

LGA Leadership Board

Agenda

Wednesday, 19 July 2017
2.15 pm

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 [member services](#) 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 twelve months and we expect to be back in LGH by October 2017.

We appreciate your understanding and flexibility during this time.

LGA Leadership Board
19 July 2017

There will be a meeting of the LGA Leadership Board at **2.15 pm on Wednesday, 19 July 2017**
Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG.

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 £7.50 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.

Agenda

LGA Leadership Board

Wednesday 19 July 2017

2.15 pm

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

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16.	Local Government House and Layden House Update Verbal update.	

Date of Next Meeting: Wednesday, 13 September 2017, 1.00 pm, Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG

Membership, Terms of Reference and 2017/18 Meeting Cycle

Purpose of report

To agree the Terms of Reference, and note the membership and meeting dates for 2017/18.

Summary

The Leadership Board's Membership (**Appendix A**) and future meeting dates of the Leadership Board, Councillors' Forum and LGA Executive (**Appendix C**) are before the Board for noting.

The Board's Terms of Reference (**Appendix B**) are for Members agreement.

Recommendations

That the LGA Leadership Board:

- i. Notes its Membership and agrees its Terms of Reference for 2017/2018; and
- ii. Notes the dates of meetings of the LGA Leadership Board, Councillors' Forum and LGA Executive in 2017/18.

Action

No further action necessary.

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



LGA Leadership Board – Membership 2017/2018

Councillor	Authority
Conservative (6)	
Lord Gary Porter CBE (Chairman)	South Holland District Council
Cllr David Simmonds CBE (Vice Chairman)	Hillingdon London Borough Council
Cllr Sean Anstee (Deputy Chairman)	Trafford Metropolitan Borough Council
Cllr Paul Carter CBE (Deputy Chairman)	Kent County Council
Cllr Peter Fleming OBE (Deputy Chairman)	Sevenoaks District Council
Cllr Izzi Seccombe OBE (Deputy Chairman)	Warwickshire County Council
Labour (5)	
Cllr Nick Forbes (Senior Vice-Chair)	Newcastle upon Tyne City Council
Cllr Sue Murphy CBE (Deputy Chair)	Manchester City Council
Cllr Peter Box CBE (Deputy Chair)	Wakefield Metropolitan District Council
Cllr Michael Payne (Deputy Chair)	Gedling Borough Council
Cllr Lib Peck (Deputy Chair)	Lambeth London Borough Council
Liberal Democrat (2)	
Cllr Howard Sykes MBE (Vice-Chair)	Oldham Metropolitan Borough Council
Cllr Ruth Dombey OBE (Deputy Chair)	Sutton London Borough Council
Independent (2)	
Cllr Marianne Overton MBE (Vice-Chair)	Lincolnshire County Council
Cllr Peter Reeve MBE (Deputy Chair)	Huntingdonshire District Council

LGA Leadership Board: Terms of Reference

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

1. Building and maintaining positive relationships with member councils and maximising LGA membership levels.
2. Maintaining a forward programme of forthcoming legislation and events, identifying and discussing emerging and key issues and highlighting them to the LGA Executive.
3. Developing and overseeing the delivery of the LGA business plan.
4. Managing and maintaining relationships with other local government representative bodies, the Civil Service, Government, the legislature and other partners.
5. Undertaking representational activity on behalf of the LGA and providing the principal spokespersons.
6. Overseeing the management of the resources of the LGA and its associated companies and recommending the annual budget and policies on resource management. (*Appendix A sets out the specific responsibilities of the Board in this regard*).
7. Maintaining the LGA Constitution under review and recommending any amendments to the General Assembly.
8. Agreeing the format of the LGA General Assembly Annual Meeting, in line with the Constitution.
9. Agreeing the programme and format of the Annual Conference.
10. Agreeing the LGA approach to the annual political balance.
11. Ensuring activity across the LGA is coordinated and integrated.

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

Quorum

One third of the members, provided that representatives of at least 2 political groups represented on the body are present.

Political Composition

Conservative group:	6 members
Labour group:	5 members
Liberal Democrat group:	2 members
Independent group:	2 members

Frequency per year

Eight meetings to be held per year.

Reporting Accountabilities

The LGA Leadership Board directs the LGA's activities and business, in accordance with the strategic priorities and direction set by the LGA Executive. It reports and makes recommendations to the Executive on the LGA's activities and to the General Assembly on Constitutional matters.

Appendix A: Managing the Resources of the Association and its associated companies

The LGA Leadership Board will be responsible for overseeing the management of the resources of the LGA and its associated companies and for formulating and agreeing the annual budget and policies on resource management. In that regard:

The LGA Leadership Board will:

1. Develop the overall medium-term financial strategy for the LGA and its associated companies as the basis for the effective management of resources.
2. Agree and oversee delivery of the LGA's Commercial Strategy.
3. Formulate and agree the annual budget and make recommendations to the respective company boards.
4. Formulate and agree subscription levels for the LGA.
5. Monitor budget arrangements and overall financial performance.
6. Ensure that proper records are kept which disclose the financial position; and approve the LGA's consolidated financial statements for each financial year, along with those of the LGA itself, and present these to the Annual Meeting of the General Assembly.
7. Oversee the approach to DCLG grant funding.
8. Formulate policies relating to staffing, including structure, appointments, terms and conditions of service, recruitment and severance procedures.
9. Be responsible for matters relating to member structures and members' allowances schemes.
10. Be responsible for the proper safeguarding and management of investments and other assets, including treasury management arrangements, and also borrowings.
11. Be responsible for the accommodation strategy for Local Government House and Layden House on the advice of LGA(Properties) and LGMB Boards.

**Dates of Meetings: Dates of Meetings
LGA Leadership Board/Councillors' Forum & LGA Executive: 2017/2018**

Structure	Meeting date	Time	Venue
LGA Leadership Board	Wednesday 13 September 2017	1.00pm	Meeting Room A&B, Layden House 76-86 Turnmill Street, London, EC1M 5LG
Members' Briefing Day	Thursday 14 September 2017	11.00am	5 th Floor Conference Suite, Layden House 76-86 Turnmill Street, London, EC1M 5LG
LGA Executive		2.15pm	
LGA Leadership Board	Wednesday 18 October 2017	1.00pm	Meeting Room A&B, Layden House 76-86 Turnmill Street, London, EC1M 5LG
Councillors' Forum	Thursday 19 October 2017	12.30pm	5 th Floor Conference Suite, Layden House 76-86 Turnmill Street, London, EC1M 5LG
LGA Executive		1.45pm	
LGA Leadership Board	Thursday 7 December 2017	11.00am	Smith Square 1 & 2, Local Government House, Smith Square, London, SW1P 3HZ
There is no Councillors Forum meeting in December			
LGA Executive	Thursday 7 December 2017	1.30pm	Westminster Suite, Local Government House, Smith Square, London, SW1P 3HZ
2018			
LGA Leadership Board	Wednesday 24 January 2018	1.00pm	Smith Square 1 & 2, Local Government House, Smith Square, London, SW1P 3HZ
Councillors' Forum	Thursday 25 January 2018	12.30pm	Westminster Suite, Local Government House, Smith Square, London, SW1P 3HZ
LGA Executive		1.45pm	

Structure	Meeting date	Time	Venue
LGA Leadership Board	Wednesday 7 March 2018	1.00pm	Smith Square 1 & 2, Local Government House, Smith Square, London, SW1P 3HZ
Councillors' Forum LGA Executive	Thursday 8 March 2018	12.30pm 1.45pm	Westminster Suite, Local Government House, Smith Square, London, SW1P 3HZ
LGA Leadership Board	Wednesday 11 April 2018	1.00pm	Smith Square 1 & 2, Local Government House, Smith Square, London, SW1P 3HZ
There are no Councillors' Forum or LGA Executive in April due to local government elections in May.			
LGA Leadership Board	Wednesday 6 June 2018	1.00pm	Smith Square 1&2, Local Government House, Smith Square, London, SW1P3HZ
Councillors' Forum LGA Executive	Thursday 7 June 2018	12.30pm 1.45pm	Westminster Suite, Local Government House, Smith Square, London, SW1P 3HZ
LGA Leadership Board	Wednesday 18 July 2018	1.00pm	Smith Square 1 & 2, Local Government House, Smith Square, London, SW1P 3HZ
Councillors' Forum LGA Executive	Thursday 19 July 2018	12.30pm 1.45pm	Westminster Suite, Local Government House, Smith Square, London, SW1P 3HZ



Grenfell Tower

Purpose

For information and discussion.

Summary

This paper provides information on the work that central and local government have been doing following the tragic Grenfell Tower Fire to ensure that buildings are safe.

Recommendations

That the LGA Leadership Board:

- i. note the LGA's work to date;
- ii. comment on the priorities for future work outlined in paragraph 14 and feedback views to inform our discussions with Government to help ensure the safety of people living in high-rise buildings; and
- iii. feedback any views to influence the initial meeting between lead members of the Fire Services Management Committee, the Safer and Stronger Communities Board, the Environment, Economy, Housing and Transport Board and the National Fire Chiefs Council.

Action

Officers to proceed as directed.

Contact officer: Sally Burlington
Position: Head of Policy
Phone no: 020 7664 3099
Email: Sally.burlington@local.gov.uk

Grenfell Tower

Background

1. In the early hours of the morning of 14 June a fire broke out at Grenfell Tower in the Royal Borough of Kensington and Chelsea. Although firefighters from London Fire Brigade (LFB) were at the tower block within minutes of the alarm being sounded, the fire rapidly spread throughout the tower block. 250 firefighters were involved in fighting the fire and rescuing the occupants of the block. At the time of writing there are around 80 people presumed dead.

