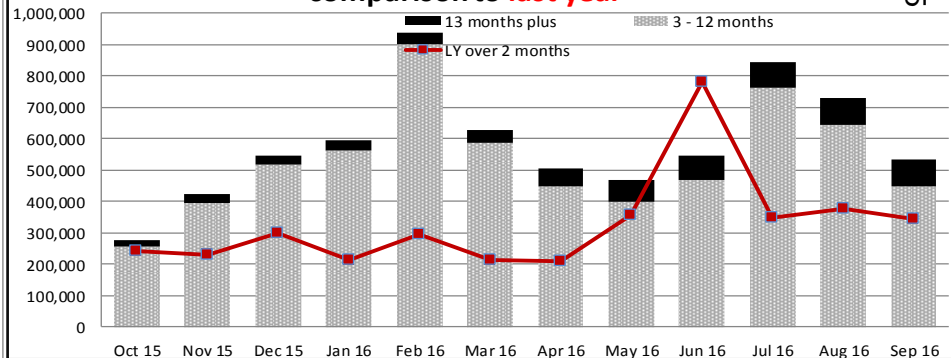
Note remaining balances are held in overnight cash deposit accounts. The total cash investment is £42m. All entities will get reports in the December setting up intercompany loans to cover financing of part of the property projects.

Row Labels	£s
Bank of Scotland	£1,500,000
Commonwealth Bank of Australia	£1,500,000
Nationwide	£1,500,000
United Oversea Bank	£1,500,000
Public Sector Investment Fund	£18,000,000
Investment Account	£1,071,886
Lloyds	£1,500,000
Landesbank Hessen-Thuringen	£1,500,000
DZ Bank	£1,500,000
Bank of Montreal	£1,505,547
Toronto-Dominion Bank	£1,500,000
Rabobank	£1,500,000
ABBEY NATIONAL TREASURY SERV	£1,500,000
Santander	£1,500,000
Coventry BS	£1,500,000
Credit Suisse	£1,500,000
Nordea Bank AB	£1,500,000
Grand Total	£41,577,434

Over 2 months debt



Outstanding debt over 2 months - comparison to last year



Six Month Performance Monitoring Report: April - September

Purpose

For decision.

Summary

This 6 month performance monitoring report attached at **Appendix A** presents a summary of the LGA's performance against its business plan and internal priorities over the period from 1 April to 30 September 2016.

Recommendation

That the LGA Leadership Board approves the 6 month monitoring report and highlights any areas for further action or report back.

Action

Officers to initiate any required action

Contact officer: Claire Holloway
Position: Head of Corporate Services
Phone no: 020 7664 3156
Email: Claire.Holloway@local.gov.uk

Performance Report: April - September

Background

1. This performance report reflects the priorities in the 2015/16 Business Plan. The plan is currently being updated to reflect the changes requested by the Leadership Board at their meeting in October, which will go to the Executive for final approval on 8 December 2016.
2. The KPI's for Finance and Policy will be updated in December to reflect the new programme of work agreed by individual boards and the 2016/17 Business Plan.
3. The format for the Finance and Policy indicators has been updated to include a second column for commentary on how the LGA's work is impacting on government policy and councils.
4. The Strategic Risk Register is circulated quarterly to Corporate Leadership Team to monitor and update.

Performance monitoring

5. This report falls into six sections:
 - 5.1 The five policy priorities of the streamlined Business Plan - *Funding for Local Government, Devolution, Economic Growth, Jobs and Housing and Promoting Health and Wellbeing.*
 - 5.2 *Sector Led Improvement* via the KPIs developed for reporting to THE Department for Communities and Local Government (DCLG).
 - 5.3 *Our own efficiency and effectiveness* – via our corporate health indicators.
 - 5.4 Major projects dashboard.
 - 5.5 Strategic Risk Register.

Commentary

6. Overall performance across all areas is on track. Key highlights include:
 - 6.1. The Finance and Policy team continue to make positive progress with the majority of the KPI's showing as 'green'. The additional commentary column demonstrates how the LGA's work impacts the sector and the progress they are making.
 - 6.2. 7 of the 20 quantitative KPI's set by CLG for sector led improvement have already been met, with steady progress being made on all other targets.
 - 6.3. Debtors between 3-12 months did rise in June 2016 however due to Finance reviewing how debt management can be made more effective this has decreased by 6% in September.
 - 6.4. The number of reported IT incidents has continued to steadily decrease over the last 6 months.
 - 6.5. The LGA's media coverage continues to improve with a 15% increase in media mentions in 2016 compared to the same period in 2015.

- 6.6. There are currently two major projects underway - the refurbishment of Local Government House and Layden House. Information on these can be found in the appendices.
- 6.7. An additional risk has been included in the Strategic Risk Register for Britain's Exit from the EU, which will also form a new business plan priority for 2017.

LGA Performance Report 2016-17: April - September

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Business Plan outcome		Board/lead	What has the LGA delivered and has it helped achieve the business plan outcome?	Is the LGA on track to achieve its objective	What is the impact on Government Policy & Councils?
Funding for local government - reform of the finance system					
F1	Lobby for fair funding for local government, including multi-year funding settlements	Nicola Morton Resources	Local authorities are making decisions on whether to accept their multi-year settlements and we have succeeded in getting the Government to consider expanding the scope of the offer.	Green	We have succeeded in achieving the Government's commitment to a multi-year settlement.
F2	Ensure that the consequences for local government of central government reforms are understood and adequately funded	Nicola Morton Resources	Contributed to the LGA's Autumn Statement submission by setting out the financial challenge facing local authorities over the rest of the decade.	Green	This cannot be evaluated until the day of the Autumn Statement.
F3	Actively engage in the detailed arrangements for 100 per cent business rates retention	Nicola Morton Resources	Over Q2 we: - Responded to the Government's initial consultations on reform; - Held a series of joint LGA/DCLG workshops on the consultation across the country, attracting 250 delegates from 190 local authorities; - Continued formulating own LGA policy through the Task and finish Group and co-chairing joint LGA/DCLG officer-level working groups to develop the reforms further.	Green	The LGA is being treated as an important partner in developing the reforms with significant potential for input on all aspects of the reform. Ministerial decision on particular parameters have not been taken yet, but pending that the LGA's influence is strong.
F4	Develop proposals to improve the business rates appeals system and modernise valuation and collection	Nicola Morton Resources	We responded to the Government's consultation on the draft regulations for the check, challenge, appeal system, stressing the need for strict time limits for appeals to be raised.	Green	The Government is yet to respond to the consultation and our impact cannot be evaluated until then, however it is clear that the appeal system is being reformed in the first place due to the LGA's work in highlighting the issues regarding risk and uncertainty that arises to local government.
F5	Lobby for local control over council tax and business rates and the right to determine new local taxes, and fees and charges which fully recover costs	Nicola Morton Resources	We continue to call for these flexibilities as part of the Autumn Statement submission and our work on business rates retention reform.	Green	Regarding council tax, there has been little impact. Regarding business rates reform, the LGA is being treated as an important partner in developing the reforms with significant potential for input on all aspects of the reform. Ministerial decision on particular parameters have not been taken yet, but pending that the LGA's influence is strong.
F6	Lobby to free local government borrowing from Treasury restrictions	Nicola Morton Resources	We continue to call for HRA borrowing restrictions to be lifted.	Amber	Despit the LGA continuing to lobby for HRA borrowing restrictions to be lifted, little progress has been made in regards to influencing Government Policy.
Devolution - a radical re-think of governance and accountability					
D1	Work with Councils to increase the number of devolution deals agreed with Government; including at least one deal with in a two-tier area	Rebecca Cox City regions People & Places	The LGA is supporting councils and combined authorities with the development and implementation of deals. We continue to make the case for devolution, based on governance of local choice. Our AS submission has highlighted the need to maintain the momentum on devolution and to secure deals for non-met areas.	Green	We continue to be concerned about the pace of devo deals. Impatience and a lack of confidence in the process is especially explicit in non-met areas. P+P Board have set the AS as a watershed after which the LGA's lobbying needs to highlight the lost opportunities.
D2	Engage with every group of councils exploring a devolution deal	Rebecca Cox City regions People & Places	As well as the national offer (via devo publications, tools and events), we are working directly with councils and Cas across the country. Where areas are in dispute we will engage when invited on a consensus basis. We are now leading support to a new network of CA CE's	Green	We are supporting Mayoral candidates through the party/Group structures. As new candidates emerge who have no traditional with our Groups, work may be more difficult.
D3	Produce three tools, events, or publications per quarter to support councils to develop and implement their ideas	Rebecca Cox City regions People & Places	This quarters activities include both research and events on community engagement.	Green	After the Autumn Statement, the political view on deals may shift and our support work and tools will need review. Some councils may want more work on lost opportunities.

Agenda Item 6a

	Business Plan outcome	Board/lead	What has the LGA delivered and has it helped achieve the business plan outcome?	Is the LGA on track to achieve its objective	What is the impact on Government Policy & Councils?
D4	Make the case for councils and police and crime panels to be given the powers, tools and funding to enable them to build safe and resilient communities	Mark Norris Safer & Stronger	We have written to Ministers to raise concerns about the timetable for the introduction of medical examiners and pointed out that local authorities should not be involved in clinical governance issues for the medical professions, and we submitted a response to the MoJ's review of the Coroners and Justice Act. We have defended council use of Public Space Protection Orders in the media, and engaged with the Home Office around their review of the new ASB tools and powers. We continue to work closely with the Home Office around the Prevent agenda.	Amber	We have made the case to Department of Health officials for deferring the introduction of the medical examiners reforms by April 2018. We are assisting officials gather evidence to make a submission to ministers to defer implementation of the reforms to a later date. The MoJ is considering the wider implications of introducing a national inspector of crematoria following the LGA's submission to their review of infant and fetal cremations. We have also informed the Home Office response to concerns raised about councils' use of Public Space Protection Orders. Ministers have not yet agreed to defer implementation of the medical examiners reforms.
D5	Produce guidance, tools and events to support councils and police and crime panels to reduce crime and protect their communities	Mark Norris Safer & Stronger	The research we commissioned from Portsmouth City Council on the costs to councils of domestic abuse has been delivered and after discussion at the Safer and Stronger Communities Board is informing work going forward. We are working to finalise guidance for councils on using Public Space Protection Orders. We produced an on-line tool kit to assist councils in tackling hate crime and building stronger communities. We are refreshing LGA guidance on building community cohesion. We are planning to deliver joint LGA/Home Office regional workshops on councils' Prevent duties. The Office of Counter-Extremism (OCE) set out how they will be supporting councils at a session at the Annual Conference. We have set up a K-Hub group to support the community coordinators OCE is funding councils to employ. We are working with Luton, the Home Office and DCLG to set up a Special Interest Group on Countering-Extremism to share good practice, which will go live once the community coordinators have been appointed. We are working with Rother and the Coastal SIG to support them on water safety issues.	Green	We continue to influence Home Office delivery of the Counter Extremism Strategy and their engagement and support for councils.
D6	Work with ADCS and Solace to reform the model of accountability for children's services to produce a sector-led improvement framework and a more proportionate Ofsted inspection regime	Ian Keating Children & Young People	Ofsted is consulting on a more proportionate inspection framework and the LGA has submitted a response, jointly with ADCS	Green	We have won the argument on a more proportionate inspection regime for children's services, but are still seeking to influence the DfE on a stronger role for sector-led improvement.
D7	Commission and disseminate research to highlight the pressures councils face in meeting increasing demand with reducing resources and put the case for greater flexibility and resource	Ian Keating Children & Young People	This project is being scoped.	Red	N/A
D8	Establish a children's services productivity programme to help councils with cost pressures	Ian Keating Children & Young People	The Children's Services Productivity Programme has been established and is underway. It is a two year programme, with an interim report in January 2017 and a final report in January 2018.	Green	This project is council-focused, although there may be learning when it is completed which could inform Government policy. It will help councils to deal with rising demand for children's services at a time of diminishing resources and will allow good practice to be spread between councils.
D9	Enhance our children's support offer and encourage councils not yet inspected to take it up	Ian Keating Children & Young People	There has been agreement from Leadership Board that councils not yet inspected under the current Ofsted framework should be encouraged to take up sector-led support. Principal Advisers and the LGA Childrens Improvement Advisers are working with councils to encourage take up.	Amber	We are discussing with DfE the possibility of Government funding to provide enhanced improvement support for councils not yet inspected.

	Business Plan outcome	Board/lead	What has the LGA delivered and has it helped achieve the business plan outcome?	Is the LGA on track to achieve its objective	What is the impact on Government Policy & Councils?
D10	Deliver a range of conferences, training, publications and lobbying activity to support fire and rescue authorities as they continue to transform the fire service and to respond to changes in fire governance and firefighters' terms and conditions.	Mark Norris Fire Service Management Committee	The LGA tabled amendments to the Policing and Crime Bill in the Commons and the Lords to restrict the possibilities for a 'hostile takeover' of fire governance by PCCs. We have been involved in the Association of Police and Crime Commissioners Chief Executives' work to develop a template business case for PCCs to use where they want to take on fire governance. We have written to the new Fire Minister with proposals on how a PCC's business case should be independently assessed. We have discussed the creation of a Fire Inspectorate with Home Office officials. We are working on guidance to FRAs on improving the diversity of the frontline workforce to be published at the Fire Conference. We are planning to hold a Fire Leadership Essentials course in October, and are planning the 2017 Fire Conference.	Green	Our lobbying around the Policing and Crime Bill has resulted in an invitation to the LGA to join a working group looking at how a PCC's business case is independently assessed. The Home Office is now examining the LGA's idea that this is carried out by a panel rather than by the Chief Fire and Rescue Adviser appointed by the Home Secretary. We have also influenced the APACE work to produce a template business case. There is on-going work to influence the Home Office's design of the fire inspection regime so it complements the LGA's Fire Peer Challenge.
Economic growth, jobs and housing - councils central to revitalising local economies					
E1	Support at least 150 councillors to maximise the contribution of culture and sport to growth	Rebecca Cox Culture, Tourism & Sport	We are about to sign contracts with the Arts Council England and Sports England to provide support to councils. Culture peer challenges and leadership events continue across the country.	Green	We continue to manage the risks associated with national working groups on libraries. Members have been clear in their views about focus of national policy.
E2	Develop a programme of activity to increase councils' awareness of the range of broadband providers, ensuring they have the widest choice possible to secure value for money	Rebecca Cox Culture, Tourism & Sport	The LGA's Up to Speed campaign continued to gain national attention over the summer. The campaign recently called on broadband providers' to stop advertising misleading "up to" broadband speeds, receiving coverage in The Telegraph, Daily Mail, The Sun, Daily Mirror, BBC online, the Today programme and ITV's Good Morning Britain.	Green	Our lobbying on The Digital Economy Bill continues. The LGA have tabled two amendments to the Bill through parliamentary stakeholders. They relate to the Universal Service Obligation and measures to secure consumers with compensation following prolonged fault with their service and both are currently being considered by the Public Bill Committee.
E3	Work with groups of councils to explore new and sustainable approaches to regulatory service delivery, helping them to develop the structures and secure the funding necessary to support this	Mark Norris Safer & Stronger	Continued work with Regulatory Delivery and business groups to promote reforms to improve the administration of licensing events. Commissioned further work on making new model of local gambling risk mapping available to all councils.	Green	We continue to influence Regulatory Delivery and the FSA around changes to the regulatory regime councils work in.
E4	Produce guidance, tools, events and deliver training sessions to support councils enhance their regulatory services	Mark Norris Safer & Stronger	Revised and updated councillor handbook on taxi licensing. Delivered training slots at regional and national licensing events. Provided advice on LGA position and expectations on Brexit to trading standards training event. Prepared series of training workshops on taxi and gambling licensing. Supported councillors giving evidence at HoL select committee inquiry into the Licensing Act and APPG inquiry into FOBTs.	Green	We continue to press the case for a reduction in FOBT stakes, a message which is gaining traction more widely in the media. Our lobbying has resulted in government agreement to widen the review of gambling machine stakes to include the impact on communities, which provides greater opportunity once the government has launched its review to press the case for reducing FOBT stakes.
E5	Consult councils on their appetite for a strong continuing role in education following the Government announcement of its intention to end the role of councils in running schools and in school improvement	Ian Keating Children & Young People	CYP Board and the Leadership Board have agreed to press for a strong continuing council role in education and we will use the External Advisory Group established by the DfE and the passage of the Education for All Bill to secure a clear and sustainable role for councils.	Green	LGA policy, lobbying and press work contributed to a significant change in Government policy, with the U-turn on forced academisation and the withdrawal of the Education for All Bill.
E6	Work with councils and key partners to respond to the forthcoming Government consultation on cutting £600m from the Education Services Grant and lobby during the passage of the Education Bill on the removal of council statutory education powers to achieve the saving	Ian Keating Children & Young People	The detailed consultation on the cut to the Education Services Grant has been delayed to the Autumn. We will respond to the consultation and use the passage of the Education for All Bill to oppose the cut and the removal of council duties in school improvement.	Green	We continue to press the Government on this issue, including through our Spending Review work.