Issues

2. The cause of the fire and the reason it spread so quickly through the tower block are now the subject of both an investigation by LFB and a criminal investigation by the Metropolitan Police. Media reports originally focused on the possibility that the external cladding applied to the building caused the fire to spread so rapidly, but there is currently no definitive explanation and will not be until LFB concludes its investigation, which could take a number of weeks given the scale of the damage to the building.
3. On 15 June the Prime Minister announced that there would be a Public Inquiry into the Grenfell Tower Fire. The Inquiry will be chaired by Sir Martin Moore-Bick. A short consultation on the terms of reference for the Inquiry has been launched. However, in general it is expected that the Grenfell Tower Inquiry will examine the circumstances leading up to and surrounding the fire at Grenfell Tower, its spread to the whole of the building, and its effect on residents, including: the design, construction and modification of the building; the role of relevant public authorities and contractors; the adequacy and enforcement of relevant regulations; the arrangements in place locally for handling emergencies; and the handling of concerns previously expressed by local residents.
4. Given public concerns about the safety of other tower blocks, councils moved quickly to review fire safety assessments, relevant documentation relating to any refurbishments work, taking the advice of their fire and rescue services, and contacting residents to reassure them.
5. The Department of Communities and Local Government also surveyed councils to identify the number of tower blocks that may be at risk, while the LGA wrote to council leaders and chief executives about the steps being taken by the sector to reassure residents and themselves that a similar fire could not occur in their own tower blocks.
6. The possible involvement of cladding in the spread of the fire at Grenfell Tower has led to a series of actions to test the cladding on other buildings with a floor over 18 metres. On the 18 June DCLG wrote to all stock holding councils and registered social landlords outlining the arrangements it has put in place to enable aluminium composite material (ACM) cladding on buildings with a floor over 18 metres to be tested and its type identified. Of those tested to date all have been found to be of type ACM polyethylene (PE) and ACM fire retardant polyethylene (FR). Using this information councils have

been engaging with their local fire and rescue service to review fire safety in relevant blocks and to seek advice on the requirement for additional fire safety measures.

7. Following representation from the Local Government Association and others and the advice of the Independent Expert Panel on Safety, established by DCLG, further testing will now be conducted to help landlords to ensure the safety of their buildings. These large scale tests aim to establish how different types of Aluminium Composite Material (ACM) panels in combination with different types of insulation behave in a fire.
8. Once the LFB investigation is concluded and the cause of the fire is known, there may have to be changes to fire safety advice, guidance and procedures.

LGA Work

9. The LGA has been working to support councils and fire and rescue authorities in the wake of the fire to ensure that our member councils are equipped with the information they need to act swiftly, including embedding staff within DCLG to provide direct support to councils as part of the national team dealing with the aftermath of the tragedy.
10. The LGA has provided regular communications with Chief Executives, Chief Fire Officers and council leaders and created a Frequently Asked Questions page on our website (based on questions from councils) with links to relevant guidance, DCLG information and factual information about what we know so far. This is being regularly updated and can be found on the LGA's website: www.local.gov.uk/grenfell-tower-frequently-asked-questions-local-authorities.
11. The LGA has also been active in the media, including media releases and the LGA's Chairman appearing on a number of news channels. **Appendix A** summarises the national media work to date.
12. The LGA's Fire Services Management Committee (FSMC) discussed the fire at their meeting in June. Following the conclusions of the LFB investigation into the cause of the fire there may need to be further updates to the guide published by the LGA in 2011 on fire safety in purpose built flats. Members agreed that a further report would be brought back to the next Committee meeting in September on the conclusions of the LFB investigation and what that means for fire safety going forward including any changes needed in policies and procedures.
13. The FSMC also agreed that an urgent meeting needed to be held between the Lead Members of the FSMC, the Safer and Stronger Communities Board, the Environment, Economy, Housing and Transport Board and the National Fire Chiefs Council to look at fire suppression methods including sprinklers. That meeting should be taking place soon. **Members may want to suggest other items for discussion at that meeting, which could then make recommendations back to Leadership Board and the Executive.**

Priorities

14. The LGA identified three key and urgent priorities for our work going forward. These are that:

- 14.1. National action now needs to focus on what needs to happen to make buildings safe, and move away from testing one tiny part of the system. This should cover all landlords not just the handful of councils with relevant stock and those with Registered Social Landlords (RSL) with Aluminium Composite Material (ACM) cladding in their area. Any future work needs to be well coordinated and prioritise those buildings at highest risk.
 - 14.2. Building regulations and the wider legal framework relating to building control, fire safety and planning, must be reviewed urgently to make sure they are much clearer on what can and cannot be used on the outside of buildings, covering whole systems not just the external panels. That review should be independently led and involve local government closely, as well as those involved in practical application of the regulations to make sure they are clear and can be properly implemented.
 - 14.3. Government needs to agree to find the necessary resources for any required changes, both for remedial work and for any new tighter requirements.
15. As further findings emerge from the investigation at Grenfell Tower, the LGA will consider how these can be best taken forward.

Financial Implications

16. Whilst there are few direct financial impacts for the LGA in the short term, we have diverted significant staffing resource to supporting this work already, and there are potentially very significant resource implications for councils which will become clearer as the full results of testing and the findings of the public and FBU inquiries become available.

Next steps

17. The LGA Leadership Board is asked to:
 - 17.1. Note the LGA's work to date.
 - 17.2. Comment on the priorities for future work outlined in paragraph 11 and feedback views to inform our discussions with Government to help ensure the safety of people living in high-rise buildings.
 - 17.3. Feedback any views to influence the initial meeting between lead members of the FSMC, the Safer and Stronger Communities Board, the Environment, Economy, Housing and Transport Board and the National Fire Chiefs Council.

Appendix A: Grenfell Tower LGA Media Coverage

Wednesday 14 June – Thursday 13 July

Total number of national coverage episodes: 68 (to 13 July)

LGA on Grenfell Tower fire

Wednesday 14, Thursday 15 and Friday 16 June

Chairman Lord Porter featured on **BBC Online (twice)** and in the **Mail** with the LGA's response to the Grenfell Tower fire. Lord Porter said the "whole local government family" is "shocked and saddened" by the tragedy and stressed that councils take the safety of residents "extremely seriously". He added: "The LGA is working closely with the Government and fire chiefs to coordinate national efforts and support councils." The LGA's published fire safety guidance was also referenced separately on **BBC Online** and **BBC Radio 4's PM programme**. Lord Porter's comments were also reported on **BBC Radio 5 Live** and **BBC** regional radio news bulletins. An updated statement was issued and also broadcast on the **BBC News channel** on Friday.

- BBC News channel, BBC Radio 4 PM, BBC Radio 5 Live, BBC regional radio news
- Mail p2
- BBC Online
<http://www.bbc.co.uk/news/uk-politics-40300369>
- BBC Online
<http://www.bbc.co.uk/news/uk-40279944>
- BBC Online (Wednesday)
<http://www.bbc.co.uk/news/uk-england-london-40273715>
- LGA media release
<https://www.local.gov.uk/about/news/updated-lga-statement-grenfell-tower-fire>
- LGA media release
<https://www.local.gov.uk/about/news/local-government-association-grenfell-tower-fire>

Councils order urgent housing review

Saturday 17, Sunday 18 and Monday 19 June

Chairman Lord Porter featured in the **Times** and on **BBC Online**, **Telegraph Online** and **Metro Online** with the LGA's statement on council efforts to undertake urgent reviews of high rise blocks following the Grenfell Tower fire, which was also reported on **LBC**, **BBC Radio 4** and **BBC Radio 5 Live**. The LGA's ongoing support to councils was also reported separately on **BBC Online (Saturday)**, **BBC Online (Sunday)** and on **Guardian Online**. Councils across England are carrying out urgent reviews of high-rise buildings in the aftermath of the Grenfell Tower fire. The LGA said authorities were reviewing fire risk assessments and the construction of buildings. Staff are also working closely with tenants to review and offer fire safety advice. Lord Porter said: "Following the horrific fire at Grenfell Tower, councils with tower blocks in their local area have been working with their local fire service, and undertaking urgent reviews of their high-rise buildings. Fire risk assessments

and the construction of buildings are being reviewed and double checks are being made to ensure remedial work recommended under previous assessments have been carried out."

- LBC, BBC Radio 4, BBC Radio 5 Live
- Times p8
<https://www.thetimes.co.uk/article/grenfell-tower-homes-schools-and-hospitals-all-fitted-with-deadly-cladding-h2tsrj9fh>
- BBC Online
<http://www.bbc.co.uk/news/uk-england-40305574>
- Telegraph Online
<http://www.telegraph.co.uk/news/2017/06/16/grenfell-tower-refurbishment-used-cheaper-cladding-tenants-accused/>
- Metro Online
http://metro.co.uk/2017/06/16/grenfell-tower-protesters-turn-on-kensington-council-staff-trying-to-leave-offices-6714413/#provider_moreover
- BBC Online (Saturday)
<http://www.bbc.co.uk/news/uk-40310959>
- BBC Online (Sunday)
<http://www.bbc.co.uk/news/uk-40316812>
- Guardian Online
<https://www.theguardian.com/uk-news/2017/jun/19/government-will-cover-costs-of-fire-safety-work-councils-told-grenfell-tower>
- LGA media release
<https://www.local.gov.uk/about/news/updated-lga-statement-grenfell-tower-fire>

Government will cover costs of fire safety work

Monday 19 and Tuesday 20 June

The **Guardian** and **Sun Online** reported Chairman Lord Porter's letter to council leaders about assurances he has received from government that funding will be made available to those councils that need to conduct work on tower blocks, following the Grenfell Tower fire. In the letter, Lord Porter added that councils have already been contacting worried residents to assure them action was being taken. The LGA was also referenced in separate reports about the fire on **BBC Radio 4 World at One** and on **BBC Radio 5 Live**.

- BBC Radio 4's World at One, BBC Radio 5 Live
- Guardian p6
<https://www.theguardian.com/uk-news/2017/jun/19/government-will-cover-costs-of-fire-safety-work-councils-told-grenfell-tower>
- Sun Online
<https://www.thesun.co.uk/news/3835124/government-will-cover-costs-of-fire-safety-upgrades-following-grenfell-blaze-councils-told/>

Fire safety: LGA statement

Sunday 25 and Monday 26 June

Housing Minister Alok Sharma referenced the LGA's media release on **BBC Radio 4's Today programme**, which advised councils still waiting for cladding test results to prepare contingency plans so they can take any measures needed. The LGA said: "Where cladding fails the test, this will not necessarily mean moving residents from tower blocks." The LGA's statement was also mentioned on **BBC News, BBC World News, Sky News, BBC Radio 4's The World This Weekend, BBC Radio 5 Live, LBC** and in the **Mail, BBC Online, Guardian Online** and **Telegraph Online**.