	Business Plan outcome	Board/lead	What has the LGA delivered and has it helped achieve the business plan outcome?	Is the LGA on track to achieve its objective	What is the impact on Government Policy & Councils?
E7	Lobby at European and national level, based on the 2015 EU legislative programme, to ensure the optimum delivery of EU funds for Local Enterprise Partnership areas	Eamon Lally Strategic Infrastructure, EU	We have lobbied for the full amount of EU funds for the period to 2020, £5.3b be allocated to local areas. Following LGA and partner lobbying, the Chancellor announced at the Conservative conference that "The Treasury will offer a guarantee to bidders whose projects meet UK priorities and value for money criteria that if they secure multi-year EU funding before we exit we will guarantee those payments after Britain has left the EU." This is a very important step in the right direction, but we continue to lobby to ensure the full amount is allocated. Resources Board is now considering post-exit scenarios.	Amber	Our lobbying has been successful in achieving greater certainty for councils in the deployment of EU funds. However, this remains a critical issue and we need to ensure that there is a UK scheme of equal quantum to replace EU regional aid. There is no Government guarantee in this area.
E8	Support councils to work with partners to maximise the value of local and national infrastructure investment, including transport powers (with Local Partnerships).	Eamon Lally Environment, Economy, Housing & Transport	We have met with the Minister Andrew Jones to discuss our position on Transport infrastructure and he has been receptive to our arguments. We are holding a session on Infrastructure at the EEHT Board on 5 January. We have also held the second of a series seminars which has brought councils and investors together. This is a joint piece of work between BPF and the LGA.	Amber	We are working with Government to seek opportunities for council to regenerate town centres.
E9	Support councils to work with government to ensure the new Work and Health Programme is designed in a way which is as locally flexible as possible (Deadline: October 2016)	Eamon Lally City Regions and People & Places	We have now reached an impasse on the WHP and Members have agreed that a proposed MOU with DWP can not be pursued. Cities and P+P Boards have commissioned work to describe the devolved alternative to a national skills programme.	Green	Government has not changed its position.
E10	Provide leadership in the devolution of adult skills funding and the development of local commissioning of provision (ongoing to 2017)	Eamon Lally City Regions and People & Places	The Cities and P&P Boards have jointly commissioned work on a model for local public employment services and this work is underway. This is work in progress. We are also working closely with government of the relationship between skills and Business Rate Retention. We held a seminar with councils, experts and Government to understand the issues and we are now working with Treasury officials on the case for devolution.	Amber	Government is keen to understand our position in more detail. We are working with Treasury officials. Devolution of some aspects of national skills programmes is taking place in some areas on a deal by deal basis. We continue to push for a wholesale reform
E11	Lobby Whitehall for the new apprenticeship policy – targets and levy – to be geared to local economic need with a lead strategy role for councils, and for the target to be based on full time employees rather than headcount (Deadline: April 2017)	Eamon Lally City Regions and People & Places	We continue to highlight the additional costs to councils of the apprenticeship levy. Our Autumn Statement submission considers this issue. We have also called for a localisation of the levy.	Amber	There are no signs of the Government changing its position on the levy. Other employers are actively involved in how "their" money is to be spent. We may need to consider whether we lobby for the localisation of the levy on the basis that we are likely to pay it.
E12	Work through the housing commission to identify the measures that will unlock barriers to housing supply (July 2016) and work with the sector to see these measures implemented (ongoing)	Eamon Lally Environment, Economy, Housing & Transport	The final Commission report will be published in November. We are using the findings to underpin our housing improvement work and to continue to lobby government on councils' role in supply.	Green	This remains a challenging area. We anticipate an announcement on housing to be part of the Autumn statement and a white paper on housing is anticipated. However, government remains sceptical of the capacity of councils to ramp up supply, but there are significant changes in policy in this area (eg tenure).
E13	Work with councils, central government and other stakeholders to influence the next iteration of energy efficiency schemes from 2016 and we will coordinate our lobbying position with government to see sensible recycling targets introduced from 2020 (lobbying will influence decision-making in 2016/17)	Eamon Lally Environment, Economy, Housing & Transport	We are working with DEFRA and partner organisations in Europe to influence the discussions on EU recycling targets. The decision to leave the EU is significant. Under certain secession terms, EU targets and the approach to waste and recycling could be reviewed. The Energy Company obligation remains in place until 2017. It transitions with a diminishing pot focusing on fuel poverty. This is paid for from consumer contributions. There is no government funding.	Amber	The Government is in a similar position on policy. It is concerned about meeting 2020 targets and we are seeking to influence policy on what additional recyclables can be included in measures of recycling. We have noted the government's preference for food waste collection, but have successfully made the case that the cost to councils/government would be prohibitive
E14	Lobby to mitigate any negative impacts of the housing and planning bill	Eamon Lally Environment, Economy, Housing & Transport	The LGA led the debate in efforts to mitigate the worst aspects of the bill. We are now working with officials on the secondary regulations that will implement the Act. There is still scope for significant change in the manner in which these measures are introduced.	Green	The government has signalled that it is looking to amend its position on a number of issues, including starter homes and pay to stay.

Business Plan outcome		Board/lead	What has the LGA delivered and has it helped achieve the business plan outcome?	Is the LGA on track to achieve its objective	What is the impact on Government Policy & Councils?
Promoting Health and Wellbeing - support citizens to live healthy, active lives					
P1	Develop a joint vision for an integrated health and care system with local accountability and provide councils and health partners with a toolkit to develop their own vision by August 2016.	Mark Norris Community & Wellbeing	Joint vision was launched at NHS Confed conference in June 2016 and the self-evaluation tool was launched at the LGA Annual conference in July 2016	Green	The vision and self-evaluation toolkit have been widely referenced by DH and NHSE. The STP guidance letter recommended using the tool and the DH are currently considering using the tool as part of the BCF graduation process.
P2	Influence the requirements local areas need as a minimum to 'graduate' from the Better Care Fund to an integrated system.	Mark Norris Community & Wellbeing	We have proactively and effectively promoted the self-assessment tool and indications are that DH will include the integration self-assessment tool as part of the BCF graduation process.	Green	BCF graduation process still at early stages of development and Ministerial and NHSE approval not yet secured.
P3	Launch a narrative at NCASC setting out the continued pressures facing adult social care and demonstrating the role councils play in alleviating pressure on the NHS.	Mark Norris Community & Wellbeing	Publication currently in development. Builds on Autumn Statement positions and includes a collection of essays from senior figures within the care sector.	Green	Part of on-going work to highlight pressures facing adult social care. Also part of work to influence the Autumn Statement.
P4	Identify the components that improve and hinder good health and produce case studies and guidance to help councils adopt lifecourse and whole systems to this approach.	Mark Norris Community & Wellbeing	In September we published the Health in All Policies (HiAP) Manual for LG. Three councils recently completed the Prevention Matters Training programme with a further 27 booked to undertake the programme by the end of the FY.	Green	demonstrates the interconnectedness of PH and the wider determinants. Responds to the comments from the Health Select Committee for the need of LAs to engage across all departments.
P5	Collate and produce case studies, to support councils deliver the public health agenda effectively.	Mark Norris Community & Wellbeing	There are a number of publications that have been commissioned and due to be published by March 2017. These include the health needs of looked after children and health visiting services. Both publications will include a number of case studies from councils leading the way in delivering innovative practice to meet their public health responsibilities.	Green	Our work highlights the work councils are doing to improve the health and wellbeing of their communities following the transfer of public health responsibilities in 2013.
P6	Deliver a programme to influence emerging government policy and to support councils in improving the outcomes of vulnerable people, with a particular focus on carers, dementia, mental health, autism, learning disabilities, older people and those reaching their end of life.	Mark Norris Community & Wellbeing	The LGA response to the call for evidence on the carers strategy was submitted, and we are part of the Steering Group developing the strategy. We have attending the DH Dementia Programme Board, the Challenge Citizens Engagement group, the Public sector group and the Steering Group. We co-branded the Dementia Friendly Housing Charter in August and will be developing a Dementia post-diagnosis support good practice guide. We have actively lobbied for greater acknowledgement of the role of councils in mental health and are commissioning a 'state of the nation' style report on CAMHS. We have also surveyed Directors of Children Services to gather their views on CAMHS. We are holding an event on Autism on 23rd November and are developing an accountability guide. We have secured agreement to a new funding model for supported housing for vulnerable people and will be contributing to the government consultation. We are working with PHE in the development of their guide on suicide prevention, mental health and drugs/alcohol dependency and mental ill-health prevention NCASC sessions on mental health, supported housing and housing older people	Green	We are influencing the Carers Strategy, the new LD Action Plan, the implementation of the PM 2020 Dementia Challenge. We have proactively changed the direction of government policy on supported housing. We are shaping government, NHS and PHE policy on mental health.
P7	Survey councils and publicise good practice around the armed forces community covenant, and develop guidance to support councils by August 2016	Mark Norris Community & Wellbeing	This has been delivered http://www.fim-trust.org/wp-content/uploads/2016/08/Our-Community-Our-Covenant-Report-30.08.16.pdf - meeting with partners on 1st November to discuss next steps. Well received report.	Green	We are working with the MOD to take forward the findings of the report, and the report has gone to the Cabinet Office.

Sector Led Improvement KPI's: April - September

Sector-led support, improvement and innovation: Councils are responsible for their own performance, effectiveness and efficiency, accountable above all else to their local Communities

	Target	What have we delivered by end of September 16	Has the target been achieved?
Peer Work in Councils			
P1	Deliver at least 110 peer challenges (corporate, finance, service specific, place based, etc) with a commitment of between 3 and 5 days at the local authority. LGA will proactively market peer challenge to those councils with zero/low take-up to date.	46 peer challenges had been delivered by the end of Q2. These included an additional 21 corporate/finance reviews since Q1. Whilst the number of challenges delivered so far is less than 50% of the target, this was expected, as experience shows that because of elections and the summer period, there is a higher take-up of challenges in the second half of the year. In terms of delivery for the rest of 2016/17, 44 peer challenges/reviews are confirmed, with a further 33 in discussion. Therefore, at present, we are on track to deliver at least 110 peer challenges.	Amber
P2	Delivery of top team development work to 10 councils	7 councils had received this support by the end of Q2 - an increase of 2 from Q1. The support includes development sessions for Cabinets and senior management teams. Councils to have benefitted from the support so far include Mansfield, Brent, Slough, Kirklees and York. We are on target to deliver to 10 councils by the end of the financial year.	Amber
P3	Support to 20 councils where there has been a change of political control or are in need of new Leaders/portfolio holder support	23 councils had received this support by the end of Q2. Following the May local government elections, a meeting was held immediately with the National Member Peers, Heads of Political Group Offices and Principal Advisers to identify councils where there was going to be or likely to be a change of control or change in leader, and steps were taken to contact all the relevant councils. As a result, peer and other forms of support had been put in place for 20 such councils in Q1. Three additional councils have received such support in Q2 further to changes of leader and/or control from July 2016.	Green
P4	Tailored support to at least 60 local authorities through use of member and/or officer peers	65 councils had received this support by the end of Q2, including 26 in Q2 itself. This work is a key part of the LGA's core offer brokered through the Principal Advisers.	Green
P5	Bespoke support for at least 10 councils with the most severe performance challenges.	9 councils had received this type of support by the end of Q2: Birmingham, Dudley, Isle of Wight, Oadby and Wigston, Rotherham, South Ribble and Sunderland - and Slough and Reading in Q2. In addition, we are continuing to seek to work more closely with Northamptonshire given their financial challenges. We are therefore on schedule to meet our target.	Amber
P6	Support at least 10 local authorities to manage and resolve issues between their political and managerial leadership	6 councils had received this type of support by the end of Q2: Slough and South Ribble in Q1, and Hastings, Hinckley and Bosworth, Lancaster and North Norfolk in Q2.	Amber
P7	Provide service based support to at least 25 councils	32 councils had received this type of support by the end of Q2, including Harlow, North Warwickshire, Stockton on Tees, Suffolk Coastal, Thanet, Torbay, West Sussex, and York in Q2 itself, therefore meeting our target.	Green
P7	Support at least 45 local authorities to develop their scrutiny skills	CfPS have engaged with a further 11 councils in Q2, bringing the total councils supported to develop their scrutiny skills to 23 by the end of Q2, slightly above target at this time.	Amber

Efficiency and Productivity

E1	Develop opportunities for local authorities to enter collaborative procurement opportunities, saving councils at least £10m pa	<p>It is estimated that savings achieved to date amount to at least £4m through the various procurement frameworks we have put in place including the national software framework and the construction frameworks.</p> <p>Further work is in hand to deliver savings as a result of projects on skills and strategic supplier management. We will be working with representatives from Barking and Dagenham, Staffordshire, Bradford, Harlow, Leicestershire and North Yorkshire on the strategic supplier management project with the outputs applicable to many other councils. The Yorkshire and Humber region is taking the lead on the category management project. We will be issuing a beta toolkit for consultation shortly. Representatives from Coventry, Harrow, West Sussex, EELGA and Durham have started work on the skills work stream. We are recruiting other interested parties to this group.</p>	Amber
E2	Support councils to become more commercial and to help them generate additional income of £10m	<p>A plenary session entitled “making your council a commercial reality” was held at the LGA Conference which 140 delegates attended. Commercial Experts projects have commenced supporting 5 participating councils to date with the aim of generating £7.25 million in additional income (Chelmsford, Melton, Hastings, Taunton Deane and West Somerset), contributing significantly to this target.</p> <p>The Advanced Commercial Group met for the third time in September containing representatives from 19 councils. This group is assisting in the design of the LGA Commercial Skills training for officers and members that will commence in January 2017.</p> <p>The LGA Commercial Skills Procurement Solution was launched at the start of October to provide councils with a place to procure commercial skills at a competitive rate to make the delivery of commercial projects easier.</p>	Amber
E3	Increase the efficiency savings councils make through sharing services by a further 10% and refresh the shared services map	<p>We continue to support existing shared service arrangements and promote other opportunities for councils to share services and management arrangements where they wish to. We will be commissioning the next version of the shared services map later in the year and the updated version will be available in May 2017. We will have the updated figure available in time for the final quarterly monitoring report.</p> <p>Additionally, the first LGA Shared services map newsletter has been circulated to officers managing shared services in councils across the country. The newsletter contains guidance for councils on how the map can assist them to develop their service and has also been used to launch the LGA matchmaking service to encourage even more collaboration across councils.</p>	Amber
E4	Bespoke support for 30 councils with financial challenges	Support has been provided to a total of 17 councils to date ranging from financial reviews and health checks to practical support on matters and governance. Support has been provided by LGA staff and associates as well as commissioned from CIPFA. It is anticipated that budget setting for 2017/18 will create the need for additional support for further councils.	Amber
E5	Equip 10 councils to use design techniques to improve services and or manage future demand.	As at the end of Q2 we had engaged with 15 councils. The West Midlands cohort of 7 councils (Coventry, Wolverhampton, Staffordshire, Lichfield, Herefordshire, South Staffordshire and Shropshire) has finished the Design in Public Services programme that it was working on in Q1. The next regional cohort, containing 8 councils from the East Midlands (Northamptonshire, Hinckley and Bosworth, Cambridgeshire, Blaby, Ashfield, South Kesteven, Leicestershire and Milton Keynes) started in Nottingham in September.	Green

E6	Equip 10 councils to use digital tools and approaches to improve services	17 council led projects are being supported to apply digital tools and solutions to a priority area including to support existing programmes to integrate health and social care, Troubled Families or Welfare Reform. The objective is that these will have developed and implemented their digital solution by the end of March 2017 and that any assets developed will be shared with other councils. The LGA hosted a workshop for these councils to compare and share their work in September and a further workshop is planned for October.	Green
E7	Provide support to 50 councils on making better use of data	In Q2 the LGA held a second seminar with Nesta, as part of a project they are conducting with us to demonstrate how authorities can make better use of data, which includes case studies. This was attended by 70 people from 49 authorities, who shared their experiences. Added to the 72 authorities that attended our April and May seminars reported on in Q1, this makes a total of 121 councils supported, surpassing our target. Work has started on the specification for a second round of eLearning modules and webinars, which will support councils with practical ways of securing better use of data. Work has started on a national open data schema for locally delivered services, which will match citizen life circumstances and needs to available local services. Two workshops have taken place, including a group of authorities in the north west and their partners; and a consultation has just completed with sector experts, commercial suppliers and local service data publishers, leading to a draft schema which is in development. The ambition is to help authorities publish data about the services they offer in a way which can easily be consumed and promoted by others, so saving resources, but also increasing the reach of services. Finally, a second consultation on a standards for elections data was carried out in Q2, with data publishers, consumers and suppliers. Meetings have also been held with commercial suppliers of electoral management systems and with the Electoral Commission to progress a development plan for resources provided by these parties. This work now forms commitment 7 in the National Action Plan for Open Government launched by the Prime Minister in May 2016.	Green
E8	Develop and maintain an on-line database of innovation and other notable practice.	There are now almost 1000 examples (approximately 200 more since Q1) of innovative local government activity listed on the innovation database, and the social media campaign #innovatetuesdays continues to promote the database from @LGAcomms.	Green
E9	Support to 30 councils to explore multi-year settlements	Over 30 councils have been provided support either through the workshop in June 2016 which resulted in a joint publication of 'top tips' for councils considering submitting an Efficiency Plan or other means including our 'Helpline' support for examples. The top tips has been published on the LGA website and publicised widely.	Green
E10	Productivity experts to work with at least 25 local authorities, saving the councils in total at least £25m	Productivity Experts are working with 7 councils so far this year to deliver £14.4 million in efficiency savings (Mid Devon, Newcastle under Lyme, Carlisle, Stoke, Torbay, Thanet and Winchester), over halfway towards this target. A further 3 councils are at an advanced stage in developing their project scope. Applications are often back-end loaded across the year as councils begin to focus on their savings plans for the following year. In August we received an external evaluation of the Productivity Experts programme to date, which estimates that the programme has contributed to efficiency savings/income generation in the vicinity of £133 million across the lifetime of the programme.	Amber