- BBC Radio 4 Today, BBC News, BBC World News, Sky News, BBC Radio 4's The World this Weekend, BBC Radio 5 Live, LBC
- Mail p6
- BBC Online
<http://www.bbc.co.uk/news/uk-40397790>
- Sky News Online
<http://news.sky.com/story/tower-block-cladding-27-buildings-fail-fire-safety-tests-10925792>
- Guardian Online
<https://www.theguardian.com/uk-news/2017/jun/25/revealed-60-towers-across-england-found-to-have-unsafe-cladding>
- Telegraph Online
<http://www.telegraph.co.uk/news/2017/06/26/councils-blame-dragging-heels-cladding-testing-wake-grenfell/>
- LGA media release
<https://www.local.gov.uk/about/news/fire-safety-local-government-association-statement>

Councils working quickly to test cladding

Tuesday 27 June

The LGA's statement about how councils were working swiftly to check cladding on tower blocks and submit samples for testing was reported on **Good Morning Britain, Telegraph Online** and **Guardian Online**. An LGA spokesperson said: "Councils have worked quickly to check cladding on tower blocks where they are the landlord and send samples for independent testing. The LGA has contacted all of the local authorities which government officials were still expecting samples from. Of the overwhelming majority we have been able to speak to so far today, they have either already sent a sample for testing or informed government officials that they do not own any high-rise buildings with ACM cladding in their area."

- ITV's Good Morning Britain
- Telegraph Online

<http://www.telegraph.co.uk/news/2017/06/26/government-not-testing-tower-blocks-deadly-insulation-grenfell/>

- Guardian Online
<https://www.theguardian.com/uk-news/2017/jun/26/tower-block-cladding-tests-after-grenfell-fire-lack-transparency-say-experts>
- LGA media release
<https://www.local.gov.uk/about/news/councils-worked-quickly-send-cladding-samples-testing-lga>

Tower Block Testing

Friday 30 June

LGA Chairman Lord Porter was interviewed live on **BBC Radio 4's Today Programme**, **Sky News**, **BBC Victoria Derbyshire Show** and **LBC** and also featured on the **BBC News channel**, **ITV News**, **Channel 4 News**, **Channel 5 News**, **BBC Radio 5 Live**, **Talk Radio**, **TalkSport** and **BBC local radio**, about the value of the Government's cladding testing programme. He said government experts should be testing the whole of the panels along with insulation, rather than just the panels' core. Lord Porter said: "The Government needs to listen to a wider set of opinions. The experts may be right but we can't have confidence in that. We need to test the whole panel. The panel should be taken off and tested for its integrity. The panels are coming in and they have a certificate to say they are suitable." Lord Porter's comments were also reported on **BBC Online (twice)**, **Sky News Online**, **Mail Online (twice)**, **Times Online**, **Telegraph Online** and **Independent Online (twice)**

- Lord Porter on BBC Radio 4's Today, Sky News (twice), BBC Victoria Derbyshire Show, BBC News channel, LBC, ITV, Channel 4 News, Channel 5 News, BBC Radio 5 Live, Talk Radio, TalkSport, BBC local radio
- BBC Online
<http://www.bbc.co.uk/news/uk-40453054>
- BBC Online
<http://www.bbc.co.uk/news/av/uk-40455473/grenfell-tower-panels-not-tested-properly>
- Sky News Online
<http://news.sky.com/story/downing-street-rebukes-council-over-halted-grenfell-meeting-10932243>
- Mail Online
<http://www.dailymail.co.uk/news/article-4653550/Council-chief-warns-wrong-tests-carried-cladding.html>
- Mail Online
<http://www.dailymail.co.uk/wires/pa/article-4653362/Fiasco-fury-council-scrap-Grenfell-Tower-meeting.html>
- Times Online
<https://www.thetimes.co.uk/article/772fd534-5d0e-11e7-ad31-8e588690cd15>
- Telegraph Online
<http://www.telegraph.co.uk/news/2017/06/30/grenfell-tower-fireproof-cladding-downgraded-save-293k/>

- Guardian Online
<https://www.theguardian.com/uk-news/2017/jun/30/tower-block-cladding-could-be-safe-despite-failed-tests-experts-say>
- Independent Online
<http://www.independent.co.uk/news/uk/politics/grenfell-tower-fire-latest-news-tory-local-government-tower-block-safety-checks-cladding-tests-a7815921.html>
- Independent Online
<http://www.independent.co.uk/news/uk/home-news/grenfell-tower-latest-news-149-high-rise-building-fire-safety-tests-fail-local-authorities-uk-a7816311.html>
- LBC Online
<http://www.lbc.co.uk/news/uk/grenfell-tower-management-boss-steps-aside-to/>
- i paper online
<https://inews.co.uk/essentials/news/uk/potentially-hazardous-insulation-left-high-rise-buildings-government-fails-provide-guidance-councils/>

Further tests for cladding

Friday 7 July

Chairman Lord Porter featured on **BBC Online**, **Mail Online** and **Independent Online** with the LGA's comments on the further fire safety tests on cladding and insulation, as recommended by the Expert Advisory Panel. Cladding samples which failed safety tests following the Grenfell Tower fire will be subjected to further "large scale testing". This came after 190 samples out of 191 failed initial combustibility tests. Previously the tests had only focused on the plastic core between the panels. Lord Porter said the changes were "much-needed", adding: "We have been clear all along that entire cladding panels and the insulation behind them need to be tested as a system, rather than just the core of the panels on their own."

- BBC Online
<http://www.bbc.co.uk/news/uk-40520596>
- Mail Online
<http://www.dailymail.co.uk/news/article-4672360/It-ll-generation-heal-wounds-Grenfell.html>
- Independent Online
<http://www.independent.co.uk/news/uk/home-news/grenfell-tower-fire-cladding-testing-extended-criticism-100-per-cent-failure-rates-blocks-a7829671.html>
- LGA media release
<https://www.local.gov.uk/about/news/lga-comments-further-fire-safety-tests-cladding-and-insulation>

Grenfell: The myths and the facts

Saturday 8 July

The LGA's fire safety guidance was referenced in a **Mail** article looking at the key questions being asked by the public and politicians about the Grenfell Tower fire.

- Mail p24

'Unsafe' cladding remains in most affected areas

Thursday 13 July

Most of the areas with tower blocks clad in panels that have failed fire combustibility tests have not yet started to remove the material, the **BBC** claimed. Councils, housing associations and private landlords say there is some confusion about what to do while they wait for the results of more comprehensive government safety tests. The LGA said councils would do whatever was needed to ensure residents were safe in their homes. It said: "We have been clear all along that entire cladding panels and the insulation behind them need to be fire tested together as a system, rather than just the core of the panels on their own, and are pleased these much-needed changes to the testing process are now going to happen."

- BBC Online
<http://www.bbc.co.uk/news/uk-40568767>

Answers to the Grenfell Tower 'wall of questions'

Thursday 13 July

For the past month since the Grenfell Tower fire, residents have been posting questions about the disaster on a wall under the Westway flyover. In an attempt to answer some of those questions, a **Guardian Online** feature investigates the "stay-put" policy. The article says: "A 2012 report for the LGA pointed out that in 2009/10 of more than 8,000 fires in high-rise blocks, only 22 required more than five people to be evacuated." The LGA said the stay-put advice was not intended to deter people from leaving if they felt threatened. The BBC said fire service advice to "stay put" inside Grenfell Tower during the fire lasted nearly two hours.

- Guardian Online
<https://www.theguardian.com/uk-news/2017/jul/12/answers-to-the-grenfell-tower-wall-of-questions>

By media release:

- Local Government Association on Grenfell Tower fire (15 June)
(8 episodes of coverage)
- Updated LGA statement on Grenfell Tower fire (16 June)
(12 episodes of coverage)
- Fire safety: Local Government Association statement (24 June)
(12 episodes of coverage)
- Councils worked quickly to send cladding samples for testing – LGA (26 June)
(3 episodes of coverage)
- LGA comments on further fire safety tests on cladding and insulation (6 July)
(4 episodes of coverage)

Queen's Speech 2017/19

Purpose of the Report

For direction.

Summary

The paper sets out the key legislation affecting local government in the 2017 Queen's Speech and provides recommendations for prioritising LGA activity. The Board's approval is sought on the Bills the LGA should prioritise for the purpose of its lobbying. This will identify where our resources should be focused to ensure we deliver the best possible outcomes for local government.

Recommendation

That the LGA Leadership Board approve the suggested priority Bills for the LGA in the 2017/19 parliamentary session.

Action

As directed by members.

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Queen's Speech 2017/19

Prioritisation of Bills

1. Each year following the Queen's Speech the LGA prioritises the key legislation that the organisation will seek to influence. This prioritisation ensures that, by focusing our lobbying, the best results are achieved for local government. Based on feedback from our Boards, and following an assessment of the implications of the Government's legislative agenda, we are using the following system of prioritisation:
 - 1.1. **High profile engagement:** For a Bill identified as high profile, the LGA lobbies at each stage of the Bill's passage through Parliament, works with our network of MPs and Peers to table amendments, uses media and stakeholder engagement to keep our priorities on the national agenda, and engages with the government department leading the legislation.
 - 1.2. **Medium profile engagement:** For legislation that is important, but does not require as much active lobbying, we will ensure – though constructive engagement with Ministers and officials – that the Bill does not negatively impact on local government. These Bills will be managed under the medium profile category as our engagement is usually limited to advising on the detail of the Bill. However, if the Bill is amended to have a more significant impact on local government, it can be reclassified into the 'high' category.
 - 1.3. **Monitoring:** For legislation that has limited impact on local government, or is not captured by our corporate priorities, the LGA will seek to monitor its progress. The status of Bills categorised under 'monitoring' will be reviewed to ensure that any changes do not require more active participation and lobbying by the LGA.
2. This year the Queen's Speech also made a series of non-legislative announcements on countering extremism, the Grenfell Tower Inquiry, adult social care, a Green Paper on Children and Young People's Mental Health, housing, the Industrial Strategy and education. As these are non-legislative measures they are not prioritised in this paper, however, we will be working to influence them through our engagement programme with Government and Parliament.
3. At the time of writing it is also unclear as to which Private Members Bills (PMBs) will be of interest to us and likely to carry enough support in Parliament to be passed, although we are anticipating working on PMBs on taxi licensing and home education. We will monitor these Bill and make decisions on whether to engage with them on a case by case basis, taking guidance from Leadership Boards and our policy boards as required.
4. Set out below is the proposed prioritisation of legislation in the Queen's Speech that has been identified as being of interest to local government.