Strong political and managerial leadership

SP1	Training for at least 700 councillors with leadership roles in their local authorities	590 councillors had either attended or were booked onto our 2016/17 leadership programmes by the end of Q2. This equates to a rise of 245 during Q2, since the 345 who had attended or booked by the end of Q1. This puts us well on course to meet this target.	Amber
SP2	Support at least 60 talented councillors to progress their political careers through the Next Generation programme	64 councillors have been recruited to the programme in Q2, beyond our target; 20 Labour Councillors, 15 Liberal Democrats, 15 Conservatives and 14 from the Independent parties. Programme delivery starts mid October and continues to March 2017.	Green
SP3	Training and support for at least 50 leaders and chief executives to develop their leadership roles	We have an event taking place on 2-3 November in conjunction with BT titled Leading Edge: Smarter Places, which is looking at new technologies to change service delivery. The delegate list is being finalised. In addition our Leaders Development programme for the current year has its first session in October.	Amber
SP4	Introduce a cross public sector leadership development programme developed in conjunction with Central Government	There are various strands to this including greater integration of the various graduate programmes through to a new programme aimed at serving CE's. On the latter the first pilot programme is being delivered in conjunction with SOLACE, RSA and Collaborate. The programme was launched at the LGA conference in July with the first session due to commence on 24 October.	Amber
SP5	Recruit at least 100 high calibre graduates in to local government and agree a scheme to provide secondment opportunities in central government as part of the programme	We originally recruited over 100 graduates to Cohort 19. However due to a small number of withdrawals the cohort currently stands at 94, so this is slightly under target	Red
SP6	Support at least 75 local authorities to transform their workforces and modernise the way they are managed	A total of 59 councils had been supported by the end of Sept 2016 to help them transform their workforces and modernise the way they are managed. In addition, we have produced the e-book Walk Tall: The 21st century public servant, available to all councils and full of stories and examples of 21st public servants in action. We have launched the Come back to Social Work campaign to enable a pilot to retrain 30 social workers who want to return to the profession. The intention is to roll this out once the pilot is completed and we have assessed the learning. In addition we are working directly with a number of councils supporting them to address a range of HR/OD challenges. These include reviews of the HR service, workforce strategies and planning, Timewise Councils, apprenticeships, shared services and the HR /OD implications of combined authorities and the integration of health and social care.	Amber
SP7	Support councils to increase the opportunities for apprentices to work in councils	We are working with DfE to disseminate information to councils on the government's apprenticeship policy. We have run two national conferences (Leeds and London) and have a further two conferences (Melton Mowbray and Bristol). We have presented at RJC's across England to raise the profile of the levy and public sector targets. We have run one webinar with SFA for all councils. We have produced 20 case study examples (yet to be published) on good practice. We are in the process of mapping gaps in apprenticeship frameworks and standards. We are also seeking to map standards against key shortage areas. We are supporting apprenticeship employer networks in regions to encourage collaboration. We are supporting trailblazer programmes where applicable and seeking to develop framework agreements for apprenticeship training providers.	Green

Strong Communities

SC1	Establish a network of combined authorities and devolution areas by July 2016 that supports the development of strong, connected cohort of chief executives and/or lead officers	The first meeting of the Combined Authority CEX network took place during LGA conference (06/07/16). We have now established the network (which will be chaired by Martin Reeves, WMCA). The LGA will provide the secretariat and CEXs are using the network to refine our improvement offer and to network across CAs. The Combined Authority network then met on 26th Sept (with a wider membership). Members discussed a range of issues pertinent to the devolution agenda and to the work of combined authorities including Brexit, housing policy, the creation of commonwealth mayoral network as well as the LGA's devolution support offer. It was agreed that the network's forward plan should include a mix of the practical challenges facing CAs as well as longer term policy challenges. The next meeting is scheduled for mid-December (post Autumn statement).	Green
SC2	Provide bespoke support for at least 12 areas on specific elements of implementing their devolution deals (likely to include political leadership, governance, communications) or in making progress towards a devolution deal	<p>In Q1, following submission of formal support offer letters, the LGA was finalising bespoke support packages with Greater Lincolnshire, East Anglia (Cambridge and Peterborough/Norfolk and Suffolk) in addition to ongoing work with Cornwall and West Midlands. (5 areas in total so far). We were pursuing conversations with other areas but are yet to finalise an offer of support.</p> <p>Councils have indicated since that they need more certainty from the government on the devolution agenda. As the Autumn Statement will provide a key milestone for non-met deals, we will be reviewing our support offer at this stage to ensure that it continues to be relevant to councils. So whilst this puts us slightly behind target, we expect the number of councils supported to rise, post the Autumn Statement.</p> <p>Support will be tailored to the specific needs of councils but based on feedback/experience will include: leadership support (helping areas establish shadow CA structures for), technical support (with governance reviews and completion of assurance frameworks etc), brokering discussions with Whitehall officials, developing communication strategies and supporting areas to develop a meaningful approach to civic and democratic engagement and establish effective overview and scrutiny arrangements.</p>	Amber
SC3	Support to 10 councils through the Creating performing organisations offer, which includes data analysis, on site workshops, one to ones, training, benchmarking with similar organisations, action planning and feedback.	We are currently working with 6 authorities including Brighton & Hove Council, Kent CC, City of York and Dudley MBC. We have also created an on-line tool kit for council HR leads and that has been tested by 22 councils. We aim to be working with a further 6 councils by March 2017, so are currently on target.	Amber
SC4	Support councils to strengthen community cohesion and tackle extremism.	<p>In Q1, we had created an online resource for councils setting out case studies, guidance and toolkits on building community cohesion and tackling hate crime. Work is now underway to update LGA guidance on building community cohesion, pending publication of the forthcoming Casey review on this.</p> <p>We are continuing to work with Luton, DCLG and the Home Office to establish a special interest group to enable councils to share good practice around tackling extremism, have created a group on the Knowledge Hub to facilitate this and have advised on the content of a resources guide for practitioners.</p> <p>With the Home Office we held a plenary session at the LGA annual conference on tackling extremism. We are working with the Home Office to support a programme of regional workshops for members on tackling extremism. We are in the process of commissioning a councillor's guide on scrutiny of counter-extremism and Prevent work and a bespoke training offer and are organising a leadership essentials programme for counter-extremism.</p>	Green

Deliverables	2016/17 Target	Number delivered per quarter				Total	% achieved	Commentary/forecast
		Q1 Apr - June	Q2 July - Sept	Q3 Oct - Dec	Q4 Jan - Mar			
Peer Work in Local Authorities								
Deliver at least 110 peer challenges (corporate, service specific, place based)	110	25	21			46	42%	
Deliver top team development work to 10 Councils	10	5	2			7	70%	
Provide support to 20 councils where there has been a change of political control	20	20	3			23	115%	
Provide tailored support to 60 local authorities through use of member and/or officer peers	60	39	26			65	108%	
Provide bespoke support to for at least 10 councils with severe performance issues	10	7	2			9	90%	
Support at least 10 local authorities to manage and resolve issues between their political and managerial leadership	10	2	4			6	60%	
Provide service based support to at least 25 councils	25	24	8			32	128%	
Support at least 45 local authorities to develop their scrutiny skills	45	12	11			23	51%	
Efficiency & Productivity								
Productivity experts to work with at least 25 local authorities, saving the councils in total at least £25m	25	6	1			7	28%	
Provide bespoke support for 30 councils with financial challenges	30	12	5			17	57%	
Equip 10 councils to use design techniques to improve services and or manage future demand	10	7	8			15	150%	
Provide advice to 50 councils on making better use of data	50	72	49			121	242%	
Support 30 councils to explore multi-year settlements	30	25	5			30	100%	
Strong Political Leadership								
Training for at least 700 councillors with leadership roles in their local authorities	700	345	245			590	84%	
Support at least 60 talented councillors to progress their political careers through the Next Generation programme	60	0	64			64	107%	
Training and support for at least 50 leaders and chief executives to develop their leadership roles	50	0	0			0	0%	
Recruit up to 100 high calibre graduates in to local government	100	97	94			94	94%	not a cumulative figure, reduction due to withdrawals
support at least 75 local authorities to transform their workforces and modernise the way they are managed	75	24	35			59	79%	
Strong Communities								
Provide bespoke support for at least 12 areas on specific elements of implementing their devolution deals (likely to include political leadership, governance, communications) or in making progress towards a devolution deal	12	5	0			5	42%	
Support to 10 councils through the Creating performing organisations offer, which includes data analysis, on site workshops, one to ones, training, benchmarking with similar organisations, action planning and feedback.	10	6	0			6	60%	

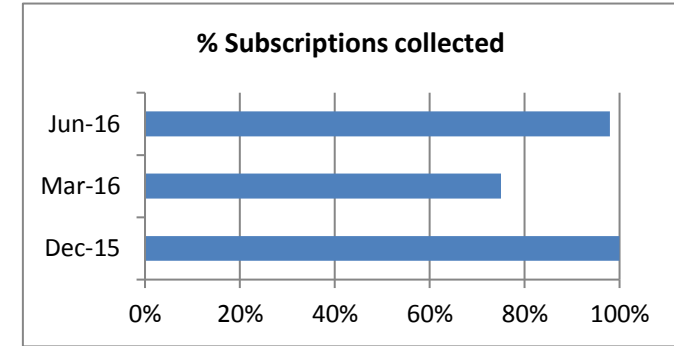
Our own Efficiency & Effectiveness

Membership

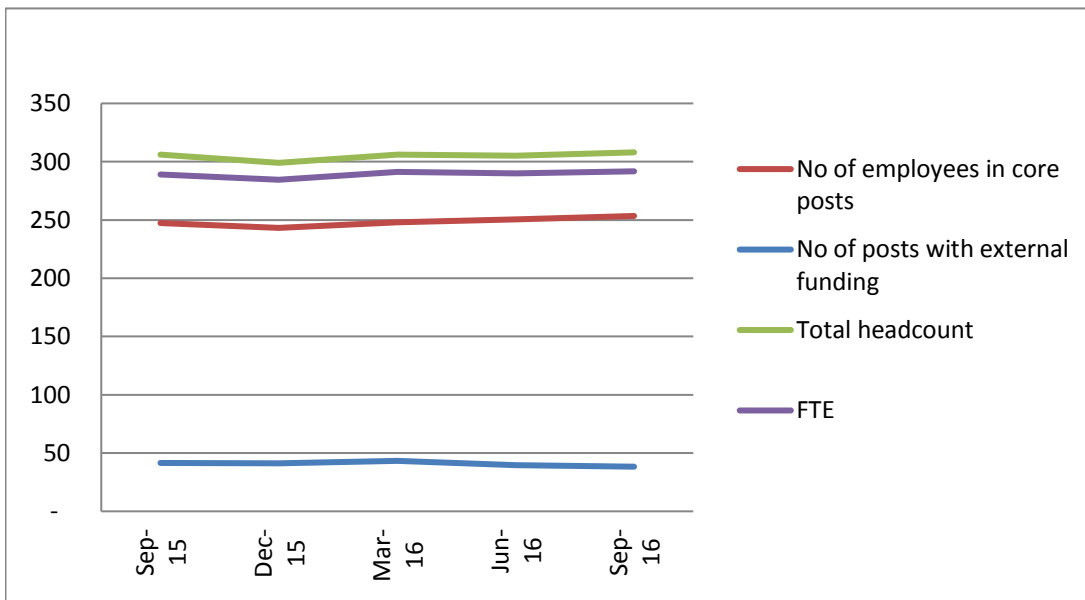
	Dec-15	Mar-16	Sep-16
Total membership	414	435	435*
No of councils out of membership	3	3	3
No of councils on notice to withdraw	9	7	6

* increase in membership is due to groups e.g. National Parks previously being counted as one and now being counted individually.

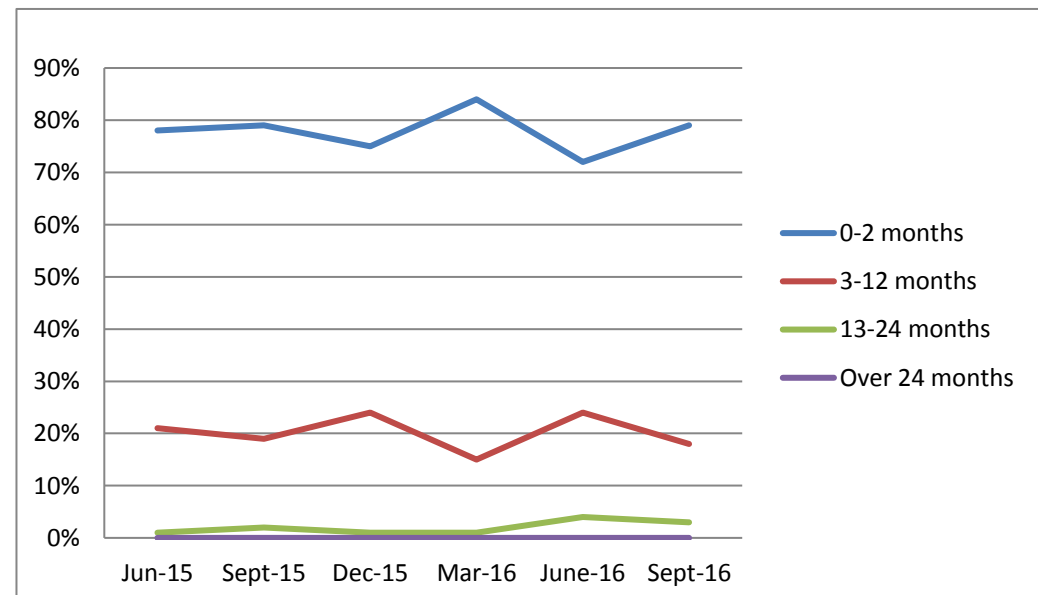
Our reputation	Mar-15	Mar-16	Target 16/17
Member authority satisfaction	75%	76%	>75%
Member authority informed	79%	83%	>79%
Member authority advocacy rating	82%	85%	>82%
Value for money	53%	56%	>53%



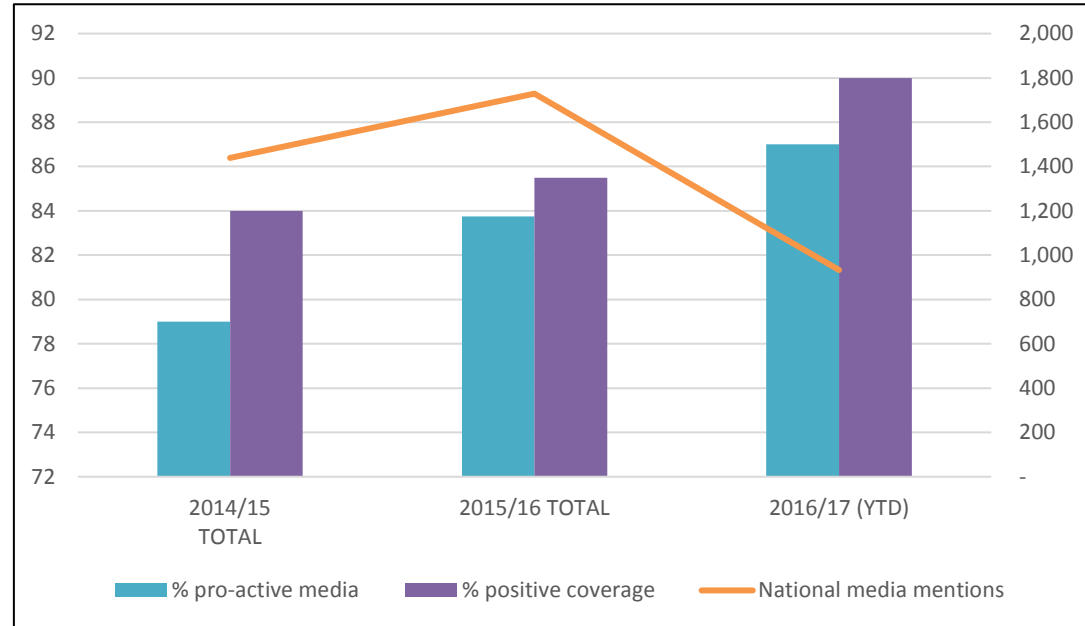
Financial Sustainability



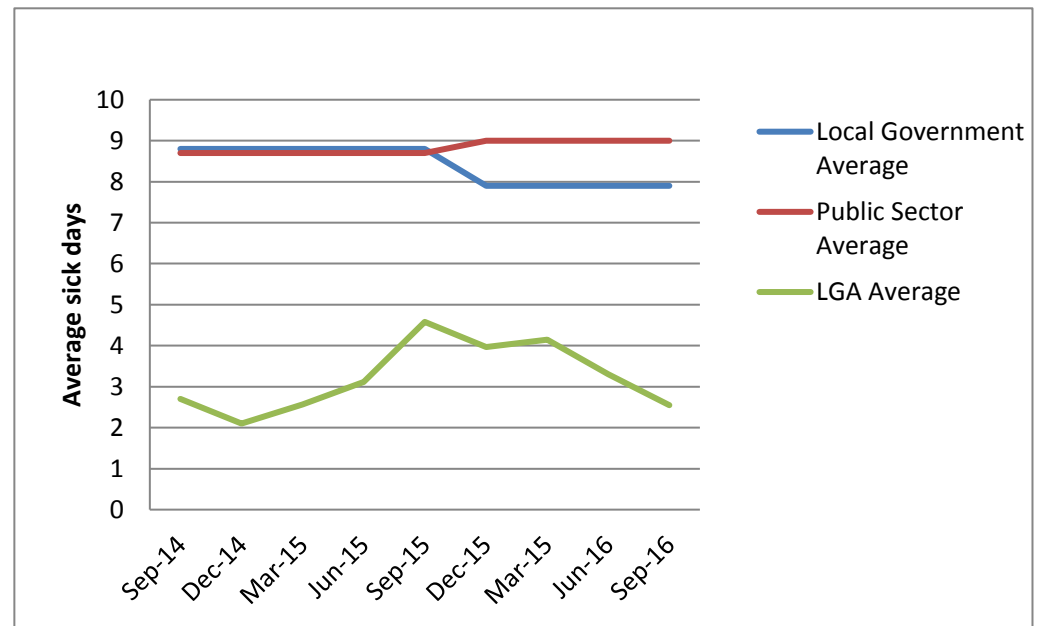
Debtors



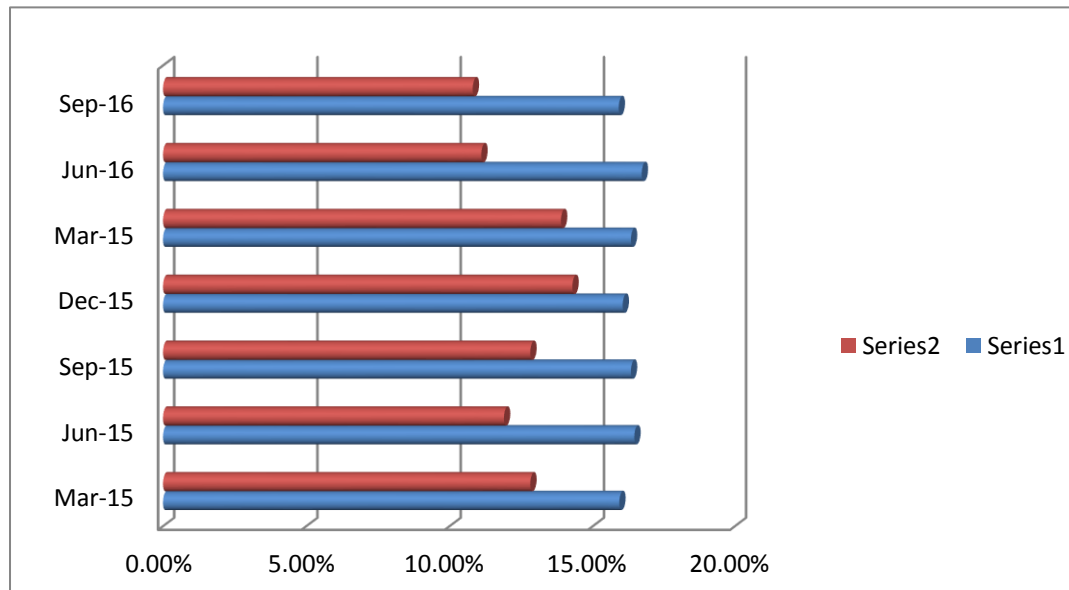
Media Coverage



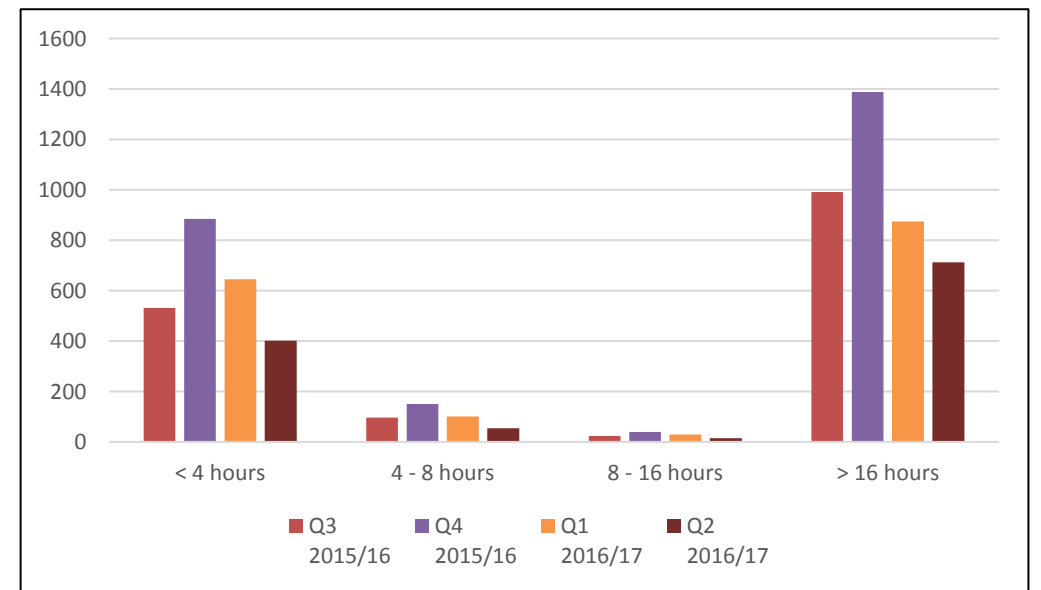
People Management/Sickness Information











Workforce profile with percentage of BAME employees



Brent IT service desk resolution times



Major Projects Summary

Project	Overall Status	Milestones	Budget	Risks	Headline
Layden House refurbishment					Telephone masts removed end September; building recommissioned - repairs, redecoration and remodelling complete, including creation of conference centre on 5th (top) floor; Procurement to begin Jan/March 2017 - market may now accept single stage tender which will give earlier certainty on cost. Main risks 1. critical dependency on completion of LG House could cause delays and subsequent cost increase 2. Impact of the falling pound on construction costs 3. Basement flooding currently being investigated and solutions sought but could have significant cost impact.
Local Government House Refurbishment					Main contractor appointed and pre-construction contract signed. Stage 3 designs complete - work beginning on stage 4 for completion by mid December; on track for staff to vacate by 28/10/16 and handover 14/11/16. Main risks 1. Impact of the falling pound on construction costs; delay in planning consent for plant and seventh floor extension will impact on timeline and delay completion.

- RED** Project will miss milestones or targets, or deliverables will be compromised. Replan or descope required
- AMBER** There is a chance that project will miss targets, deadlines or deliverables will be compromised unless specific action taken
- GREEN** Everything under control
- BLACK** N/A

Major Projects Milestones

MILESTONES					
Project	Milestone	Completion	Revised date	Status	RAG
Layden House	Procurement of consultant team	Jul-15		Completed	●
	LGA approval of concept design	Jul-15		Completed	●
	Completion of stage 1 feasibility study	Oct-15		Completed	●
	Completion of stage 2 concept design	Nov-15	Nov-15	Completed	●
	Completion of stage 3 and 4 designs	Apr-16	Sep-16	Completed	●
	Issue planning applications options 1 & 2	11/12/2015		Completed	●
	Planning approval	18/04/2016	12/07/2016	Completed	●
	Issue 1st stage tender	Jan-16	Jan-17		●
	Review tender returns	Mar-16	Apr-17		●
	Appoint stage 1 contractor	May-16	May-17		●
	Appoint stage 2 contractor	Aug-16	Aug-17		●
	LGA decant from Layden House		Aug-17		●
	Start on site	Jun-16	Sep-17		●
	Project completion	Feb-17	Sep-18		●
	Overall				●
Local Government House	Procurement of consultant team	Jul-15		Completed	●
	LGA approval of concept design	Jul-15		Completed	●
	Completion of stage 1 feasibility study	Oct-15		Completed	●
	Completion of stage 2 concept design	24/12/2015		Completed	●
	Planning submission	17/06/2016		Completed	●
	Planning decision	11/08/2016		Part approved	●
	Completion of stage 3 design	Apr-16	Oct-16	Completed	●
	Appoint stage 1 contractor	Oct-16		Completed	●
	Relocate to Layden House	31/10/2016		Completed	●
	Handover to contractor	14/11/2016		On track	●
	Roof and plant - planning submission	16/11/2016		On track	●
	Planning decision	26/01/2017			●
	Stage 2 procurement	Jan-17			●
	LGMB and Leadership Board sign off	Mar-17			●
	Appoint main contractor	Mar-17	Sep-16		●
	Practical completion	Feb-16	Aug-17		●
	Decant to LG House	31/08/2017			●
Overall				●	

LGA STRATEGIC RISK REGISTER – SUMMARY - September 2016

Ref	Category	Description of risk	Score (1-5)		RAG	Mitigation	Owner
			I	L			
SR1	Effectiveness	The LGA's dependence on central government grant undermines its ability to lobby and represent the sector effectively.	4	3	12	Continue to develop commercial income streams to reduce dependence on DCLG Grant	SP/VV
SR2	Effectiveness	The priority to maintain membership levels reduces the LGA's ability to drive sector led improvement.	4	2	8	Pro-active marketing of improvement and leadership programmes; political intelligence to enable early targeting of support.	DS HGO'S
SR3	Effectiveness	Overemphasis on the problems facing councils leads to failure to set ambitious priorities and seize the strategic opportunities for the sector.	5	2	10	Maintain focus on potential big wins and opportunities for local government	CX
SR4	Reputation	The LGA, is seen as the main opposition to central government, potentially impacting adversely on relationships and effective lobbying.	5	3	15	Continue to build and maintain effective, good quality political relationships; sensitive media/membership messaging	HGOs DH
SR5	Reputation	Consistent messaging about the crisis in local government damages the LGA's reputation as an effective voice for the sector.	3	3	9	Ensure that all communications activity balances gains and good news stories with challenges	DH
SR6	Reputation	Greater political uncertainty and financial challenge makes it difficult to deliver consensus.	4	2	8	Monitor through HGOs Ongoing political engagement programmes	HGOs
SR7	Reputation	The LGA is excluded from or included in Brexit negotiations leading to new burdens on councils and possible loss of funding	4	3	12	Continue to work with members to determine their requirements Maintain ongoing relationship and dialogue with government departments	IH
SR8	Membership	The LGA does not engage with the new Combined Authorities and metro mayors leading to fragmentation of the sector and the loss of a single voice for local government.	4	2	8	Tailored offer to mayoral candidates; groups to actively engage with CAs/metro mayoral candidates to ensure that LGA is seen as their membership body.	HGOs IH
SR9	Membership	LGA's membership base is reduced as Councils can no longer justify subscription and through proposed restructures of Fire & Rescue Authorities and Welsh councils.	4	3	12	Monitor restructure proposals and consider options to retain FRAs; increase associate membership scheme, including to PCCs. Monitor through HGOs and PAs; Membership benefits packs	CH PA's HGO's
SR10	Resource management	Further reductions in income and failure to deliver against commercial targets, set against the pension deficit, make the LGA/IDeA financially unsustainable.	5	3	15	Action to manage pension funds; use property assets and returns to minimise revenue contributions to fund deficits; prioritise commercial activity and property investments; cultural change programme to engender greater commercial understanding with visible senior and political champions	SP CH PB

SR11	Resource management	The LGA's high dependence on its property portfolio makes it vulnerable to high construction costs and a downturn in the property market.	4	2	8	Close monitoring of costs and project risks for refurbishment projects; continued focus on other commercial opportunities.	SP CH PB
SR12	Organisation	Loss of key staff reduces the LGA's ability to delivery on the expectations of its membership.	3	3	9	Succession planning and staff appraisal and development	CH
SR13	Organisation	ICT systems failure means that LGA is unable to deliver its priorities and services and flexible working model breaks down	5	3	15	Brent disaster recovery plan regularly reviewed and updated. Close monitoring of ICT contract	CH

KEY

Score	RAG	Management action
1 to 5	Green	Accept and monitor periodically
6 to 10	Yellow	Monitor regularly and take action if becomes more serious.
11 to 15	Amber	Management action to address. Regular reports to SMT and Leadership Board.
16 to 20	Red	Urgent action to address. Ensure political leadership briefed.

Appointments to Outside Bodies for 2016/17

Purpose of report

For information.

Summary

This report sets out the outside bodies to which the LGA has appointed members for the 2016/17 meeting cycle.

Recommendation

That the LGA Leadership Board notes the list of outside bodies and representatives which the LGA has appointed to the 2016/17 meeting year.

Action

Officers to progress any actions arising as appropriate.

Contact officer:

Paul Goodchild

Position:

Assistant Member Services Manager

Phone no:

020 7664 3005

E-mail:

paul.goodchild@local.gov.uk

Appointments to Outside Bodies for 2016/17

Background

1. The Local Government Association (LGA) benefits from a wide network of member representatives on outside bodies across a wide range of LGA member structures. These appointments are reviewed on an annual basis across the organisation to ensure that the aims and activities of those outside bodies remain pertinent to the LGA.

The Review Process

2. In the summer, all Boards undertook a review of the bodies to which they appoint members to take account of bodies that have been abolished, new organisations that have been created and the LGA's priorities as set out in the Business Plan.
3. Following this review, all Boards have agreed a refreshed list of outside bodies and the elected members which would represent the LGA on these bodies for the 2016/17 meeting cycle. In doing so, Boards seek to ensure that all groups recognised by the Association are fairly represented and that the political balance is broadly reflected. The political group offices also have oversight of the process.

Appointments

4. The Leadership Board is asked to note the LGA's appointments for the 2016/17 meeting year, as required by the LGA's Outside Bodies Procedure. These are set out as follows:
 - 4.1 **Appendix A:** Appointments by LGA Boards.
 - 4.2 **Appendix B:** Appointments independent of the LGA Board process, but with political group, oversight. This includes central body appointments, negotiating bodies and European and international bodies.

Next Steps

5. All members appointed to represent the LGA on an outside body will be fully informed of the arrangements for those outside bodies, including meeting frequency, meeting location, membership and terms of reference.

Implications for Wales

6. Elected members from Welsh Councils are appointed to sit on the LGA's governance structure and therefore are also eligible to represent the LGA on outside bodies.

Financial Implications

7. There are no financial implications arising directly from this report, which is before Members for information only. Reasonable travel and subsistence costs will be paid by the LGA for expenses incurred by a Member appointee whilst carrying out a representative role on an outside body on behalf of the LGA.

Appendix A: LGA Board Outside Body Appointments 2016/17

Children and Young People Board

Organisation	Background	Representatives
National Youth Agency	Aim to advance youth work to promote young people's personal and social development, and their voice, influence and place in society.	1 place <ul style="list-style-type: none"> Cllr Liz Hacket Pain (Con), Monmouthshire County Council
Adoption Leadership Board	The ALB was jointly developed by Government, local authorities and the voluntary sector to provide national leadership to the adoption system, improve its performance and tackle the key challenges it currently faces.	1 place <ul style="list-style-type: none"> Cllr Christopher Coleman (Lib Dem), Cheltenham Borough Council
Wood Review External Advisory Board	The Wood Review is a Department for Education commissioned review into the role of local councils in education and children's services. An External Advisory Board has been formed to shape the project and sign off key decisions, and includes both Chair of the CYP Board and Sally Burlington, LGA Head of Policy.	1 place <ul style="list-style-type: none"> Cllr Richard Watts (Lab), London Borough of Islington
Improving Mental Health for Looked After Children: Expert Group	This expert group is a project within the Social Care Institute for Excellence. It has been commissioned by the Department of Health to improve the mental health and emotional wellbeing support for children and young people in the care system by developing care pathways, models of care, quality principles and innovative products and plans.	1 place <ul style="list-style-type: none"> Cllr Gillian Ford (Ind), London Borough of Havering

Culture, Tourism and Sport Board

Organisation	Background	Representatives
British Board of Film Classification – Consultative Council	The British Board of Film Classification classifies films on behalf of Local Authorities and videos / DVDs under the terms of the Video Recordings Act. Its "Consultative Council" is a requirement of the Board's designation under the Video Recordings Act.	1 place <ul style="list-style-type: none"> Cllr Faye Abbot (Lab), Coventry City Council
Tourism Alliance	The TA seeks to establish and maintain a favourable operating environment for all businesses involved in the delivery of tourism, particularly in England. The LGA has a non-voting place on the Board.	1 place <ul style="list-style-type: none"> Cllr Colin Organ (Con), Gloucester City Council
British Destinations	Operates as a trade association representing the wider interest of local authority sponsored tourism. Membership includes local government authorities of all types and sizes from across the UK, regional and local tourist boards and commercial organisations.	1 place <ul style="list-style-type: none"> Cllr Geoff Knight (Ind), Lancaster City Council

Community Wellbeing Board

Organisation	Background	Representatives
Prime Minister's Dementia Challenge 2020 Group	Aims to hold delivery partners to account for delivering the actions in this Implementation Plan. Meets quarterly.	1 place <ul style="list-style-type: none"> Cllr Graham Gibbens (Con), Kent County Council
Prime Minister's Dementia Challenge 2020 Group Task and Finish Citizens Panel	Task and Finish Group to establish the Citizens Panel. Meets monthly.	1 place <ul style="list-style-type: none"> Cllr Graham Gibbens (Con), Kent County Council
Dementia Action Alliance	50 + organisations members of the group, administered by the Alzheimer's Society. Meets quarterly and has an annual conference.	1 place <ul style="list-style-type: none"> Cllr David Coppinger (Con), Royal Borough of Windsor and Maidenhead