Priority		
High profile engagement	Medium profile engagement	Monitoring
Repeal Bill	Customs Bill	Data Protection Bill
	Trade Bill	Courts Bill
	Immigration Bill	Automated and Electric Vehicles Bill
	Draft Domestic Violence and Abuse Bill	Draft Patient Safety Bill
	Draft Tenants' Fees Bill	Armed Forces (Flexible Working) Bill
		Agriculture Bill
		National Insurance Contributions Bill
		Fisheries Bill
		Finance Guidance and Claims Bill
		Smart Meter Bill
		Telecommunications Infrastructure (Relief from Non-Domestic Rates) Bill

High Profile engagement

Repeal Bill

5. The Bill will repeal the European Communities Act and end the authority of European Union law in the UK. It will also allow changes to be made to domestic law to reflect the content of any withdrawal agreement under Article 50, replicate the common UK frameworks created by EU law in UK law, and maintain the scope of devolved decision-making powers immediately after exit. This will be a transitional arrangement to provide certainty after exit and allow intensive discussion and consultation with the devolved administrations on where lasting common frameworks are needed.
6. Following previous guidance from Leadership Board and the Brexit Task and Finish Group, it is recommended we work on this as a high profile Bill. It is an opportunity to make the case for Government adopting the principle of 'double devolution' to ensure that powers repatriated from the EU do not stop at Westminster, Stormont, Cardiff Bay and Holyrood. We will also make the case that a future settlement needs to recognise local government's autonomy and this should be underpinned by statute.

7. The legislation will also provide an opportunity for us to re-state our position on EU funding. We will make the case that clear guarantees are needed to protect the total of £8.4 billion from the EU Structural and Investment Funds. This will help to protect local regeneration plans, flagship infrastructure projects, employment and skills schemes and local growth.

Medium profile engagement

Customs Bill

8. The Customs Bill will ensure that the UK has a standalone UK customs regime on exit; flexibility to accommodate future trade agreements with the EU and others; that changes can be made to the UK's VAT and excise regimes to ensure that the UK has standalone regimes on EU-exit.
9. It will be important to ensure that the legislation reflects the critical role of local authority regulatory services such as local and national trading standards, environmental health and port health authorities in relation to the both the import and export of goods.
10. The Bill is an opportunity to make the point that changes as a result of leaving the EU, checks to imported goods by councils will need to be fully funded. The Bill also creates the opportunity for us to consider how to streamline the process of facilitating exports.

Trade Bill

11. The Trade Bill will put in place the essential and necessary legislative framework to allow the UK to operate its own independent trade policy upon exit from the EU.
12. Securing international trade and investment is a vital part of a strong, prosperous and inclusive UK economy. We propose using this Bill to make the case that in order to deliver the best trading outcome for Britain we need a trade policy that draws on the strengths and expertise of our cities, counties and towns to ensure British businesses can continue to succeed.

Immigration Bill

13. The Immigration Bill will allow for the repeal of EU law on immigration, primarily free movement that will otherwise be saved and converted into UK law by the Repeal Bill. It will make the migration of EU nationals and their family members subject to relevant UK law once the UK has left the EU.
14. We will use this Bill to continue to highlight how our private and public sectors in England and Wales rely heavily on EU nationals to provide vital services. We can also brief that as there is a major skills shortage, so there needs to be a long term reforms and devolving powers over skills and employment.

Draft Domestic Violence and Abuse Bill

15. The draft Domestic Violence and Abuse Bill will bring forward proposals to establish a Domestic Violence and Abuse Commissioner. It will define domestic abuse and create a consolidated new domestic abuse civil prevention and protection order. To ensure that if abusive behaviour involves a child, then the court can hand down a sentence that reflects the devastating life-long impact that abuse has on the child.
16. Addressing all forms of domestic violence and abuse is a high priority for councils which is why we support the Bill's objectives. In our view the creation of a Domestic Violence and Abuse Commissioner will help to raise the profile of domestic violence abuse and ensure momentum in strengthening organisations' approach to it, as has been seen with the appointment of a Modern Slavery Commissioner.

Draft Tenants' Fees Bill

17. The draft Tenants Fees Bill will bring forward proposals to ban landlords and agents from requiring tenants to make any payments as a condition of their tenancy with the exception of the rent, a capped refundable security deposit, a capped refundable holding deposit and tenant default fees. It will cap holding deposits at no more than one week's rent and security deposits at no more than one month's rent.
18. The legislation is an opportunity to make the point that excessive letting agent fees are a concern for many tenants and councils, hampering access to the market. This in turn places pressure on housing of other tenures including social housing. The proposed ban on letting agent fees for tenants will bring welcome clarity and direction to a sector that has a powerful influence on the cost of renting. The enforcement of the ban on fees for tenants will need to be properly resourced and we will recommend this to the Government.
19. We also share the Government's concern about the lack of clarity for private tenants. The current legal and regulatory system is out of date and requires reform to match the pace of the reality of the current private rented housing market. The sheer volume and complexity of regulations governing the sector can be confusing for landlords, tenants and councils. The Government should review and modernise the framework to support councils' ability to meet the expectations of their residents.

Monitoring

Data Protection Bill

20. The Data Protection Bill will ensure that our data protection framework is suitable for our new digital age, and cement the UK's position at the forefront of technological innovation, international data sharing and protection of personal data. It will strengthen rights and empower individuals to have more control over their personal data including a right to be forgotten when individuals no longer want their data to be processed, provided that there are no legitimate grounds for retaining it. The Bill will establish a new data protection regime for non-law enforcement data processing, replacing the

Data Protection Act 1998 and modernising and updating the regime for data processing by law enforcement agencies.

21. We will monitor the Bill as it is passed by Parliament as it is vital that legislation on data protection keeps pace with technology and international standards. We will work with Government to ensure individual rights and personal information are protected and support the ever-more important need to share data effectively across local government services.

Courts Bill

22. The Courts Bill will end direct cross examination of domestic violence victims by their alleged perpetrators in the family courts and allow more victims to participate in trials without having to meet their alleged assailant face-to-face. It will introduce digital services which will allow businesses to pursue their cases quickly, enabling them to recover debts more easily and provide a better working environment for judges, allowing more leadership positions in the judiciary to be offered on a fixed term basis, and enabling judges to be deployed more flexibly.
23. We will monitor this legislation as local government will welcome measures that make the running of courts and tribunals more efficient. We will also seek clarity on how the provisions will apply to a range of offences local authorities are responsible for prosecuting.

Automated and Electric Vehicles Bill

24. The Automated and Electric Vehicles Bill will allow the regulatory framework to keep pace with the fast evolving technology for electric cars, helping improve air quality. It will provide for the installation of charging points for electric and hydrogen vehicles and extend compulsory motor vehicle insurance to cover the use of automated vehicles, to ensure that compensation claims continue to be paid quickly, fairly, and easily, in line with longstanding insurance practice.
25. We will monitor developments with this Bill as it is vital that the Government engages with local authorities on how we can best to accommodate the transition to autonomous vehicles.

Draft Patient Safety Bill

26. The Draft Patient Safety Bill will bring forward proposals to establish the Health Service Safety Investigation Body in statute, providing it with clear powers to conduct independent and impartial investigations into patient safety risks in the NHS in England.
27. We will monitor this Bill to assess its impacts on local government. We will make the point that there needs to be clarity on the role of the Health Service Safety Investigation Body in the exercising of its power to conduct investigations into patient

safety risks in the NHS. This includes in areas where local authority statutory functions for adult social care and public health are being delivered by NHS bodies.

Further Bills in the Queen's Speech: Armed Forces (Flexible Working) Bill, Agriculture Bill, Finance Guidance and Claims Bill, National Insurance Contributions Bill, Smart Meter Bill, Fisheries Bill, Telecommunications Infrastructure (Relief from Non-Domestic Rates) Bill

28. The Queen Speech also introduced a range of legislation including Bills on the armed forces, agriculture, financial guidance, national insurance, smart metering and business rates relief from telecommunications infrastructure. Whilst these Bills do not have a direct impact on our corporate priorities and the work of local government, we will monitor them as they are published. Should there be a need to engage with these Bills on behalf of local government, we will work with the relevant policy board(s) and Group Offices to agree our corporate positions.



Further Business Rates Retention and the Fair Funding Review

Purpose

For discussion.

Summary

This report provides an update on the LGA's work on further business rates retention and the Fair Funding Review, including a reflection on the impact of the absence of a Local Government Finance Bill in the Queen's Speech and what that might mean for the LGA's work programme.

Recommendation

That the LGA Leadership Board are asked to note this report and provide a general steer for the LGA's activity on further business rates retention and the fair funding review.

Action

LGA Officers to proceed as directed.

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Further Business Rates Retention and the Fair Funding Review

Background – The Queen’s Speech

1. The Local Government Finance Bill, intended to provide the legislative framework for the introduction of further business rates retention, did not complete its passage before the dissolution of Parliament prior to the General Election. The Queen’s Speech, announced on 19 June, set out the Government’s legislative programme for the next two years. It did not include a reintroduction of the Bill, however its provisions to introduce a new fibre-optic cabling relief have been reintroduced through a separate Bill on 4 July.
2. Since the announcement, the Ministers have expressed a preference to seek ways to give local government more control over the money it raises. This is in line with the Government’s pre-election manifesto, but not a confirmation that the Government will continue with this particular reform.
3. Analysis by LGA officers suggests that it is possible for a system of further retention of business rates to be introduced without new primary legislation.
4. The Fair Funding Review, and the implementation of its results, does not require primary legislation. It can also go ahead without introduction of further business rates retention, and the Government has signalled that it will continue with the review.
5. The following sets out the proposed approach to business rates retention reforms that the officers could follow in the coming months. Members of the Board are invited to provide their comments on the content below.

Possible next steps – business rates retention

6. In its previous meeting, the Leadership Board expressed support for the LGA continuing to work with the sector and the Government to build a case to deliver further business rates retention, if needs be without primary legislation, and officers will continue to work towards this objective.
7. The pause in the process opens up a strong opportunity to argue for extra business rates to be localised without the transfer of responsibilities, with retained resources to be used to plug existing funding gaps instead and to make sure the Fair Funding Review works for all.
8. There is a further opportunity to consider options not previously being considered by government, for example the retention of some component of revenue support grant or the continuation of some funding through specific grants if business rates is not seen as the right means of defunding some services or to facilitate equalisation.
9. The suspension of the reforms also means that the regular settlement process will continue for the time being. There is a need for the Government to provide certainty of funding to councils beyond 2020 – a new long-term settlement could be forged to reflect this and any decisions on public finance made at the Autumn Budget later this year.

Technical system design

10. The absence of a Bill means that it is not possible to move the basis on which the business rates multiplier increases from Retail Price Index (RPI) to Consumer Price Index (CPI) inflation. It is also not possible to introduce a new infrastructure supplement which would have allowed mayoral combined authorities to increase the multiplier locally by up to 2p for local infrastructure investment.
11. However, as mentioned above, analysis by LGA officers suggests the 'bare bones' system of further business rate retention can be introduced without primary legislation, and the pilots already in operation are evidence of this.
12. There is now a risk that any significant modelling resource invested unilaterally by the LGA to develop technical detail before decisions are made by the Government on its next steps might not provide a return on the resources spent. On the other hand, investing in modelling different solutions could put us in a better position to offer solutions designed by the sector.

New responsibilities

13. The Government's and the LGA's work on the transfer of responsibilities through the mechanism of business rates is effectively halted. We will continue to lobby for further devolution of certain responsibilities and the resources that go with them for example in relation to on skills and employment. As mentioned above, the pause in the reforms presents an opportunity for the LGA to put forward a stronger position on the extra business rates income being retained without any extra responsibilities, with funding used to plug existing funding gaps instead.

Accounting and accountability

14. This workstream was in its early stages, awaiting for more substantive decisions to be made as part of other workstreams. However, there are improvements that could be made to the current system of data collection and reporting on business rates, including a publicly accessible 'retention calculator' which would show how each council is doing under the current system. This work can continue even if the reforms on further retention do not progress.

The Fair Funding Review

15. The Government has decided to resume its work on the Fair Funding Review. The next meeting of the officer working group is scheduled for 19 July and officers will provide updates to Leadership Board as appropriate.
16. Among factors where the LGA needs to develop a view, there are three key points:
 - 16.1. The LGA could argue that instead of new responsibilities, extra income from business rates could be used to avoid cliffedges in individual council funding levels arising from the results of the review, making the outcome less controversial.
 - 16.2. The LGA needs to consider its position on the timing of the introduction of the results of the review. Under the current 50% retention system, the Government

had committed to a reset in 2020, so the results of the review could be timed to coincide with this. Extending the timescale to 2021 would give more time for the Government to deliver a thorough review, but it would entrench the given funding profiles even further. The LGA could also continue to push for introduction by April 2019 as was originally planned. During a plenary session on the fair funding review at the annual LGA conference, the majority of delegates present expressed a preference for 2020 as the implementation date.

- 16.3. The LGA could reconsider its overall approach to producing proposals for the review. At the session mentioned above, the majority of delegates present expressed a preference for the LGA to build its own proposals for a distribution methodology even if it meant some members seeing their funding reduce. This could be combined with the proposal in 16.1 to ensure that the new funding distribution is achieved only through different speeds of funding growth and avoiding reductions for some members.

Recommendations

17. Members of the Leadership Board are asked to note this report and provide a general steer for the LGA's activity on further business rates retention and the fair funding review.

Financial Implications

18. This is part of the LGA's core programme of work and as such has been budgeted for.

Implications for Wales

19. There are no direct implications for Wales arising from this report. Business rates retention is a devolved matter in Wales.

LGA Business Plan 2017/18

Purpose

For discussion and direction.

Summary

The LGA's Business Plan, is updated in September each year to align with the LGA's political calendar and to inform the work programmes of the individual policy boards.

The current Business Plan contains 8 priorities:-

- *Britain's exit from the EU*
- *Funding for local government*
- *Inclusive growth, jobs and housing*
- *Children, education and schools*
- *Promoting health and wellbeing*
- *Devolution*
- *Sector-led improvement*
- *A single voice for local government (internal)*

Based on Leadership Board's discussion, issues arising from Annual Conference, priorities highlighted by the Policy Boards and government announcements, a draft Business Plan will be developed setting out the LGA's priorities and key campaigns for the next 12 months.

The first draft will be presented to Leadership Board on 13 September 2017 and final 2017/18 Business Plan to Leadership Board and Executive for approval and endorsement on 18 and 19 October 2017 respectively.

Recommendation

That the LGA Leadership Board provides a steer on the LGA's priorities and campaigns for the next 12 months for inclusion in the 2017/2018 Business Plan.

Action

Draft Business Plan to be presented to Leadership Board on 13 September 2017.

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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.

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LGA Forward Plan

LGA Leadership Board LGA Executive Councillors' Forum

SEPTEMBER

LGA LEADERSHIP BOARD 13.09.17	
Item	Summary / Purpose
LGA Business	
Centre for Public Scrutiny	To submit an annual report on CfPS's activity for 2016/17.
Local Partnerships	To submit an annual report on Local Partnership's activity for 2016/17.
Fire Governance	To consider the implications of a number of changes to the governance fire services.
Review of Annual Conference	To review feedback from the 2017 Annual Conference.
Autumn Budget Submission	To comment on the Autumn Budget submission to Treasury and commend to Executive for approval the following day.
LGA Business Plan	To agree and recommend the Business Plan to the LGA Executive.
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 the last Commercial Advisory Board	To note the minutes of the last Commercial Advisory Board.
Business Rates Retention and fair funding review (TBC)	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
Brexit	To update and take a steer on the LGA's Work Programme on Brexit.
Local Government House & Layden House Update	Verbal update on the Local Government House & Layden House refurbishment projects

There is no Councillors' Forum in September as the LGA's annual Members' Briefing Day takes place instead.

LGA EXECUTIVE 14.09.17	
Summary / Purpose	
Membership, Terms of Reference and Appointments	To note membership, terms of reference and appointments to LGA Governance Structures.
LGA Business Plan	To agree the Business Plan as recommended by the Leadership Board.
LGA response to the Casey Review: Opportunity and Integration	To discuss the LGA's response to the Casey Review of Integration and opportunity follow discussions at the March Executive meeting.
Autumn Budget	To discuss and approve the Autumn Budget submission to the Treasury.
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	To agree the note of the last meeting.

OCTOBER

LGA LEADERSHIP BOARD 18.10.17	
Item	Summary / Purpose
LGA Business	
LGA Budget	To note a proposed LGA budget framework prior to full report in January.
LGA Subscriptions	To provide a steer on the overall level of subscriptions for the following year.
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 the last Commercial Advisory Board	To note the minutes of the last Commercial Advisory Board.
Business Rates Retention and fair funding review (TBC)	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
Local Government House & Layden House Update	Verbal update on the Local Government House & Layden House refurbishment projects

Councillors' Forum 19.10.17	
Item	Summary / Purpose
Promotion of a Commercial Advisory Board Project	To promote a project of the Commercial Advisory Board.
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 19.10.17

Summary / Purpose

Note of LGA Leadership Board	To highlight key issues from the LGA Leadership Board meeting.
Note of the last LGA Executive	To agree the note of the last meeting.

December

LGA LEADERSHIP BOARD 7.12.17

Item	Summary / Purpose
LGA Business	
Communications Update	To consider communications activity in the first and second quarters.
LGA Outside Body appointments	To note the list of bodies to which the LGA appoints each year
Autumn Budget	To discuss the Autumn Budget and the LGA's response.
Local Government Finance Settlement	To endorse the LGA's response to the Local Government Finance Settlement.
LGA Membership	To agree a proposed approach to the LGA membership offer for the following year.
Performance Report	To review six month performance report.
Business Rates Retention and Fair funding (TBC)	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
Brexit	To update on and steer the LGA's Work Programme on Brexit.
Layden House Update	To update on the Layden House refurbishment project.

There is no Councillors' Forum in December.

LGA EXECUTIVE 19.10.17

Summary / Purpose

Autumn Budget	To discuss the Autumn Budget and the LGA's response.
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	To agree the note of the last meeting.



Chief Executive's Report – July 2017

Purpose

For discussion and direction.

Summary

The LGA business plan for 2017/18 centres on seven external priorities:

- *Britain's exit from the EU*
- *Funding for local government*
- *Inclusive growth, jobs and housing*
- *Children, education and schools*
- *Promoting health and wellbeing*
- *Devolution*
- *Sector-led improvement*

Part 1 of the six-weekly Chief Executive's report sets out the LGA's main achievements against those priorities. Part two focusses on our internal priority – *a single voice for local government* - including membership and our media outreach activities.

Recommendation

That the LGA Leadership Board notes the Chief Executive's report for July 2017.

Action

As directed by members.

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Chief Executive's Report – July 2017

Achievements against our seven external priorities

Priority 1 – Exit from the EU

- 1.1. **Place-based impacts of Brexit:** in collaboration with DCLG the LGA has organised several regional seminars to debate the opportunities and risks that Brexit poses to local areas. The first four sessions took place in Newcastle, Cornwall, London, and the EELGA in Chelmsford.
- 1.2. **The legislative priorities for local government:** the LGA has identified ten legislative priorities for local government in the Great Repeal Bill: procurement, state aid, environment protection; waste; planning; consumer protection; employment; data; transport and finance. We are undertaking work in each of these areas to help inform the debate.
- 1.3. **What next for EU funding:** the LGA recently brought together a group of local government representatives to inform DCLG's work on the future of regional development funding policy. We also hosted a discussion forum on the 10 July focussing on Interreg and the UK's Prosperity Fund.