Organisation	Background	Representatives
National Learning Disability Board	Board with a wide range of representatives and co-chaired by a service-user. The Board reviews Government progress on addressing issues relating to learning disabilities and is developing a new national action plan. Meets quarterly.	1 place <ul style="list-style-type: none"> Cllr Rachel Eden (Lab), Reading Borough Council
Autism Ministerial Programme Board	Board with a wide range of representatives including self-advocates and family advocates. The Board reviews implementation of the national autism strategy and statutory requirements. Meets quarterly.	1 place <ul style="list-style-type: none"> Cllr Jackie Meldrum (Lab), London Borough of Lambeth
Think Local Act Personal Programme Board	The TLAP work programme is managed through a national Programme Board, co-chaired by the President of ADASS and Chair of the Care Provider Alliance, alongside representatives drawn from the wider partnership. The programme is agreed by the full partnership. TLAP partners set their own organisational commitments to person-centred care (2014-15). The TLAP work programme is evaluated every three years.	1 place <ul style="list-style-type: none"> Cllr Keith Glazier (Con), East Sussex County Council
Mental Health Crisis Care Concordat	The group oversees the implementation of the Mental Health Crisis Concordat. Meets twice a year and chaired by Ministers at Home Office and Department of Health.	1 place <ul style="list-style-type: none"> Cllr Doreen Huddart (Lib Dem), Newcastle upon Tyne City Council
Missing Children and Adults Roundtable	Reviews progress on Missing Adults and Children's Strategy and related issues. Chaired by Home Office Minister. Meets twice a year.	1 place <ul style="list-style-type: none"> Mayor Kate Allsop (Ind), Mansfield Town Council
Disability Action Alliance Steering Group	DAA's purpose to link organisations together – to create opportunities for collaboration and partnerships. Meets quarterly.	1 place <ul style="list-style-type: none"> Cllr Liz Mallinson (Con), Cumbria County Council

Environment, Economy, Housing and Transport Board

Organisation	Background	Representatives
Planning Advisory Service Board	The PAS Governance Board was set up to provide sector leadership to ensure the support offered by PAS is responsive to councils' needs and supports exchange of good practice. The aim is to support on-going improvement in plan making and decision taking including helping councils to avoid designation on performance on major applications. The Board consists of the LGA, DCLG Directors and representatives of SOLACE, ADEPT and the Planning Officers Society.	4 places <ul style="list-style-type: none"> • Cllr Stephen Parker (Con), Hart District Council • Cllr Jon Clempner (Lab), Harlow District Council • Independent Member (TBC) • Cllr Adele Morris (Lib Dem) Southwark Council
National Fly-tipping prevention group	The National Fly-tipping Prevention Group (NFTPG) is a group of organisations working with a common aim: coming up with solutions to the problem of fly-tipping. Chaired by the Environment Agency, membership includes regulatory bodies, Government departments and organisations with a wide membership of landowners and land managers.	1 place <ul style="list-style-type: none"> • Cllr Catherine Rankin (Con), Tunbridge Wells Borough Council
Canal & River Trust Council	Canals and rivers managed by British Waterways in England and Wales, transferred to a charitable trust - now named Canal & River Trust - in April 2012. Within the governance structure of the Trust, a Council has a remit to safeguard the long-term values and purposes of the Trust. The Council helps to shape policy, raise and debate issues, and provide guidance, perspective and a sounding board for Trustees. The full Council will meet two times a year.	1 place <ul style="list-style-type: none"> • Cllr Simon Greaves (Lab), Bassetlaw District Council
HS2 Environmental Forum	Forum for Government departments and statutory bodies to advise on environmental policy for the HS2 project.	2 places <ul style="list-style-type: none"> • Cllr Martin Tett, Buckinghamshire County Council (Con) • Labour Member (TBC)

Safer and Stronger Communities Board

Organisation	Background	Representatives
Criminal Justice Council (CJC)	The Council meets: to keep the criminal justice system under review; <ul style="list-style-type: none"> to advise the Government on the form and manner of implementation of criminal justice reforms and to make proposals to it for reform; to advise on the framing and implementation of a communication and education strategy for the criminal justice system. 	1 place <ul style="list-style-type: none"> Cllr Chris Pillai (Con), Calderdale Metropolitan Borough Council
Advisory Board for Female Offenders	The Board is a ministerial chaired board and meets quarterly to bring together key stakeholders and partners to provide expert advice and challenge around the multiple and often complex needs of female offenders.	1 place <ul style="list-style-type: none"> Cllr Kate Haigh (Lab), Gloucester City Council
HMIC's interim Police Efficiency Effectiveness and Legitimacy crime inspection advisory group	To provide advice and expertise from outside HMIC, and it will meet at key times during the development of the programme.	1 place <ul style="list-style-type: none"> Cllr Janet Daby (Lab), London Borough of Lewisham
National FGM Centre Advisory Group	The LGA chairs the advisory group which brings together a range of organisations to advise the LGA and Barnardo's in setting up the National FGM Centre and includes NHS England, the National Police Chiefs' Council, ADCS and the FGM National Clinical Group. It meets quarterly.	1 place <ul style="list-style-type: none"> Cllr Lisa Brett (Lib Dem), Bath and North East Somerset Council
National Oversight Group on Domestic Abuse	The National Oversight Group is chaired by the Home Secretary and meets approximately quarterly to oversee progress against the recommendations from HMIC's reviews of the police response to domestic abuse.	1 place <ul style="list-style-type: none"> Cllr Simon Blackburn (Lab), Blackpool Council

Fire Services Management Committee

Organisation	Background	Representatives
<p>Firefighters' Pension Scheme National Advisory Board</p>	<p>The purpose of the Board is to encourage best practice, increase transparency and coordinate technical standards within the Firefighter's Pension Scheme.</p>	<p>7 places</p> <ul style="list-style-type: none"> • Cllr John Bell (Con), Greater Manchester Fire and Rescue Authority • Cllr Rebecca Knox (Con), Dorset Fire Authority • Cllr John Fuller (Con), South Norfolk Fire Authority • Cllr Darrell Pulk (Lab), Nottinghamshire Fire and Rescue Service • Cllr Thomas Wright (Lab), Tyne and Wear Fire and Rescue Service • Cllr Roger Price (Lib Dem), Hampshire County Council • Cllr Philip Howson (Ind), East Sussex Fire and Rescue Service
<p>Strategic Resilience Board</p>	<p>The Board aims to deliver a sector-led approach to sustaining New Dimension capabilities into the future through establishment of an assurance framework and body managed by CFOA through the FRS National Resilience Board.</p>	<p>2 places</p> <ul style="list-style-type: none"> • Cllr Jeremy Hilton (Lib Dem) Gloucestershire County Council • Cllr Les Byrom CBE (Lab) Merseyside Fire and Rescue Authority
<p>CFOA, RDS and Operational Training Working Group</p>	<p>The Group meets to discuss work practices for retained duty systems and develop recommendations.</p>	<p>1 place</p> <ul style="list-style-type: none"> • Cllr Simon Spencer (Con) Derbyshire Fire and Rescue Authority
<p>Fire Service College</p>	<p>The Fire Service College is responsible for providing leadership,</p>	<p>2 places</p>

Engagement Forum	management and advanced operational training courses for senior fire officers from the UK and foreign fire authorities. The Forum ensures stakeholder involvement in the activities of the College.	<ul style="list-style-type: none"> • Cllr John Edwards (Lab) West Midlands Fire and Rescue Authority • Cllr Mark Healey MBE (Con), Devon and Somerset Fire and Rescue Authority
Joint Emergency Services Interoperability Programme Board	This Board oversees the work of the Joint Emergency Services Interoperability Programme (JESIP). This was established to address the recommendations and findings from a number of major incident reports and help the emergency services improve how they work together.	1 place <ul style="list-style-type: none"> • Cllr Mark Healey MBE (Con), Devon and Somerset Fire and Rescue Authority
Emergency Services Mobile Communication Programme (ESMCP) Customer Group	This Board sits underneath the Steering Group and was established by DCLG and CFOA leads to provide a considered Sector view, act as a sounding board for papers, ideas and requests arising from ESMCP, and be a conduit for consultation with Fire stakeholders	1 place <ul style="list-style-type: none"> • Cllr Phillip Howson (Ind) East Sussex Fire and Rescue Authority
Arson Prevention Forum	The Arson Prevention Forum is a partnership of stakeholders with a shared objective of achieving a sustained reduction in the number of deliberate fires and related deaths, injuries and property damage.	1 place <ul style="list-style-type: none"> • Fiona Twycross (Lab), London Fire and Emergency Planning Authority
CFOA Waste and Recycling Working Group	This group looks at the need to work collaboratively to effect positive change, through the production of appropriate, manageable solutions that are proportionate to the risk, cost effective and achievable for the industry and enforcing authorities.	1 place <ul style="list-style-type: none"> • Cllr Darrell Pulk (Lab) Nottinghamshire and City of Nottingham Fire and Rescue Authority
National Occupational Committee	This group, which includes meeting with skills for justice meets 4 times per year. They discuss National Occupational Standards and developing qualifications for the Service.	1 place <ul style="list-style-type: none"> • Cllr Michele Hodgson (Lab), County Durham and Darlington Fire & Rescue Authority
Cross Emergency Services Group	Chaired by PCC David Lloyd, a regular forum encouraging greater collaboration between the emergency services; and overseeing an overall programme of work in order to establish a network of users and commission research.	2 places <ul style="list-style-type: none"> • Cllr David Acton (Lab) Greater Manchester Fire and Rescue Authority • Cllr Nick Chard (Con) Kent Fire & Rescue Authority

Appendix B: 2016/17 Outside Appointments Coordinated Centrally

A: WORKFORCE EMPLOYER BODIES

<u>NATIONAL EMPLOYERS ORGANISATION FOR SCHOOL TEACHERS (NEOST)</u>			
8 LGA member seats			
	<u>Number of places 2016-17</u>	<u>2016-17 Councillor</u>	<u>Authority</u>
CONSERVATIVE	3	Cllr Roy Perry	Hampshire CC
		Cllr Mary Malin	Kettering BC
		Cllr David Simmonds CBE	LB Hillingdon
	<i>Substitute</i>	Cllr Gareth Barnard	Bracknell Forest BC
LABOUR	3	Cllr Sue Murphy CBE	Manchester City Council
		Cllr Dave Allan	Sunderland City Council
		Cllr Sian Timoney	Luton BC
	<i>Substitute</i>	Vacancy	Vacancy
INDEPENDENT	1	Cllr Linda Van den Hende	LB Havering
	<i>Substitute</i>	Cllr Paul Cullen	Richmondshire DC
LIBERAL DEMOCRAT	1	Cllr Simon Shaw	Sefton MBC
	<i>Substitute</i>	Cllr Claire Hudson	Mendip DC

<u>JNC FOR TEACHERS IN RESIDENTIAL ESTABLISHMENTS</u>			
4 LGA member seats			
	<u>Number of places 2016-17</u>	<u>2016-17 Councillor</u>	<u>Authority</u>
CONSERVATIVE	2	Cllr Roy Perry	Hampshire CC
		Cllr Mary Malin	Kettering BC
	<i>Substitute</i>	Cllr Gareth Barnard	Bracknell Forest BC
LABOUR	1	Cllr Sue Murphy CBE	Manchester City Council
	<i>Substitute</i>	Cllr Peter Brooks	LB Greenwich

SOULBURY COMMITTEE

5 LGA member seats

	<u>Number of places 2016-17</u>	<u>2016-17 Councillor</u>	<u>Authority</u>
CONSERVATIVE	2	Cllr Roy Perry	Hampshire CC
		Cllr Mary Malin	Ketering BC
	<i>Substitute</i>	Cllr Gareth Barnard	Bracknell Forest BC
LABOUR	2	Cllr Kevin Small	Swindon Council
		Cllr Sue Murphy CBE	Manchester City Council
	<i>Substitute</i>	Vacancy	Vacancy
INDEPENDENT	1	Cllr Linda Van den Hende	LB Havering
		Cllr Paul Cullen	Richmondshire DC

JNC FOR YOUTH AND COMMUNITY WORKERS

5 LGA member seats

	<u>Number of places 2016-17</u>	<u>2016-17 Councillor</u>	<u>Authority</u>
CONSERVATIVE	2	Cllr Roy Perry	Hampshire CC
		Cllr Mary Malin	Kettering BC
	<i>Substitute</i>	Cllr Gareth Barnard	Bracknell Forest BC
LABOUR	2	Cllr Kevin Small	Swindon Council
		Cllr Sue Murphy CBE	Manchester City Council
	<i>Substitute</i>	Vacancy	Vacancy
INDEPENDENT	1	Cllr Linda Van den Hende	LB Havering
		Cllr Paul Cullen	Richmondshire DC

NJC FOR LOCAL AUTHORITY FIRE AND RESCUE SERVICES
NJC FOR BRIGADE MANAGERS OF LOCAL AUTHORITIES' FIRE & RESCUE SERVICES
MIDDLE MANAGERS NEGOTIATING BODY

10 LGA member seats

	<u>Number of places 2016-17</u>	<u>2016-17 Councillor</u>	<u>Authority</u>
CONSERVATIVE	4	Cllr Mary Malin	Kettering BC
		Cllr Rebecca Knox	Dorset & Wiltshire FRA

		Cllr Nick Chard	Kent & Medway FRA
		Cllr Simon Spencer	Greater Manchester FRA
	<i>Substitute</i>	Cllr John Bell	Greater Manchester FRA
LABOUR	4	Cllr Sue Murphy CBE	Manchester City Council
		Cllr Dave Allan	Sunderland City Council
		Cllr Sian Timoney	Luton BC
		Cllr Darrell Pulk	Nottinghamshire CC
	<i>Substitute</i>	Cllr Peter Brooks	LB Greenwich
INDEPENDENT	1	Cllr Linda Van den Hende	LB Havering
	<i>Substitute</i>	Cllr Philip Howson	East Sussex CC
LIBERAL DEMOCRAT	1	Cllr Jeremy Hilton	Gloucestershire CC
	<i>Substitute</i>	Cllr Roger Price	Hampshire CC

JNC FOR CORONERS

6 LGA member seats

	<u>Number of places 2016-17</u>	<u>2016-17 Councillor</u>	<u>Authority</u>
CONSERVATIVE	2	Cllr Roger Phillips	Herefordshire Council
		Cllr Mary Malin	Kettering BC
	<i>Substitute</i>	Cllr Barry Macleod-Cullinane	LB Harrow
LABOUR	2	Cllr Sian Timoney	Luton BC
		Cllr Sue Murphy CBE	Manchester City Council
	<i>Substitute</i>	Cllr Dave Allan	Sunderland City Council
INDEPENDENT	1	Cllr Linda Van den Hende	LB Havering
	<i>Substitute</i>	Cllr Clarence Barrett	LB Havering
LIBERAL DEMOCRAT	1	Cllr Simon Shaw	Sefton MBC
	<i>Substitute</i>	Cllr Claire Hudson	Mendip DC

**LOCAL GOVERNMENT SERVICES EMPLOYERS NJC, also inc:
CHIEF EXECUTIVES NJC CHIEF OFFICERS NJC WORKSHOPS FOR THE BLIND**

9 LGA member seats

	<u>Number of 2016-17</u>	<u>2016-17 Councillor</u>	<u>Authority</u>
CONSERVATIVE	4	Cllr John Fuller	South Norfolk DC

		Cllr Roger Phillips	Herefordshire Council
		Cllr James Jamieson	Central Bedfordshire Council
		Cllr Mary Malin	Kettering BC
	<i>Substitute</i>	Cllr Nigel Ashton	North Somerset Council
LABOUR	3	Cllr Dave Allan	Sunderland City Council
		Cllr Sian Timoney	Luton BC
		Cllr Alan Dean	Liverpool City Council
	<i>Substitute</i>	Cllr Peter Brooks	LB Greenwich
INDEPENDENT	1	Cllr Linda Van den Hende	LB Havering
	<i>Substitute</i>	Cllr Clarence Barrett	LB Havering
LIBERAL DEMOCRAT	1	Cllr Simon Shaw	Sefton MBC
	<i>Substitute</i>	Cllr Claire Hudson	Mendip DC

LOCAL GOVERNMENT PENSIONS COMMITTEE

9 LGA member seats

	<u>Number of places 2016-17</u>	<u>2016-17 Councillor</u>	<u>Authority</u>
CONSERVATIVE	4	Cllr John Fuller	South Norfolk DC
		Cllr Roger Phillips	Herefordshire Council
		Cllr James Jamieson	Central Bedfordshire Council
		Cllr David Renard	Swindon BC
	<i>Substitute</i>	Cllr Barry Macleod-Cullinane	LB Harrow
LABOUR	3	Cllr Ann Maclachlan	Wirral Council
		Cllr Alan Waters	Norwich City Council
		Cllr Kieran Quinn	Tameside Council
	<i>Substitute</i>	Cllr Dave Allan	Sunderland City Council
INDEPENDENT	1	Cllr Linda Van den Hende	LB Havering
	<i>Substitute</i>	Cllr Clarence Barrett	LB Havering
LIBERAL DEMOCRAT	1	Cllr Simon Shaw	Sefton MBC
	<i>Substitute</i>	Cllr Claire Hudson	Mendip DC

CEEP UK EXECUTIVE

3 LGA member places

	<u>Number of places 2016-17</u>	<u>2016-17 Councillor</u>	<u>Authority</u>
CONSERVATIVE	2	Cllr David Simmonds CBE	LB Hillingdon

		Cllr Roger Phillips	Herefordshire Council
	<i>Substitute</i>	Cllr Mary Malin	Kettering BC
LABOUR	1	Cllr Dave Allan	Sunderland City Council
	<i>Substitute</i>	Cllr Kevin Small	Swindon Council

CEEP UK GENERAL ASSEMBLY

10 LGA member places

	<u>Number of places 2016-17</u>	<u>2016-17 Councillor</u>	<u>Authority</u>
CONSERVATIVE	4	Cllr David Simmonds CBE	LB Hillingdon
		Cllr Roger Phillips	Herefordshire Council
		Cllr James Jamieson	Central Bedfordshire Council
		Cllr Mary Malin	Kettering BC
	<i>Substitute</i>	Cllr Nigel Ashton	North Somerset Council
LABOUR	4	Cllr Sue Murphy CBE	Manchester City Council
		Cllr Dave Allan	Sunderland City Council
		Cllr Sian Timoney	Luton BC
		Cllr Peter Brooks	LB Greenwich
		<i>Substitute</i>	Cllr Alan Dean
INDEPENDENT	1	Cllr Linda Van den Hende	LB Havering
		<i>Substitute</i>	Cllr Clarence Barrett
LIBERAL DEMOCRAT	1	Cllr Simon Shaw	Sefton MBC
		<i>Substitute</i>	Cllr Claire Hudson

CEMR – EMPLOYERS’ PLATFORM

3 LGA member places – NO SUBSTITUTES

	<u>Number of places 2016-17</u>	<u>2016-17 Councillor</u>	<u>Authority</u>
CONSERVATIVE	2	Cllr David Simmonds CBE	LB Hillingdon
		Cllr Nigel Ashton	North Somerset Council
LABOUR	1	Cllr Dave Allan	Sunderland City Council

B: EUROPEAN APPOINTMENTS

Organisation	Representatives
Committee of the Regions (CoR) (2015-20)	<p>15 full member places:</p> <ul style="list-style-type: none"> • Stephen Alambritis LB Merton Lab • Sir Albert Bore Birmingham Lab • Judith Hughes Kirklees Lab • Kevin Peel Manchester Lab • Paul Watson Sunderland Lab • Emily Westley Hastings Lab • Joe Cooney Pendle Con • Robert Gordon Herts CC Con • David Simmonds LB Hillingdon Con • Dee Sharpe East Riding Con • Harvey Siggs Mendip Con • Judith Wallace North Tyneside Con • Andrew Cooper Kirklees Indep • Maggie Lishman Burnley Lib • Jill Shortland Somerset Lib <p>15 alternate places:</p> <ul style="list-style-type: none"> • Sanchia Alasia LB Barking Lab • Sherma Batson Stevenage Lab • Dr Zahid Chauhan Oldham Lab • Imran Hussain Bradford Lab • Simon Blackburn Blackpool Lab • Sarah Russell Derby Lab • Paul Findlow Cheshire East Con • Suzanne Grocott LB Merton Con • Linda Robinson Wychavon DC Con • David Shakespeare Wycombe DC Con • Kay Twitchen Essex CC Con • Martin Veal Bath&NE Somt Con • Gillian Ford LB Havering Indep • Geoff Knight Lancaster Indep • Doreen Huddart Newcastle Lib
Council of European Municipalities and Regions (CEMR) (2013-16)	<p>(a) Policy Committee</p> <p>4 full member places:</p> <ul style="list-style-type: none"> • Cllr David Simmonds (Con, London Borough of Hillingdon) • Cllr Vince Maple (Lab, Medway) • Cllr Marianne Overton (Ind, Lincolnshire) • Cllr Flo Clucas (Lib Dem, Cheltenham)

	<p>4 alternate places:</p> <ul style="list-style-type: none"> • Cllr Musawar Arshad (Con, Pendle Borough Council) • Cllr Elaine Atkinson (Con, Poole) • Cllr Simon Blackburn (Lab, Blackpool) • Cllr Judith Blake (Lab, Leeds) <p>(b) Vice-President (<i>ex officio</i> member of Executive Bureau)</p> <ul style="list-style-type: none"> • Vacant (to be elected by the UK section on 12 December 2016) <p>(c) Chair, Finance Committee</p> <ul style="list-style-type: none"> • Vacant (to be elected by the UK section on 12 December 2016)
<p>Congress of the Council of Europe (2016-20)</p>	<p>13 full member places:</p> <ul style="list-style-type: none"> • Cllr Elaine Atkinson (Con, Poole Council) • Cllr Sherma Batson (Lab, Stevenage Council) • Cllr Peter John (Lab, London Borough of Southwark) • Cllr Andrew Leadbetter (Con, Exeter Council) • Cllr David Simmonds (Con, London Borough of Hillingdon) • Cllr Robert Saunders (Con, East Hampshire Council) • Cllr Peter Thornton (Lib Dem, South Lakeland Council) • Cllr John Warmisham (Lab, Salford Council) • Cllr Eunice Campbell-Clark (Lab, Nottingham Council) • Cllr Andrew Dawson (Con, Cheshire West and Chester) • Cllr Richard Dodd (Con, Northumberland Council) • Cllr Martin Fodor (Green, Bristol Council) • Cllr Dave Wilcox (Lab, Derbyshire Council) <p>13 alternate places:</p> <ul style="list-style-type: none"> • Cllr Tom Beattie (Lab, Corby Council) • Cllr Barbara Cannon (Lab, Allerdale Council) • Cllr Helen Carr (Lib Dem, London Borough of Brent) • Cllr Linda Gillham (Ind, Runnymede Council) • Cllr Lynne Hack (Con, Reigate and Banstead Council) • Cllr Varinder Singh Bola (Lab, London Borough of Redbridge) • Cllr Ebrahim Adia (Lab, Bolton Council) • Cllr Syeda Khatun (Lab, Sandwell Council) • Cllr Alex King (Con, Kent Council) • Cllr Sharbir Pandoor (Lab, Kirklees Council) • Cllr Dee Sharpe (Con, East Riding of Yorkshire) • Cllr Paul White (Con, Lancashire Council) • Cllr Mark Winnington (Con, Staffordshire Council)

<p>European Structural and Investment Funds Growth Programme Board (2014-20)</p>	<p>3 places:</p> <ul style="list-style-type: none"> • Cllr Philip Atkins (Con, Staffordshire County Council) • Cllr Sir Albert Bore (Lab, Birmingham City Council) • Cllr Ian Stewart (Lib Dem, Cumbria County Council 7 South Lakeland District Council)
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C: INTERNATIONAL APPOINTMENTS

Organisation	Representatives
<p>United Cities and Local Governments (UCLG)</p>	<p>1 place</p> <ul style="list-style-type: none"> • Lord Porter of Spalding (Con, South Holland District Council)
<p>Commonwealth Local Government Forum (CLGF)</p>	<p>1 place:</p> <ul style="list-style-type: none"> • Cllr Nick Small (Lab, Liverpool City Council)

D: OTHER APPOINTMENTS

Organisation	Representatives
<p>Centre for Public Scrutiny</p>	<p>4 places:</p> <ul style="list-style-type: none"> • Cllr Tony Jefferson (Con, Stratford-on-Avon District Council) • Cllr Tony McDermott MBE (Lab, Halton Borough Council) • Cllr Sebastian Bowen (Ind, Herefordshire Council) • Cllr Anthony Rowlands (Lib Dem, St Albans City and District Council)
<p>Local Authorities' Mutual Investment Trust (LAMIT)</p>	<p>6 places:</p> <ul style="list-style-type: none"> • Cllr Elizabeth Eyre (Con, Worcestershire County Council) • Cllr Paul Findlow (Con, Cheshire East Council) • Cllr Tom Beattie (Lab, Corby Borough Council) • Cllr Sian Timoney (Lab, Luton Borough Council) • Cllr Adrian Naylor (Ind, Bradford Metropolitan Borough Council) • Cllr Richard Kemp CBE (Lib Dem, Liverpool City Council)
<p>Local Partnerships</p>	<p>4 places</p> <ul style="list-style-type: none"> • Cllr Kevin Bentley (Con, Colchester Borough Council) • Cllr Graham Chapman (Lab, Nottingham City Council) • Cllr David Sprason (UKIP, Leicestershire County Council) • Councilman Edward Lord OBE JP (Lib Dem, City of London Corporation)

The Selector Panel	<p>4 places</p> <ul style="list-style-type: none">• Cllr Stephen Parker (Con, Hart District Council)• Cllr Sue Whitaker (Lab, Norfolk)• Cllr Ray Morgon (Residents Group, LB of Havering)• Cllr Paul Tilsley CBE (Lib Dem, Birmingham City Council)
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Chief Executive's Monthly Report – December 2016

Purpose

For discussion and direction.

Summary

The LGA business plan for 2015/16 centres on five priorities:

- Funding for local government
- Devolution
- Promoting Health and Wellbeing
- Economic growth, jobs and housing
- Sector-led improvement

The six-weekly Chief Executive's report sets out the LGA's main achievements against those priorities. In part two, the report summarises the LGA's media outreach activities and provides an update of membership related activity.

Recommendation

That the Leadership Board notes the Chief Executive's report for December 2016

Action

As directed by members.

Contact officer: Mark Lloyd
Position: Chief Executive
Phone no: 020 7664 3237
Email: mark.lloyd@local.gov.uk

Chief Executive's Monthly Report – December 2016

Achievements against our five priorities

Priority 1 – Funding for Local Government

- 1.1 **Business Rates Retention** – meetings of the officer-level steering group and working groups continued. DCLG is currently analysing feedback on the consultation and a further more detailed, technical consultation is expected to be published by the Government in December or January.
- 1.2 **2017 Business Rates Revaluation** – [responded](#) to the DCLG consultation on transitional arrangements for the 2017 business rate revaluation, which outlined proposals to provide a transitional relief scheme to assist ratepayers in managing the impact of the changes from April 2017.
- 1.3 **Check Challenge Appeal: Reforming Business Rates Appeals** – [responded](#) to the DCLG consultation on draft regulations for the statutory implementation of a new three-stage approach to business rates appeals: 'check, challenge, appeal' from April 2017.
- 1.4 **Funding for growth** – following on from the 2014 report, the LGA commissioned further independent research to understand how growth-related funding priorities of the Government has changed. In light of anticipated announcements of £1.8 billion of Round 3 Local Growth Funding, the report strengthens our call for the Government to urgently move towards a genuine single fund that all local areas and partnerships can use to invest in jobs and growth, flexibility in the delivery of vital infrastructure, skills and employment.
- 1.5 **Technical Consultation on 2017/18 Local Government Finance Settlement** – [responded](#) to the DCLG technical consultation, which included proposals for the distribution of improved Better Care Fund, referendum principles for council tax and the approach to adjust for the impact of the 2017 business rates revaluation on councils' incomes

Priority 2 – Devolution

- 2.1 **Combined Authorities** – continued working directly with combined authorities to develop and deliver a tailored package of support. Finalising leadership development programme to be rolled out initially in Norfolk/Suffolk. Continued to support work of the West Midlands CA via their devolution strategy group and CA programme board.
- 2.2 **Education for All Bill** – we were successful in helping to encourage the Government to drop their plan to bring forward legislation that sought to turn all schools into academies.
- 2.3 **Bus Services Bill** – the LGA helped to plan, propose and support amendments which sought to ensure local authorities have the power to enforce moving traffic offences, as part of an advanced quality partnership scheme, making buses a more attractive mode of travel. The House of Lords Peers agreed two amendments that the LGA supported.
- 2.4 **Transport Committee Enquiry** – The LGA submitted evidence making the case for universal access to automatic franchising powers, for BSOG funding reforms, moving traffic offences enforcement powers and stating our disagreement on the clause that would prevent the creation of new municipal bus companies.
- 2.5 **Leading Places project** – All senior leadership teams have now met to confirm their local priorities and established a local challenge group to take forward delivery. A national peer challenge event will be held on 21 November and will be supported by a range of media activity.

- 2.6 **RSA Inclusive Growth commission** – First draft of LGA submission to the RSA Inclusive Growth Commission taken to City Regions Board. Final version to be submitted in December. Round table discussions to gather further evidence to be held in Barking and Dagenham and Birmingham in December.
- 2.7 **Communities** – launched online guide and practical tools (produced by New Economics Foundation) for best methods of community engagement in devolution at national devolution conference ‘Shaping devolution: the role for communities’.
- 2.8 **Rural Tourism** – submitted evidence to the Environment Food and Rural Affairs (EFFRA) Committee inquiry into rural tourism, highlighting the importance of councils’ role in the visitor economy and the benefits that could be secured through greater devolution.

Priority 3 – Promoting Health and Wellbeing

- 3.1 **Policing and Crime Bill** – at Committee Stage, we successfully supported amendments allowing licensing authorities to publish cumulative policies and target late night levies in their local area. We also supported amendments which would restrict the availability of gaming machines in betting shops, and other licensing amendments, which will be re-visited at Report Stage of the Bill.
- 3.2 **National Citizens Service Bill** – ahead of the NCS Bill’s introduction to Parliament, Cllr Richard Watts met with representatives of the NCS Trust to discuss the Bill and it’s intended aims and objectives.
- 3.3 **HIV treatment PRoP** – successfully defended the High Court’s decision that NHS England had the power to commission the HIV treatment PRoP. The Court of Appeal ruled that NHS England’s powers included commissioning for preventative purposes.
- 3.4 **NCAS** – co-hosted the annual conference with ADASS between 2-4 November 2016. Speakers included government ministers, opposition spokespeople, the Schools Commissioner, Ofsted, CQC, NHSE and the Greater Manchester Health and Social Care Partnership. The LGA CYP Board led a number of successful sessions on topics including children’s services improvement, life chances and family stability, preventing child abuse and neglect, tackling radicalisation in schools and the mental health of looked after children and young people.
- 3.5 **UASC Summit** – the LGA hosted an emergency summit on unaccompanied asylum seeking children wishing to enter the UK from Calais. It was attended by the Minister for Immigration, officials from the DfE and the Home Office, local authority officers and elected members as well as voluntary and campaigning groups.
- 3.6 **Clean Air Zone Consultation** – Defra have launched a consultation on the implementation of Clean Air Zones (CAZs) in England. LGA officers met with officials representing the 5 cities and 3 other places that may consider a CAZ on a voluntary basis to help inform the LGA’s response to Defra’s consultation, which will include positions already established by the Board.
- 3.7 **Health and social care** – submitted written evidence to two inquiries, including the **Health Committee** inquiry into Brexit and health and social care. In addition, Cllr Gillian Ford gave oral evidence to the **All-Party Children’s Group** inquiry into children’s social care, and Cllr Izzi Secombe gave evidence to the British-Irish Parliamentary Assembly inquiry into childhood obesity.
- 3.8 **Social care** – the Chief Executive gave oral evidence to the [House of Commons Communities and Local Government Committee](#), as part of their inquiry on social care. This session focused primarily on health and social care integration, funding for social care, and Sustainability and Transformation Plans. This was also an opportunity for the LGA to call for national action to adequately fund social care, following its omission from the recent Autumn Statement announcement.. The Committee will

report in early 2017.

- 3.9 **AAPG for Children inquiry** – Cllr Gillian Ford (Vice Chair of CYP) gave oral evidence to an All Party Parliamentary Group for Children inquiry into children’s social care. She specifically spoke on inspection and accountability.
- 3.10 **Winter pressures in A&E** – responded to a Health Select Committee report with statement that social care should be properly funded in order to alleviate pressures on the NHS. A Populus Data Solutions poll for the LGA showed that two thirds of respondents thought that adult social care services should receive a higher proportion of health and care funding.
- 3.11 **Social care** – responded to a PwC survey on the health and social care system to say that care experiences could be improved and pressures in the service could be reduced if care and health worked closer together and that social care should have the same profile and priority as the NHS.
- 3.12 **Adult social care** – published reports 2016 State of the Nation report, Transforming social care through the use of information and technology, and Helping people look after themselves.
- 3.13 **Community care** – called for more patients to be looked after at home, following new research which revealed that up to one in four people admitted to hospital could be looked after elsewhere if better use was made of Council services available to treat people in the community.
- 3.14 **STPs** – called for councillors and communities to be involved in the planning process of Sustainability and Transformation Plans rather than being consulted afterwards on pre-determined solutions. In response to a report from the King’s Fund the LGA called for STPs to be underpinned by local political leadership, potentially through local Health and Wellbeing Boards.
- 3.15 **New pharmacy modernisation package** – responded to the Government’s announcement to affirm that Councils want all local areas to have a strong community pharmacy network, but called for them to have a bigger role in providing public health services alongside their existing roles.
- 3.16 **Public health** – renewed calls for reforms such as the mandatory reduction of sugar in soft drinks, better sugar labelling on food and drink products, calorie counts on menus in chain restaurants and for Councils to be given powers to ban junk food advertising near schools following the recent publication of childhood obesity figures by NHS Digital.
- 3.17 **MPS Breakfast** – Cllr Gillian attended a breakfast briefing with the Metropolitan Policy Service on the Royal Society of the Art’s Safer Together Report and focused on protecting vulnerable children from sexual exploitation, abuse and radicalisation.
- 3.18 **FDAC Roundtable** – Cllr Gillian Ford also attending a roundtable at the Department for Education on the Family Drug and Alcohol Court (FDAC), chaired by Isabelle Trowler, Chief Social Worker for Children and Families. The attendees discussed the effectiveness of FDAC and how it can better use its findings to support local partners.
- 3.19 **Coram** – the Chair of the CYP Board, Cllr Richard Watts, attended a meeting with representatives from the Thomas Coram Foundation for Children to discuss regional adoption agencies, the commissioning of services through Coram and general views on the current state of children’s social services.

Priority 4 – Economic Growth, Jobs and Housing

- 4.1 **Digital Economy Bill Committee** – provided written evidence calling for amendments to the Bill that seek to ensure minimum speeds of broadband for all as part of the Universal Service Obligation (USO).