Priority 2 – Funding for Local Government

- 2.1. **Further Business Rates Retention:** the Queen's Speech confirmed that the Local Government Finance Bill would not be re-introduced in Parliament's forthcoming legislative session. We will be working with DCLG officials to explore ways in which the reforms can be progressed without immediate primary legislation.
- 2.2. **Fair Funding Review:** we understand that ministers are still committed to addressing concerns about the fairness of current funding distributions and have reaffirmed their commitment to a thorough, evidence-based review. The review does not require legislation and we will continue to work with DCLG and local authorities.
- 2.3. **Markets in Financial Instruments Directive (MiFID) II:** the FCA has published the final rules for the implementation of MiFID II. We welcomed the improvements to the rules, which have been drawn up in response to concerns highlighted by the LGA and councils, and now recognise the unique decision-making processes in local authority treasury and pension fund investment management activities. If Local Authorities wish to opt up to professional status (as an investor) under the new rules, they will have to do so by January 2018.
- 2.4. **General Election 2017:** following the election, we reviewed our analysis of the financial gap facing local government by 2019/20 and reiterated our position in media releases and briefings that the Government must take urgent action to address this gap.
- 2.5. **Business Rates Reliefs:** the Government has now confirmed arrangements for all three of the schemes to support businesses facing bill increases as a result of the 2017 revaluation. Marcus Jones MP has written to all council leaders setting out his expectation that councils implement schemes rapidly.
- 2.6. **MasterCard-Visa Claims:** 101 member authorities have now joined the MasterCard-Visa Claims Funded Litigation Group for unlawful interchange rates. The collective claim of LGA members is approximately £20 million. Detailed analysis of the potential claims by forensic accountants will now be conducted in order to establish final amounts.

Priority 3 – Inclusive Growth, Jobs and Housing

- 3.1. **Local Growth Academy:** the LGA has supported the delivery of the first stage of the Local Growth Academy (a collaborative leadership programme for higher education, local government and the health sector) for regional groups across the country and are now planning for the second phase for November
- 3.2. **Transport Investment Strategy:** the Government announced a new Transport Investment Strategy, recognising LGA's concern about an imbalance in funding between local and national roads. This includes consulting on a new 'major road network' which would see a share of the annual National Road Fund devolved to councils A-road improvement.
- 3.3. **Temporary accommodation project:** the LGA launched a final report focusing on council innovation in meeting the demand for increased temporary accommodation at LGA Conference. It includes detailed examples and further information on supporting councils wanting to try innovations in their areas.
- 3.4. **Housing Advisers Programme:** the LGA hopes to launch a programme funding the expert advice for councils seeking to meet local housing need. The programme will capture learning to share with the sector through various LGA improvement channels.
- 3.5. **Armed forces:** the Chairman spoke at an LGA event on 26 May working with the MOD on rebasing of armed forces personnel and the release of MOD land as part of OPE. Baroness Scott also praised the LGA publication "[our community, our covenant](#)".

Priority 4 – Children, education and schools

- 4.1. **LGPS information note for academies:** the LGA has published, with DfE and DCLG, [an information note](#) for academy employers on participating in the LGPS, covering in particular the funding arrangements of the scheme.
- 4.2. **National FGM Centre:** Barnardo's and the LGA have been awarded £1.7 million in government funding to continue the work of Centre, which carries out specialist prevention and intervention work and shares expert knowledge with the aim of ending this horrific form of abuse in the UK.
- 4.3. **Supporting Improvement in Children's Services:** we are in on-going dialogue with the DfE on the development of a council-led support offer that seeks to drive sustainable improvement in children's services focussing on preventative support and utilising council's existing experience and expertise.
- 4.4. **Joint LGA/ADASS/SOLACE/Ofsted Meeting:** Cllr Richard Watts met with Amanda Spielman, the new Ofsted HMCI, on the 11th July, along with colleagues from ADCS and Solace. Topics included the role of the inspectorate in driving children's services improvement, new social care inspection arrangements and joint work to tackle unregistered schools.

Priority 5 – Promoting Health and Wellbeing

- 5.1. **Better Care Fund:** the LGA has withdrawn its support for the BCF Planning Requirements published on 3 July due to unacceptable revisions placing greater emphasis on delayed transfers of care, tougher targets on meeting reductions and funding withdrawals for 'poorly performing' areas. We will continue to participate in the planning and assurance process and in graduation planning to ensure that the best interests of councils and local people continue to be met. See our BCF site [here](#).
- 5.2. **Mental health:** the LGA launched its report on mental health at annual conference: "Being mindful of mental health – the role of local government in mental health and wellbeing."

- 5.3. **10 years of smokefree public places:** the recent 10th anniversary of the ban on smoking in public places shows what can happen when councils collectively take on a significant issue and what councils can do with their public health powers. If you are interested in reading more about the ten year journey check out our publication [‘A breath of fresh air: smokefree workplaces 10 years on’](#).
- 5.4. **Armed forces:** this month we launched [Meeting the public health needs of the armed forces population](#), which has been developed for local authorities, local Defence Medical Services and those supporting the health needs of the armed forces to help strengthen local relationships to meet the public health needs of armed forces populations.
- 5.5. **Air Quality:** we responded to the Government's Draft Clean Plan consultation. We made it clear air quality is a national responsibility. This needs to mean that local authorities are resourced to deliver and DEFRA are adequately resourced to properly liaise with all affected areas.
- 5.6. **Mandated Clean air zones:** we are lobbying the Government to provide urgent clarification on what authorities may be required to implement by the recent clean air plan, as well as how they will reach the Government's target of 100% ULEV by 2050.
- 5.7. **STP survey:** we undertook a survey of senior councillors' perceptions of sustainability and transformation partnerships and received 81 responses. The summary of key findings was launched.
- 5.8. **NHS Confederation conference:** Cllr Linda Thomas and Cllr Richard Kemp represented the LGA at the annual NHS Confederation conference in Liverpool from 14 to 15 June. Cllr Thomas took part in a panel discussion on health devolution and Cllr Kemp chaired a policy discussion on integrated technology and information governance.
- 5.9. **Leadership Essentials Sport programme:** in partnership with Sport England, we delivered the 18th session to eleven portfolio holders with responsibility for sport and physical activity.
- 5.10. **Leadership Essentials Sport impact report:** we carried out an evaluation of the impact of attending the Leadership Essentials Sport programme on portfolio holders since 2011. This included four detailed case studies with portfolio holders, and was published at Annual Conference. A new round of sessions is being agreed with Sport England for 2017/18.

Priority 6 – Devolution

- 6.1. **Bus Services Act:** the Bus Services Bill received Royal Assent on the 27th April 2017. As part of our work on the act we hosted a buses conference for officers and members in February exploring how councils could help increase bus patronage as well as a discussion of the new powers available. The LGA will publish ‘Get in on the Act – The Bus Services Act’ later this spring.
- 6.2. **Support to Combined Authorities:** we continued to support combined authorities including updating the DevoHub and an initial meeting with LCR CA. Work also commenced to establish CA themed groups for; finance, planning, transport and employment and skills as requested by CA CEX network.
- 6.3. **Support to elected mayors:** the LGA hosted the inaugural CA Mayoral Forum on 14th/15th June attended by CA mayors, the deputy mayor of WMCA and chief executives, as well as senior civil servants and international representatives. The next meeting will be held in the Autumn and will be hosted in Birmingham by Mayor Andy Street/WMCA.

Priority 7 – Sector-led Improvement

- 7.1. **Public Sector Audit Appointment (PSAA) national scheme for auditor appointments:** the repurchase of former Audit Commission contracts is now complete with councils opting into the scheme set collectively to save up to £6 million a year in audit services. Total fees for authorities in the scheme stand at around £45 million lower than in 2011, with average annual savings ranging from £8500 for a district council to £30,000 for a London Borough. PSAA was set up by the LGA to ensure the delivery of a cost effective, quality audit service for authorities.
- 7.2. **Shared Service Map:** has been updated and re-launched with figures for 2017, showcasing and providing information on cross-authority collaborations. Figures from the latest survey identified £643m of efficiency savings from 486 partnerships.
- 7.3. **Leadership Academy 2017-18:** we have launched the [programme dates](#) of our flagship development programme for councillors in leadership positions.
- 7.4. **'Leading the way' film - our political leadership development offer:** we have been promoting our new [film](#), which shows how our political leadership development programmes and resources help individual councillors gain skills to become more confident and effective.
- 7.5. **Refreshing our peer pool:** we have developed this [new film](#) to help potential peers find out how they and their council can also benefit by volunteering their time.
- 7.6. **Construction procurement category strategy:** the LGA has published a [revision](#) of the 2015 construction category strategy, which updates the strategic context, summarises the developments from the 2015 version and goes on to refresh the strategy and action plan for 2017 onwards.
- 7.7. **Digital Experts Programme final evaluation:** we have published this [evaluation](#), which shows how the 27 projects that received LGA funding through this programme used digital tools and approaches, already successfully applied by their peers, to improve services, complementing other work, for instance, on shared services, commercialisation or demand management.
- 7.8. **Dynamic Purchasing Systems (DPS) guidance:** the LGA has published [guidance](#) that sets out practical advice on what to consider when deciding whether to use a DPS and what to consider when implementing and running such a system.
- 7.9. **New e-learning modules for councillors:** we have launched [new modules](#) on anti-bribery and corruption, and supporting constituents with complex problems to help councillors to become more confident and resilient in dealing with such issues.
- 7.10. **Councillors' Guide 2017/2018:** we have updated and re-launched this online [quick reference guide](#) to provide new councillors with essential information they need to know as they begin their roles.
- 7.11. **Leading Places Programme and support:** this [programme](#) supports councils, universities and other local institutions to work together to help drive growth, re-design public services and strengthen civic participation. It provides independent expert facilitation, peer challenge and action research. We have launched the programme's second phase, which will be delivered with the Higher Education Funding Council for England and Universities UK.
- 7.12. **LG Inform themed reports:** this new LG Inform [page](#) outlines all themed reports written by our research team. New reports will be added automatically. For some reports, users will need to log into the site.
- 7.13. **LGPS administrator website:** the national scheme administrator website for the LGPS, www.lgpsregs.org, has been relaunched to provide a new home for legislation, LGA technical guides and LGA bulletins relating to the scheme.