- 4.2 **Neighbourhood Planning Bill committee** – Cllr Tony Newman of our EEHT Board gave evidence highlighting our concerns about the proposed reforms to the use of planning conditions and have called for the introduction of locally-set planning fees to enable councils to deliver responsive planning services. We also provided written evidence to the Committee and a range of briefings.
- 4.3 **Homelessness Reduction Bill** – the Bill received its Second Reading and we secured a commitment from Government to fund the new duties under the New Burdens Doctrine.
- 4.4 **Up to Speed Campaign** – continued to promote this campaign, while working with Parliamentarians to amend the digital economy bill and build greater strategic links with mobile network operators.
- 4.5 **Chairman’s meetings** – the Chairman of the EEHT Board, Cllr Martin Tett, met with Lord Gardiner (PUSoS for Rural Affairs and Biosecurity), the Rt Hon Gavin Barwell MP (Minister for Housing and Planning) and CEO of the National Joint Utilities Group, Bob Gallienne to promote the LGA’s positions including on rural connectivity, catalysing development on sites which have received planning permission, and minimising disruption through streetworks.
- 4.6 **Financial Exclusion committee** – Cllr John Fuller gave evidence at this House of Lords for the financial exclusion committee.

Priority 5 – Sector-led Improvement

- 5.1 **PSAA national scheme for auditor appointments** – PSAA sent opt-in invites to eligible bodies to the national scheme for auditor appointments. Formal responses to the invitation must be submitted by 9 March 2017 through full council/authority. Further information including a specimen report for seeking the decision from a full council is available [here](#).
- 5.2 **National Commercial Skills Procurement Solution** – launched our new skills procurement offer with YPO. This provides councils with a bespoke solution to finding specialist expertise, to make the delivery of commercial projects easier and ensuring councils pay a competitive price.
- 5.3 **Shared Service ‘Match Making’ Service** – LGA launched a match making service to provide assistance to support councils who wish to share services and/or management teams with other councils. The offer includes access to funding for a dedicated shared service expert and/or paid for external mediation advice and support.
- 5.4 **LGPS Advisory Board** – wrote to the Minister for Local Government to offer DCLG the Board secretariat’s assistance with key policy issues affecting the LGPS. This follows the Department’s loss of key staff on the pensions team over the course of the last year, as well the Department’s continued focus on the pooling agenda.
- 5.5 **LGPS investments** – [published a legal opinion](#) on the application of the Financial Services and Markets Act 2000 and whether the content of the Act means LGPS funds are subject to regulation by the Financial Conduct Authority in respect of the investment of their own assets.
- 5.6 **Pensions Dashboard** – attended a HM Treasury panel session on the development of a ‘pensions dashboard’ by the pensions industry, which will allow members of the public to find details of all their pensions savings in one place. The session was a key opportunity to feedback to Government on the practical issues that need to be addressed in the design phase of the dashboard.
- 5.7 **Understanding the powers and duties bestowed on local government** – updated our [Powers & Duties](#) application, added 600 new powers and duties (taking the total to 2,900), updated existing links to legislation, reviewed pre-existing advice, expanded the content in important topics and identified over 20 new services in areas such as education, public health and child welfare.

- 5.8 **Better use of data in local government** – concluded a joint LGA and NESTA project to identify case studies of innovative ways to re-use local data. The final report demonstrates the savings, improved services and innovation possible through better use of local data.
- 5.9 **Leadership** – produced and promoted [a new film](#), showing our range of political leadership development programmes and resources helping individual councillors become more confident and effective. We have also updated the LGA’s political leadership development offer. The latest programme dates can be found [here](#), and included recently run Leading Edge and Be A Councillor events.
- 5.10 **Leading Edge programme** – ran our first Leading Edge event designed to provide a safe space for Leaders and Chief Executives to work together on developing their leadership roles, exploring new ways of working and new models of service delivery.
- 5.11 **Be A Councillor** – launched our free e-Learning [module](#) as part of our Be a Councillor campaign which covers what councillors do and a quick guide to local government, alongside events in Isle of Wight and Lancashire and new [case studies](#) to celebrate European Local Democracy Week.
- 5.12 **Prevent** – commissioned work to develop some scrutiny guidance for councils on local delivery of Prevent and counter-extremism and developed a new leadership essentials course on counter-extremism.
- 5.13 **Museums and libraries** – surveyed Heads of Culture about challenges and opportunities facing museums services; and responded to the DCMS consultation on the future of museums services. Worked with the LGA/DCMS Libraries Taskforce to finalise our shared Vision for library services, including funding to support diversification and transformation.
- 5.14 **A vision for finding the right [local services](#)** – LGA working with data standards experts and local public service providers to find a better way to identify and match local services to the needs of citizens and the places they serve. A pilot working group formed of local authorities, voluntary sector, health, community groups and private sector is underway in NW region.
- 5.15 **Culture and sport** – delivered culture and sport leadership essentials courses, equipping portfolio holders with the leadership skills to champion sporting and cultural achievements in their localities; and to transform local services.
- 5.16 **Community safety** – surveyed all community safety teams in England and Wales to gauge the impact of changes to the sector over recent years, and held two stakeholder workshops in Birmingham and London to examine the findings and explore how councils might best shape community safety services for the future.

Other membership activity**LGA Membership**

1. Six local authorities and National Parks England remain on notice to leave the LGA on 31st March 2017. Three local authorities remain out of membership.

On notice to leave on 31 March 2017

- 1.1. East Staffordshire Borough Council (rolled over)
- 1.2. Hartlepool Borough Council
- 1.3. Gosport Borough Council
- 1.4. Preston City Council (rolled over)
- 1.5. West Sussex County Council (rolled over)
- 1.6. London Borough of Richmond (rolled over)
- 1.7. National Parks England (corporate membership for 10 English National Parks)

Out of membership

- 1.8. London Borough of Bromley
- 1.9. London Borough of Wandsworth
- 1.10. London Borough of Barnet

Membership visits for the Senior Management Team:

Chief Executive's Membership Visits: 20 October – 8 December 2016	
2-3 November	Leading Edge Programme Event
7 November	CCN Conference
10 November	UK Forum meeting – Edinburgh
11 November	SNCE and ACCE Conference
15 November	Visit to RB Greenwich health integration teams
24 November	Chief Executive Sounding Board
25 November	ADEPT Conference
1-2 December	MJ Northern Forum
7 December	DCN Chief Executives Meeting
Forward plan: 9 December 2016 – 17 January 2017	
13 December	NHS Providers Chairs and Chief Executives Network
19 December	CA Chief Executives Network - Birmingham
10 January	Kent Chief Executives Meeting
11 January	DCN Member Board Meeting
11 January	Bassetlaw DC visit
12 January	Strategic Transformation Plans Event

Deputy Chief Executive's Membership Visits: 20 October – 8 December 2016	
24 October	Tower Hamlets
28 October	Association Local Authority Treasurers
2-5 November	NCAS Conference
22 November	Leadership essentials programme
24 November	Chief Executive Sounding Board
25 November	LG Cyber Security Stakeholder Group Meeting
2 December	South Somerset
Associate Director's Membership Visits: 20 October – 8 December 2016	
11 November	West Midlands Combined Authority
18 November	West Midlands Combined Authority
Forward plan: 10 December 2016 – 17 January 2017	
9 December	West Midlands Combined Authority
19 December	Combined Authority network
6 January	West Midlands Combined Authority
Head of Workforce's Membership Visits: 20 October – 8 December 2016	
8 November	Wychavon DC and Malvern Hills DC
15 November	Wychavon DC and Malvern Hills DC
30 November	Shared CEx Arrangements Review
Head of Improvement's Membership Visits: 20 October – 8 December 2016	
17 November	Slough
23 November	South East Councils
25 November	Lancashire
Director of Policy's Membership Visits: 20 October – 8 December 2016	
2-4 November	National Children and Adult Services Conference
14 November	Manchester Meeting with Rotherham Council
21 November	Harrow Council
Director of Communication's Membership Visits: 20 October – 8 December 2016	
3-4 November	Plymouth Council Interviews
7 November	Camden Council – LGA Parliamentary Review
14-15 November	Breckland and South Holland Comms Review
17 November	Birmingham Council
Forward Plan: 9 December 2016 – 17 January 2017	
13 December	Cheshire East Narrative Support

Media and Public Affairs

2. The LGA was **mentioned 146 times** in Parliament in October-November. We submitted responses to **seven parliamentary inquiries**, including on children's social care and the effects of Brexit on health and social care. We also worked on **six key pieces of legislation**, including the Children and Social Work Bill, the Bus Services Bill and the Homelessness Reduction Bill.
3. Vice-Presidents briefing: Cllr Hodge hosted a briefing in Parliament for our Conservative Vice-Presidents. This was an opportunity to highlight our work influencing the Autumn Statement and to gather feedback on the work of the LGA from our Vice-Presidents.

Media Source	Issue
Funding for Local Government	
BBC Breakfast, BBC News, Sky News, BBC Radio 4's Today programme, BBC Radio 1, Radio 2, Radio 4, 5 Live, TalkSport, BBC Online, Mail Online, ITV Online, Times Online, Mirror, i paper	The LGA's Autumn Statement call for the concessionary bus fares scheme to be fully funded.
BBC Breakfast	Deputy Chairman of the LGA Cllr Peter Fleming represented the LGA to discuss moves to allow local government to keep more of its business rates.
Telegraph, BBC Radio 4's Today programme, Mail, Guardian, Express Online, Guardian Online, BBC Online	The LGA's press release warning of a £2.6 billion funding gap in adult social care and that £1.3 billion was needed urgently to prevent the collapse of the sector.
Mirror	Featured the LGA's calls for European regional funding to be guaranteed after Brexit, following fears that up to £2.6 billion for major projects could be lost.
ITV News, Sky News, TalkSport, Telegraph, Times, Mail, i paper, Mirror, Express, Sky News Online, ITV Online	Deputy Chairman Cllr Peter Fleming discussed the LGA's Autumn Statement press release calling for long-term and consistent investment in local roads.
Channel 5 News, Sky News	Children and Young People Board Chair Cllr Richard Watts gave the LGA's response to the National Audit Office report on children in need of help or protection.
Good Morning Britain, BBC Online, Guardian Online, Mail Online.	The LGA's lines on the National Audit Office report on children in need of help or protection.
Channel 5 News, Sky News	Children and Young People Board Chair Cllr Richard Watts gave the LGA's response to the National Audit Office report on children in need of help or protection.
Good Morning Britain, BBC Online, Guardian Online, Mail Online	The LGA's lines on the National Audit Office report on children in need of help or protection.
BBC Radio 5 Live, Mail Online, Guardian Online, Express Online	Senior Vice Chair Cllr Nick Forbes gave interview about the LGA's press release warning that social care services that support elderly and disabled people are facing "an existential crisis" despite being as important to national wellbeing as the NHS.
BBC Radio 4's You and Yours, BBC Radio 5 Live Breakfast	The LGA's Autumn Statement call for government to properly fund adult social care.
Guardian	Cllr Izzi Seccombe, Chairman of the LGA's Community Wellbeing

	Board, was quoted in a social care supplement article about a Care Quality Commission suggestion that the adult care sector in England is approaching the point at which it will “fall over” without more funding.
Devolution	
LBC, BBC News, BBC Radio 4’s Today	Deputy Chairman Cllr Peter Fleming discussed the LGA’s press release highlighting how councils are helping residents and businesses to prepare for the possibility of more major flooding and calling for control of flood defence funds to be devolved.
BBC Online, ITV Online, Independent Online, Mail Online, Express Online, Guardian Online Star Online	LGA lines calling for control of flood defence funds to be devolved.
BBC Radio 5 Live, BBC Online	The LGA’s release calling for government to introduce mandatory requirements for developers to flood-proof homes and businesses and for flood defence funding to be devolved to councils.
Mail Online	The LGA’s response to a report by the Environment and Rural Affairs Committee on the future of flood protection, calling for flood defence funding to be devolved to councils.
Promoting Health and Wellbeing	
Sky News Radio	Community Wellbeing Board Chairman Cllr Izzi Seccombe presented the LGA’s press release, warning that millions of GP visits are unnecessary and are for minor ailments where patients could instead be helped to treat themselves.
BBC Breakfast, BBC Radio 5 Live	CWB member Cllr Jonathan McShane presented the LGA’s press release, warning that millions of GP visits are unnecessary and are for minor ailments where patients could instead be helped to treat themselves.
BBC News, BBC Radio 2, BBC Radio 4’s Today programme, BBC Radio 5 Live, LBC, TalkSport, Sky News, ITV News, BBC Online, Mail Online, Times Online, Independent Online, Guardian, Sun, Sunday Telegraph	The LGA’s press release, warning that millions of GP visits are unnecessary and are for minor ailments where patients could instead be helped to treat themselves.
BBC News channel, BBC One O’Clock News	Cllr Seccombe presented the LGA’s response to a report by the UK Home Care Association which says councils are not paying the costs of care set by providers, due to budget pressures.
Express, BBC Radio 5 Live, BBC Online, Mail Online, Times Online, i paper online, Mirror Online	The LGA’s response to a report by the UK Home Care Association which says councils are not paying the costs of care set by providers, due to budget pressures.
Express, Mirror, Sun	The LGA’s release about its commissioned research by Newton Europe, which found that one in four people in hospital did not need to be there and savings could be spent on council care in the community.
Sunday Express, Mail	CWB Chairman Cllr Izzi Seccombe presented the LGA’s call for pharmacies to play a bigger role in providing public health services.
BBC Radio 4’s You and Yours	Community Wellbeing Board member Cllr Jonathan McShane presented the LGA’s lines on councils’ commissioning of HIV testing.
BBC Victoria Derbyshire Show, BBC Online	The LGA’s lines on councils’ commissioning of HIV testing.
Guardian, Mail Online	The LGA’s warnings about how budget reductions have led to pressures on social care just as demand is increasing, following warnings by the Care Quality Commission that the system was at “tipping point”.
Times Online	The LGA’s statement in response to hospitals doing their own social

	care such as either starting their own care homes, renting beds in nursing homes or employing their own social care workers to try and get people out of acute beds.
Express Online	The LGA's joint briefing with Public Health England and the Town and Country Planning Association to support local authorities to help tackle obesity through planning and development.
Mirror Online	The LGA's previous press release calling for calorie counts on alcoholic drinks.
BBC Radio 5 Live	Chair of the LGA's Culture, Tourism and Sport Board, Cllr Ian Stephens, appeared on a phone-in discussion about investment in grassroots football and the role councils could play.
BBC Radio 2	The LGA perspective on investment in grassroots football and the role councils could play.
Economic Growth, Jobs and Housing	
BBC Radio 4's Today programme, BBC Radio 5 Live, BBC Victoria Derbyshire Show	Environment, Economy, Housing and Transport Board member Cllr Ed Turner gave the LGA's warning that placing new legal duties on councils will not be a silver bullet to solve homelessness, ahead of the Second Reading of the Homelessness Reduction Bill.
BBC Online, Guardian Online	LGA Chairman Lord Porter's previous comments about the need for new duties to be fully funded in reference to new duties under the Homelessness Reduction Bill.
BBC Radio 4's Today, BBC Online, Times, Metro	Chairman Lord Porter presented the LGA's Autumn Statement call for councils to be given more powers and to be freed from restrictions on the ability to borrow, in order to rapidly build new homes and replace every council home that is sold off on government plans to boost housebuilding.
Guardian, Independent Online	The LGA's recent survey revealing that four-fifths of councils in England believe that current housing policies and reforms would lead to a rise in homelessness, increased demand for temporary accommodation and longer social housing waiting lists by 2020.
Times, Sun, i paper, BBC Online	The LGA's Autumn Statement call for government to include a social tariff in its Universal Service Obligation for broadband.
Sunday Times, ITV Online	The LGA's findings that there are more than 475,000 homes in England which have been granted planning permission but have yet to be built.
Mail	Environment, Economy, Housing and Transport Board Chairman Cllr Martin Tett on how councils are fixing more potholes than ever, estimated at one every 15 seconds.
BBC Online, Guardian Online	LGA Chairman Lord Porter featured as MPs backed LGA calls for any new duties on councils to prevent homelessness to be fully funded.
Sunday Times	The LGA's recently published position paper highlighting the need for energy-efficient homes, particularly for the country's growing elderly population, in a feature advising people how better insulation of their homes can help cut energy bills.
Guardian Online.	Previous research for the LGA which suggested that 70,255 households in England and Wales will be affected by the Government's Pay-to-Stay policy and face average rent increases of £1,065 a year.
Channel 4's Dispatches	Environment, Economy, Housing and Transport Board member Cllr Ed Turner reinforcing the LGA's call for developers to be compelled to build more homes, more quickly.
Sector-led Improvement and Core Services	
Times, Mirror, Mail, Sun, i paper, Express Online, Mirror Online, ITV	Asylum, Refugee and Migration Task Group Chairman Cllr David Simmonds featured extensively across the media about how councils

Online, BBC Online, Sky News Online, Guardian Online, Independent Online, LBC Online, Sunday Telegraph, Observer, Mail, Mail Online, Telegraph	are looking after child migrants and the need for long-term funding arrangements to provide for them.
BBC News, ITV News, Sky News, BBC Radio 4's Sunday Papers, Westminster Hour, BBC Radio 4, BBC Online	The LGA's lines on the need for long-term funding arrangements for child migrants looked after by councils.
Sky News, BBC News Channel, BBC Radio 5 Live, BBC Six O'Clock News	Cllr Simmonds was interviewed live about how councils are helping unaccompanied asylum-seeking refugee children arriving from Calais.
BBC World Service, BBC Newsnight, BBC Radio 4's PM programme, LBC Radio	Asylum, Migration and Refugee Task Group Chairman Cllr David Simmonds was interviewed about the first unaccompanied asylum-seeking children which arrived from Calais under a fast-track Home Office registration scheme.
BBC Radio 4's Today programme, Telegraph, Times, Mail, Mirror, BBC Online, Sky News Online, Guardian Online, Sun Online, Independent Online	Children and Young People Board Chair Cllr Richard Watts gave an interview on the LGA's response to the Government dropping its Education for All Bill.
BBC Online, Guardian, i paper online	Children and Young People Board Chair Cllr Richard Watts presented LGA's call for councils to be given back powers to open new maintained schools or compel academies to expand.
Guardian Online	The LGA lines about how deploying successful councils' wisdom and expertise can help other authorities, in a comment piece warning the Government against moving statutory children's social work and child protection outside of local authorities.
i paper	The LGA's lines calling for planning fees to rise to allow councils to recover the actual cost of applications and save taxpayers' money.
Times' Money section	The LGA's earlier release warning about misleading advertising from broadband companies about their "up to" download speeds.
BBC Online	The findings of the LGA's new report highlighting the scale of the challenge faced by civil servants responsible for academies, along with better performance of council-maintained schools compared to academies in all areas of the country.
Guardian	The LGA's Come Back to Social Work programme, which was jointly launched in September with the Department for Education and the Department of Health, was referenced ahead of the annual National Children and Adult Services Conference (NCASC).
FT	The LGA's support along with 56 councils of the UK Municipal Bonds Agency was reference ahead of it issuing its initial bond of £100 million to help support transport, housing and other investments.
Efficiency and Effectiveness	
Mail, BBC Online, Sky News Online, Mail Online, i paper online, Express Online, Sun Online, Metro Online, BBC Radio 5 Live	The LGA's response to the Court of Appeal ruling that NHS England has the power to commission PrEP.
Express, Star, Mail Online, Mirror Online	Economy, Environment, Housing and Transport Board Chairman Cllr Martin Tett reported how councils have stockpiled grit for the forthcoming winter.
BBC's Daily Politics, Times, Mail Online, BBC Online	LGA Deputy Chairman Cllr Peter Fleming presented the LGA's call for councils to be given tougher powers to tackle lorry drivers who ignore weight restrictions and blight rural communities.
BBC Online	The LGA's release warning about rogue traders selling illegal fire-risk mattresses from the 'back of a van' after some councils reported a ten-

	fold rise in consumer complaints attracted more than one million hits on.
BBC Radio 5 Live	Deputy Chairman Cllr Peter Fleming was also interviewed on rogue traders selling illegal fire-risk mattresses from the 'back of a van'.
Sun, Mirror, i paper, Mail Online, Telegraph Online, Express Online, Sun Online, Metro Online, TalkSport	The LGA's lines on on rogue traders selling illegal fire-risk mattresses from the 'back of a van'.
Sky News	Safer and Stronger Communities Board Chair Cllr Simon Blackburn presented the LGA's warnings about the dangers of exploding e-cigarettes, after a rise in the number of people being burned by suspected cheap and faulty products.
BBC Online, Sky News Online, LBC Online, Mirror Online	The LGA's lines were also reported on the dangers of exploding e-cigarettes.
Guardian, Mail Online, BBC Online.	The LGA's response to the Government ruling on fracking.
Guardian, Guardian Online, BBC Online	The LGA's previous call for appliance manufacturers to recall faulty tumble dryers and how three fires a day are caused by dryers in England and Wales.
Mail Online, Sun	The LGA report on other highways authorities considering rolling out community road warden schemes similar to the one adopted by Devon County Council.
BBC Breakfast, BBC News	The LGA's lines that councils are having to dig deep to subsidise rail costs and school transport, following an increase of 70 per cent in train fares for 16 year olds at peak times.
BBC Online, Guardian	The LGA's statement following the Department for Culture, Media and Sport's Review of Gaming Machines and Social Responsibilities Measures.
Telegraph, Mirror Online, Independent Online	The LGA's statement about the introduction of the new £1 coin next year and its cost implications for councils.
Sun	The LGA's estimates that £5 million was lost to ticket fraud in 2015, up 55 per cent on 2014.
ITV News	LGA Vice Chair Cllr Marianne Overton was interviewed about the dangers of using unlicensed tattooists, calls for tougher sentences and more warnings on DIY tattoo kits which can be bought legally online.
ITV Online	LGA lines on the dangers of using unlicensed tattooists, calls for tougher sentences and more warnings on DIY tattoo kits which can be bought legally online
BBC Online	Safer and Stronger Communities Board Chair Cllr Simon Blackburn presented the LGA's previous release warning about the dangers of "tombstoning" after a 39-year-old man died off cliffs on the Plymouth coast.

Agenda

LGA Executive

Thursday 8 December 2016

1.30 pm

5th Floor Conference Suite, 5th Floor (South side), Layden House, 76-86 Turnmill Street, London, EC1M 5LG

Item	Page
1. Apologies for Absence	
2. Declarations of Interest	
3. Autumn Statement 2016	1 - 6
4. Local Government Finance Settlement - Oral Update	
At the time of dispatch the Local Government Finance Settlement has not been published. An oral update on the Settlement will be provided at the meeting.	
5. LGA Business Plan 2016/17	7 - 8
a) Appendix A - LGA Business Plan 2016/17	9 - 24
6. Note of last LGA Executive meeting	25 - 29

Date of Next Meeting: Thursday, 19 January 2017, 1.45 pm, 5th Floor Conference Suite, 5th Floor (South side), Layden House, 76-86 Turnmill Street, London, EC1M 5LG

LGA Forward Plan

Purpose of report

For discussion and direction.

Summary

The LGA Leadership Board is responsible for driving the Association's activities and business, taking a lead in developing and overseeing delivery of the business plan and identifying the emerging and key issues to highlight to the LGA Executive.

As part of this, Members are invited to consider which items they would like to see on future agendas of the LGA Leadership Board, LGA Executive and Councillors' Forum.

Recommendation

That the LGA Leadership Board endorses the Forward Plan and specifies topics and items for future meetings of the LGA Executive, Leadership Board and Councillors' Forum.

Action

Officers to brief Members and officers in line with steer.

Contact officer: Frances Marshall
Position: Member Services Manager
Phone no: 020 7664 3220
E-mail: frances.marshall@local.gov.uk

LGA Forward Plan: LGA Leadership Board, LGA Executive & Councillors' Forum

JANUARY

LEADERSHIP BOARD

LGA LEADERSHIP BOARD 18.01.17	
Item	Summary / Purpose
LGA Business	
LGA Membership	To agree the LGA's membership offer.
LGA Budget	To provide an outline budget prior to this being agreed in March.
Treasury Management	To consider the performance of treasury management over the year.
Scheme of Delegation	To agree an updated Scheme of Delegation.
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the meeting.
Part 2: Confidential	
Note of Commercial Advisory Board	To note the minutes of the CAB last meeting.
Business Rates Retention	To receive an update on the LGA's work on the government's proposals for business rates retention.
Brexit	To update & take a steer on the LGA's Work on Brexit.
Local Government House & Layden House Update	To update on the LGH & Layden House refurbishment projects

COUNCILLORS' FORUM

Councillors' Forum 19.1.17	
Item	Summary / Purpose
Secretary of State for Communities & Local Government	To hear from the Rt. Hon. Sajid Javid MP, Secretary of State for Communities & Local Government
Chairman's Report	To present the Chairman's monthly report
Chairs of Boards Reports	To present the Chairs of Boards' monthly reports.
Digest of the last meeting	To note the digest of the last meeting.

LGA EXECUTIVE

LGA Executive 19.1.17	
Item	Summary / Purpose
LGA Business	
Local Government Finance Settlement	To consider a summary of LGA activity on the LG Finance Settlement.
Note of LGA Leadership Board Meeting	To highlight key issues from the LGA Leadership Board meeting the previous day.
Note of the LGA Executive meeting	To agree the note of the last meeting.

MARCH

LEADERSHIP BOARD

LGA LEADERSHIP BOARD 1.03.17	
Item	Summary / Purpose
LGA Business	
LGA Budget	To agree the LGA's Budget for recommendation to the Executive.
Annual Perceptions Survey	To note the results of the LGA's Perceptions Survey and agree headline principles for a revised action plan.
Annual Conference & Exhibition	To update on progress with arrangements for the LGA's 2017 Annual Conference.
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
Part 2: Confidential	
Note of Commercial Advisory Board	To note the minutes of the CAB last meeting.
Audit Committee Minutes	To note Audit Committee minutes of its last meeting.
Business Rates Retention	To receive an update on the LGA's work on the government's proposals for business rates retention.
Brexit	To update & take a steer on the LGA's Work Programme on Brexit
Local Government House & Layden House Update	To update on the Local Government House & Layden House refurbishment projects.

COUNCILLORS' FORUM

Councillors' Forum 2.3.17	
Item	Summary / Purpose
Strategic Transformation Plans	Rt. Hon Jeremy Hunt MP, Secretary of State for Health to address to Forum on Strategic Transformation Plans.
Chairman's Report	To present the Chairman's monthly report.
Chairs of Boards Reports	To present the Chairs of Boards' monthly reports.
Digest of the last meeting	To note the digest of the last meeting.

LGA EXECUTIVE

LGA Executive 2.3.17	
Item	Summary / Purpose
LGA Business	
LGA Budget	To agree the LGA's Budget as recommended by the Leadership Board.
Annual Perceptions Survey	To note the results of the LGA's Perceptions Survey and agree headline principles for a revised action plan.
Note of LGA Leadership Board Meeting	To highlight key issues from the LGA Leadership Board meeting the previous day.
Note of the last LGA Executive meeting	To agree the note of the last meeting.

APRIL

LEADERSHIP BOARD

LGA LEADERSHIP BOARD 5.04.17	
Item	Summary / Purpose
LGA Business	
The Budget	To receive a summary of the Chancellor's Budget announcements and LGA activity on it.
General Assembly Agenda	To consider and endorse the proposed format and agenda for the LGA General Assembly.
Timetable for LGA Proportionality	To agree the process and timetable for confirming changes to LGA's political balance.
Communications Update	To consider communications activity over the past year (3 rd and 4 th quarters).
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
Part 2: Confidential	
Note of Commercial Advisory Board	To note the minutes of the CAB last meeting.
LGA Company Structures	To receive recommendations from the LGA Company Structures Task Group for Leadership Board's agreement.
LGA Constitution	To receive recommendations from the LGA Constitution Task Group for Leadership Board's agreement and recommendation to LGA General Assembly.
Business Rates Retention	To receive an update on the LGA's work on the government's proposals for business rates retention.
Brexit	To update and take a steer on the LGA's Work Programme on Brexit.
Local Government House & Layden House Update	To update on the Local Government House & Layden House refurbishment projects.

There is no Councillors' Forum or LGA Executive in April due to the local elections.

JUNE

LEADERSHIP BOARD

LGA LEADERSHIP BOARD 7.06.17	
Item	Summary / Purpose
The Queen's Speech	To approve the suggested priority Bills for the LGA.
LGA Business	
LGA Political Balance	To endorse the LGA's proportionality figures as the basis for negotiating the allocation of chairs/vice-chairs and populating member structures.
General Assembly Motions	To consider and agree any Motions for General Assembly.
Vice-Presidents	To approve the nominations for LGA Vice Presidents for 2017/18 made by the political groups.

Audit Committee Report to General Assembly	To approve the Audit Committee report to General Assembly.
Audit Committee Minutes	To note the Minutes of the Audit Committee.
SIGs Annual Reports	To note the Annual Reports of the LGA's Special Interest Group.
LGA Consolidated Accounts	To approve the financial statements for the year to 31 March for presentation to the General Assembly.
Performance Report	To review the full year performance report for the LGA.
Annual Conference & Exhibition	To consider progress on the 2017 LGA Annual Conference.
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
Part 2: Confidential	
Note of Commercial Advisory Board	To note the minutes of the CAB last meeting.
Audit Committee Minutes	To note Audit Committee minutes of its last meeting
Business Rates Retention	To receive an update on the LGA's work on the government's proposals for business rates retention.
Brexit	To update & take a steer on the LGA's Work Programme on Brexit
Local Government House & Layden House Update	To update on the Local Government House & Layden House refurbishment projects.

COUNCILLORS' FORUM

Councillors' Forum 8.6.17

Item	Summary / Purpose
TBC - Industrial Strategy	The Rt. Hon Greg Clark MP, Secretary of State for Business, Energy and Industrial Strategy, has been invited to address to Forum on the Government's Industrial Strategy and what it means for localities. TBC
Chairman's Report	To present the Chairman's monthly report
Chairs of Boards Reports	To present the Chairs of Boards' monthly reports.
Digest of the last meeting	To note the digest of the last meeting.

LGA EXECUTIVE

LGA Executive 8.6.17

Item	Summary / Purpose
LGA Business	
The Queen's Speech	To approve the suggested priority Bills for the LGA.
Audit Committee Report to General Assembly	To approve the Audit Committee report to General Assembly.
General Assembly Motions	To consider & agree Motions for discussion at General Assembly.
LGA Political Balance	To note the revised proportionality and the implications for the distributions of seats on governance structures
Note of LGA Leadership Board Meeting	To highlight key issues from the LGA Leadership Board meeting the previous day.
Note of last LGA Executive meeting	To agree the note of the last meeting.

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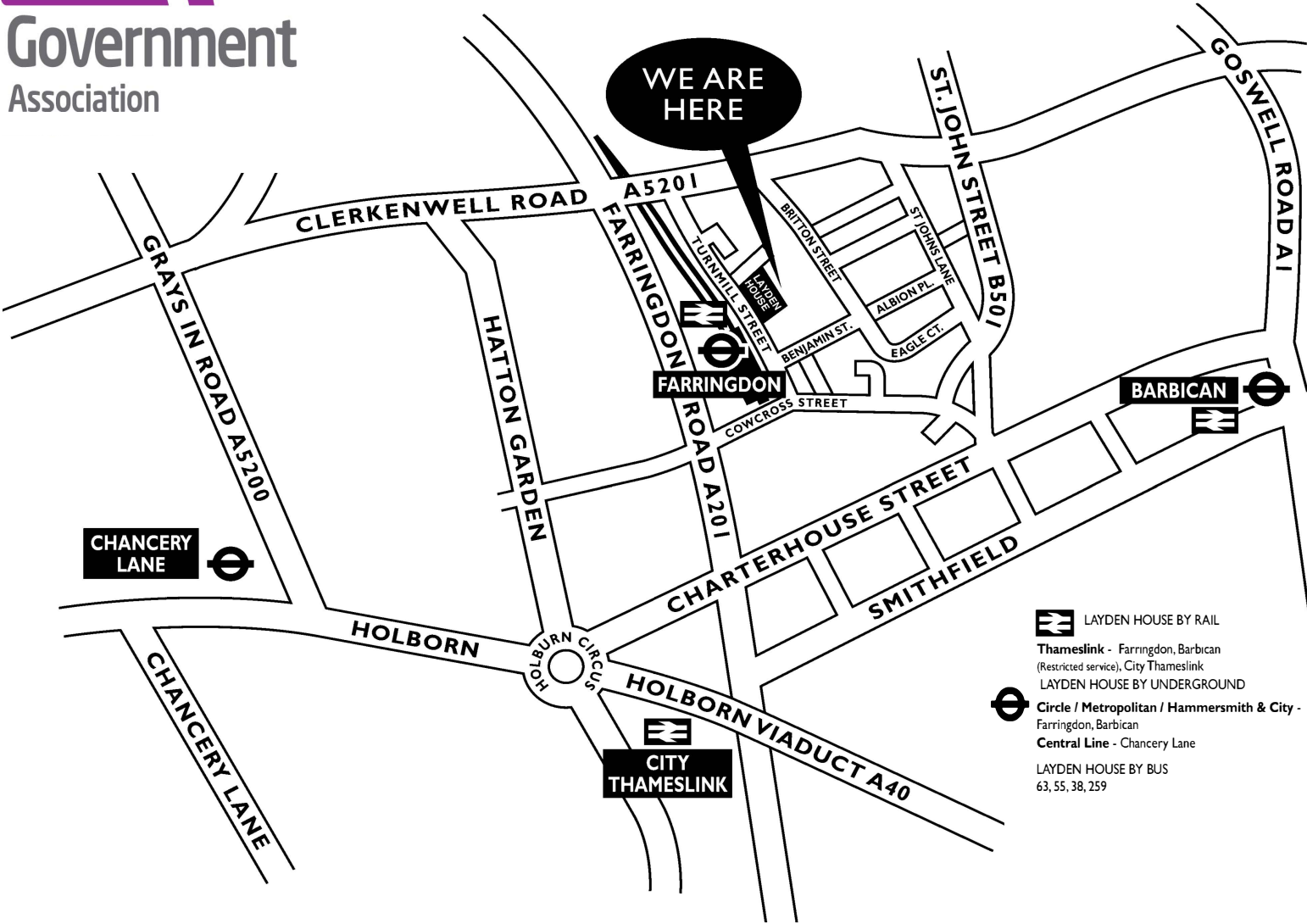
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Layden House

76-86 Turnmill Street,
 London
 EC1M 5LG

Tel: 020 7664 3000 Fax: 020 7664 3030

**The Local Government Association will be based at Layden House whilst refurbishment takes place at their offices in Smith Square.*

Public Transport

Layden House is served well by public transport. The nearest mainline station is **Farringdon** (Circle, Hammersmith & City and Metropolitan Lines. It also has Overground lines)

Bus routes - Farringdon Station

- 63 - Kings Cross - Crystal Palace Parade (**Stop A/B**)
- 55 - Oxford Circus -High Road Leyton (**Stop E/K**)
- 243 - Redvers Road - Waterloo Bridge (**Stop E/K**)

Cycling Facilities

The nearest Santander Cycle Hire racks are on Theobold's Road.
 For more information please go to www.tfl.gov.uk

Car Parks

- Smithfield Car Park - EC1A 9DY
- NCP Car Park London Saffron Hill - EC1N 8XA