Internal Priority – A single voice for local government

LGA Membership

8. Hart District Council has taken the decision to rescind its notice bringing the total number of councils on notice down to nine.
 - 8.1. West Sussex County Council
 - 8.2. East Staffordshire Borough Council
 - 8.3. London Borough of Richmond
 - 8.4. Hartlepool Borough Council
 - 8.5. Surrey County Council
 - 8.6. Leicestershire County Council
 - 8.7. Essex County Council
 - 8.8. Lincolnshire County Council
 - 8.9. Southend Borough Council

9. A further four councils remain out of membership – the London Boroughs of Bromley, Wandsworth and Barnet and Gosport Borough Council.

10. The Urban Transport Group has ceased to be a special interest group of the LGA.

11. The 2017 Local Government Challenge featured challenges hosted by Swale, Breckland, Harrow and Gloucester City Councils and the West Midlands Combined Authority. The winner was Denise Blair of Croydon Council, who was awarded the £10,000 Bruce Lockhart Scholarship at a reception held at the LGA Hub at Annual Conference. The Local Government Challenge is supported by Kent, Essex and West Sussex County Councils – the three partners in the Bruce Lockhart scholarship – with the MJ as its media partner. A full evaluation of the competition, now entering its ninth year, will be carried out this year.

Membership visits by the Strategic Management Team:

Chief Executive's Membership Visits: 8 June – 19 July 2017	
8 June	Association of County Council Chief Executives Meeting
14 June	Hertfordshire Chief Executives Meeting
14 June	Combined Authority Mayoral Event
16 June	East of England Chief Executives Forum
28 June	Chief Executives Sounding Board Lunch
Forward plan: 20 July – 13 September 2017	
16 August	Suffolk County Council
8 September	East of England Chief Executives Meeting
Deputy Chief Executive's Membership Visits: 20 July – 13 September	
8 August	Buckinghamshire County Council
Director of Communication's Membership Visits: 8 June – 19 July 2017	
13 June	London Borough of Hackney
14 June	West Midlands Combined Authority

Media and Public Affairs

6. In the run up to the General Election public affairs engagement focussed on influencing the party manifestos. Our Group Leaders wrote to party leaders setting out local government's priorities for the new Parliament and we published a briefing to support our engagement.
7. Our briefings on what the manifestos said on the key issues for councils were downloaded 3,216 times from our website between 26 May and 7 June 2017. Following the Election, the Chairman and Board Chairs wrote to the Secretaries of State of the relevant Whitehall departments to outline local government's priorities.
8. The Government announced its legislative and policy agenda in the Queen's Speech on 21 June. Our On the Day Briefing summarised the measures relevant to local government alongside our response, and the likely implications for councils.

Media Source	Issue
Funding for local government	
The Guardian, Sun Online, BBC Radio 4 World at One, BBC Radio 5 Live	Lord Porter's letter to council leaders about assurances he had received from government that funding will be made available to councils that need to conduct work on tower blocks, following the Grenfell Tower fire.
The Times, Mail	Comment pieces referenced the LGA's analysis of the funding gap facing local government by 2020.
The Times, BuzzFeed	Lord Porter featured with the LGA's main response to the Queen's Speech, about the association's concerns on the absence of the Local Government Finance Bill.
BBC Online	The LGA's lines on business rates in an article about small businesses still waiting for discretionary tax relief.
Inclusive growth, jobs and housing	
BBC Radio 4's Today Programme, Sky News, BBC Victoria Derbyshire Show, BBC News channel, ITV News, Channel 4 News, Channel 5 News, BBC Radio 5 Live, Talk Radio, TalkSport, LBC, BBC local radio, BBC Online, Sky News Online, Mail Online, Times Online, Telegraph Online, Independent Online	Lord Porter on the value of the Government's cladding testing programme.
Good Morning Britain, Telegraph Online, Guardian Online	The LGA's statement on how councils were working swiftly to check cladding on tower blocks and submit samples for testing.
BBC Radio 4 Today, BBC News, BBC World News, Sky News, BBC Radio 4's The World This	Housing Minister Alok Sharma referenced the LGA's media release which advised councils still waiting for cladding test results to prepare contingency plans so they can take any

Weekend, BBC Radio 5 Live, LBC, Mail, BBC Online, Guardian Online, Telegraph Online	measures needed.
Observer	The LGA's call for the freeze on the local housing allowance - paid to those renting privately - to be lifted immediately.
Independent Online	The LGA's warning that almost 90,000 council homes will be sold by councils under Right to Buy by 2020, which they will be increasingly unable to replace.
i paper	The LGA's recent publication on rural communities and broadband.
Guardian	The LGA's previous release highlighting how the proportion of 25-year-olds who own a home has halved in two decades was referenced.
BBC Online	The LGA's lines on how councils work closely with the Environment Agency to continue monitoring landfill sites long after they have closed.
BBC Online	The LGA's lines on how it is helping councils work together to sensitively manage moving homeless families from London boroughs to other councils in south east England when they are unable to house them.
Guardian	A feature on the cost of car parking, which referenced previous comments by the LGA that any surpluses from on-street parking is required to be spent on improving parking and transport facilities.
Guardian Online	How the LGA will be seeking talks with plastic bottle manufacturers to get them to contribute towards deposit schemes and recycling, to offset the impact on kerbside collections.
Children, education and schools	
Guardian Online, i paper online	The LGA's release on the need for councils to retain flexibility over how schools funding is distributed locally.
Independent Online, BBC Radio 5 Live	The LGA's response to the NSPCC's "How safe are our children?" report, which highlighted how the number of children being reported as victims of emotional abuse has risen by 200 per cent in seven years.
ITV News, BBC Online	The LGA's call for councils to be given powers to create more school places.
Guardian Online	The LGA's estimate that children's services face a £2 billion funding gap by 2020.
BBC Online	CYP Vice Chairman Cllr Roy Perry with the LGA's response to the National Day Nurseries Association's research into local authority funding rates to nurseries for two, three and four year olds.
BBC Online	The LGA's lines that fire safety checks were continuing in council-run schools, ahead of the deadline for completion.

Promoting health and wellbeing	
Guardian	Community Wellbeing Board Chairman Cllr Izzi Seccombe about the allocation of £1 billion of government funding earmarked to reduce “bed-blocking”.
BBC Online	The LGA’s response to the annual ADASS budget survey, which forecast a budget shortfall of £2.3 billion opening up by 2020 unless the system is reformed.
Mail	The LGA’s previous lines that more than one million people in Britain aged over 65 experience loneliness.
Independent Online	The LGA’s recent publication on rural health, which found that rural communities are being neglected, resulting in increasing digital exclusion and a breakdown in social networks and transport links.
Times, BBC Online, Telegraph Online, Metro Online, LBC, BBC Radio 4, BBC Radio 5 Live, BBC Online, Guardian Online	Chairman Lord Porter with the LGA’s statement on council efforts to undertake urgent reviews of high rise blocks following the Grenfell Tower fire, and the LGA’s ongoing support to councils.
BBC News channel, BBC Online, Mail, BBC Radio 4’s PM programme, BBC Radio 5 Live and BBC regional radio news bulletins	The LGA’s response to the Grenfell Tower fire.
Express, Telegraph Online, ITV Online	The LGA’s call for lorry drivers to be banned from using sat navs designed for cars.
Guardian Mail, Mirror Online, Star Online	The LGA’s previous warnings about faulty tumble dryers and for Whirlpool to launch a publicity campaign to warn people not to use fire-risk tumble dryers.
BBC Radio 4’s You and Yours programme	The LGA’s guidance on equality legislation and wheelchair passengers relating to taxi licensing, in a feature piece on the issue.
Sector-led improvement	
Mirror Online	The LGA’s excellent rating of Essex CC in a peer review last year, in a feature about a Syrian family’s successful relocation through the Syrian Vulnerable Persons Resettlement Programme.
BBC Online	How an independent review of children’s services in Gloucestershire is to be carried out by the LGA.



LGA Leadership Board – Review of the Year 2016/17

Purpose of report

For discussion.

Summary

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

This report summarises the work that the Leadership Board has undertaken in the twelve months from July 2016.

Recommendation

That the LGA Leadership Board reviews its work and programme of meetings over the past year, considers lessons learned and highlights any changes or new approaches it would wish to see.

Action

Officers to take action in line with the Board's recommendations.

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LGA Leadership Board – Review of the Year 2016/17

Background

1. Under its terms of reference, the LGA Leadership Board's purpose is to develop the strategic priorities of the Association in consultation with member councils and the LGA Boards, and make recommendations to the LGA Executive.
2. The LGA's seven external priorities are set out in the 2016/17 Business Plan: Britain's exit from the EU; Funding for local government; Inclusive growth, jobs and housing; Children, education and schools; Promoting health and wellbeing; and Devolution and Sector-led improvement. A further internal priority – A single voice for local government – governs our organisational activities.
3. The Board directs the LGA's business and holds the Boards to account in line with these priorities.

Business Plan

4. Over the summer 2016, Leadership Board contributed to the development of an updated set of priorities for inclusion in the 2016/17 Business Plan. Members requested a greater emphasis on devolution, working with combined authorities, delivering affordable housing and supporting councils to develop their own models of governance. A new priority on Britain's exit from the EU was added in response to the outcome of the referendum.
5. Alongside performance monitoring reports, the monthly Chief Executive's report sets out the LGA's main achievements against the business plan priorities and key corporate indicators, including membership and communications, enabling the Board to hold the Chief Executive to account against the delivery of the business plan.

Autumn Statement 2016

6. The Leadership Board considered the LGA's formal submission to the 2016 Autumn Statement and made a series of recommendations for the LGA's lobbying lines prior to the Government's announcement. Key wins included: the delay to the sale of higher value void properties; and the 'pay to stay' policy being made voluntary. The Board also shaped targeted LGA communications in response to a lack of long-term financial planning for adult social care funding within the published statement.

Spring Budget 2017

7. The Leadership Board guided the LGA's submission to the Treasury in advance of the Spring Budget which, alongside a programme of targeted communications, resulted in £2 billion of new funding for adult social care.



LGA Leadership Board

19 July 2017

Local Government Finance Settlement 2017/18

8. The Board informed the LGA response to the provisional Local Government Finance Settlement and focused on the changes to the New Homes Bonus, the unsatisfactory response of Government to the adult social care funding gap and greater flexibility around the social care precept.

Communities and Local Government (CLG) Committee inquiry

9. The Board contributed to the LGA response to the CLG inquiry into overview and scrutiny within local government.

Business Rates Retention (BRR)

10. The Board proposed a comprehensive response to two DCLG documents on BRR - '*Self Sufficient Local Government: 100% Business Rates Retention*' and '*Fair Funding Review: Call for Evidence on Needs and Redistribution*'. They highlighted areas where messages needed to be strengthened, in particular the complexities of BRR in Devo deals, the balance between simplicity and fairness, and cyclical impact of growth on BRR levels.
11. The Board also endorsed the LGA lobbying lines around BRR and promoted the importance of clear and comprehensible communications within in sector.

Housing White Paper

12. The Board contributed to the LGA's response to the publication of the Government's Housing White Paper '*Fixing our broken housing market*', and focused on the availability of affordable housing, ability to retain 100 per cent of Right to Buy receipts, duty to prevent homelessness being extended to partners and the importance of retaining decision-making at a local level.

Education

13. The Board endorsed the work of the Children & Young People Board on the Department of Education's review of the council role in education and children's services. They highlighted a number of areas of consideration, including lobbying for a reversal of the planned £600 million cut to the Education Services Grant, the establishment of a duty to cooperate and support for schools and councils to use school improvement funding.

Britain's exit from the EU

14. The Board oversaw the LGA's work on Brexit, including making recommendations on the structures required to deliver the work, monitoring the LGA's Brexit Task and Finish Group and developing the LGA's 'asks', particularly around local government's position within the negotiation strategy for leaving the EU.



LGA Leadership Board

19 July 2017

Devolution

15. The Board shaped the development of a comprehensive LGA support offer to combined authorities and their elected mayors in the run up to the May 2017 elections. This included provision of practical post-election support, a forum for mayors to shape their own services and support to broker conversations between mayors and government departments.

Other lobbying activity

16. The Board also provided a steer in relation to the LGA's lobbying position and responses to the Private Members Homelessness Reduction Bill, the Bus Services Bill, and the Calais clearance and Refugee Resettlement Programme.

LGA Annual Conference

17. In considering feedback from 2016 LGA Annual Conference, the Board emphasised the importance of diversity amongst the speakers and making adult social care funding prominent in the programme. The Board received drafts and contributed to the final programme for the 2017 Conference.

Membership

18. The Board received regular updates on membership via the Chief Executive's report and in October 2016 agreed to hold subscriptions for a further year.
19. As of 1 April 2017, the LGA's new membership year – all English councils were members of the LGA, with the exception of the London Boroughs of Bromley, Barnet and Wandsworth and Gosport Borough Council. 11 councils were on notice to leave the LGA on 1 April 2017 but this has reduced to nine following decisions by Manchester City Council and Hart District Council to rescind their notice.

LGA Political Balance

20. Following the local government elections on the 4 May 2017, the Leadership Board agreed the new political balance, which forms the basis of the proportionality for the LGA's governance structures for 2017/18. At the point of calculation the Conservatives were the largest group, retaining the Chairmanship of the Association for the 2017/18.

Layden House and Local Government House

21. The Board continued to oversee the refurbishment of Local Government House and Layden House throughout the year, including the funding arrangements, receiving regular updates from LGMB and LGA (Properties) Board and agreeing to reverse the order of the two refurbishment projects to allow staff to decant to Layden House during the refurbishment of Local Government House.



LGA Leadership Board

19 July 2017

LGA structure and governance

22. The Board commissioned a Company Structures Task and Finish Group to review the structure of the LGA and its supporting companies, in particular in the light of the refurbishment of the two properties and the tax implications of operating in a more commercial way. The Board received two reports in April and June 2017 and agreed the incorporation of the Association and a number of other changes to the current arrangements. The recommendations were subsequently endorsed by the LGA Executive and approved by General Assembly.
23. In parallel with this work, the Board commissioned a Constitution Task and Finish Group to review and recommend amendments to the LGA Constitution Task Group. In April 2017, the Board endorsed the Task and Finish Group's which were subsequently agreed by the LGA Executive and General Assembly. The Board agreed to review in 12 months whether to amend the LGA's proportionality calculations to include elected mayors of combined authorities.

Finance reporting and commercial strategy

24. The Board retained oversight of internal and external financial decisions and received regular reports on the LGA's financial and investment performance from the Strategic Finance Manager. Members agreed the financial statements for 2016/17 prior to their adoption at the LGA General Assembly on 4 July 2017.
25. The Board has received regular updates from the Commercial Advisory Board and informed the direction of future commercial projects.

Public Affairs and communications

26. The Board reviewed the programme of activities, events, legislation and announcements throughout the year through regular reports from the Public Affairs team. They noted the positive outcomes of campaigns such as #OurDay and the positive reputation of local government leaders in an IPSOS More Trust poll.
27. The Board has contributed to the development and implementation of the LGA's programme of campaigns, recommending maximising use of all media outlets, focusing LGA messages on human interest stories, refining LGA lobbying lines and using regional and local media opportunities by sharing cross-party LGA media briefings with a wider audience.
28. The Board reviewed the annual Perceptions Survey, noted the positive trajectory of the results, and endorsed an action plan which included increased efforts to engage with frontline councillors.

LGA Forward Plan

29. The Board continued to review the Forward Plan of the LGA Executive, Leadership Board and Councillor's Forum on a regular basis to ensure that their respective programmes continued to reflect the main issues for the LGA and for the sector.



LGA Leadership Board

19 July 2017

Potential litigation

30. The Board has maintained oversight of work by the LGA legal team, in particular oversight of potential litigation entered into by the LGA on behalf of member authorities.

Conclusion

31. The LGA Leadership Board has worked on a wide range of issues over the past 12 months. Members are invited to consider any lessons to build into the forward planning and any new ways of working for the Board from 1 September 2017.

Special Interest Groups (SIGs) - 2017 Annual Reports

Purpose

For information and decision.

Summary

All Special Interest Groups (SIGs) are required, under the LGA Constitution, to submit a full report to the LGA Leadership Board each year.

Copies of the SIG Annual Reports received to date will be circulated along with this agenda but in a **separate supplemental document pack**.

Recommendations

That the LGA Leadership Board:

- i. considers if it has any future requirements in respect of Special Interest Groups;
- ii. indicates if it wishes to invite any Special Interest Groups to a future meeting to discuss their work.

Action

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

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Special Interest Groups (SIGs) - 2017 Annual Reports

Background

1. The LGA Constitution provides for member authorities with common characteristics or interests to form Special Interest Groups (SIGs). The LGA's Statement for Special Interest Groups is attached at **Appendix A**.
2. Currently there are eighteen SIGs which have been approved by the LGA Leadership Board. A list of current groupings can be found at **Appendix B**.

2017 Annual Reports

3. All SIGs are required to submit a full report to the LGA Leadership Board each year outlining: the aims and objectives of the group; its current membership and lead authority; and key activities and outcomes of any work undertaken during the past year.
4. Fourteen SIGs have submitted an annual reports this year. The remaining SIGs who have not yet submitted reports are:
 - 4.1. National Association of British Market Authorities (NABMA);
 - 4.2. World Heritage Sites;
 - 4.3. Shared Chief Executives SIG (*This SIG became dormant as of January 2016, however do not wish to disband.*)
 - 4.4. Unitary Councils' Network (*This SIG is exempt from submitting a report this year having only been established in October 2016.*)

Financial/Resource Implications

5. SIGs are encouraged to raise their own resources from their membership and administer these resources themselves. The LGA does not pay any allowances or travel and subsistence costs to members attending SIG meetings.
6. The LGA does however offer limited administrative support and the use of certain meeting rooms, free of charge up to a certain limit.
7. As a result of the refurbishment of Local Government House, since October 2016, SIGs have been unable to utilise LGA meeting room facilities. Given the overall reduction in meeting rooms in the refurbished building and the stronger commercial emphasis, members may wish to review the current policy of making meeting rooms available to SIGs free of charge.

Appendix A: Statement on Special Interest Groups

Introduction

1. The LGA Constitution provides for 10 or more full member authorities with common features, interests or concerns to form a Special Interest Group (SIG). Under exceptional circumstances, the LGA Leadership Board may agree for smaller groups of councils to establish a SIG.

LGA Constitution – clause 15

- 15.1 *If ten or more full member authorities with common features, interests or concerns so request by formal notice to the Chief Executive, the Association, acting through the Leadership Board, they may establish a Special Interest Group (SIG). Membership shall be open to all member authorities with such common features.*
- 15.2 *In any case of doubt as to whether an authority is eligible for membership of a SIG, the Leadership Board shall determine the matter.*
- 15.3 *The Association may provide secretarial services to SIGs, having regard to the overall level of resources available to the Association, provided it is satisfied that the SIG's activities accord with the strategic direction and interests of the Association as a whole. SIGs may provide their own, or augment Association support, through resources raised from member authorities.*
- 15.4 *Special Interest Groups shall develop their own rules of procedure subject to the approval of the Leadership Board. Each Special Interest Group shall report annually on its activities to the Leadership Board.*

Rules of Operation of SIGs

2. If requested, and subject to the availability of resources, the LGA will provide:
 - secretarial support to Special Interest Groups for up to a maximum of 3 meetings per year in London;
 - accommodation in Local Government House, free of charge, subject to availability of rooms;
 - catering at normal LGA rates.

The LGA is a paperless organisation, therefore printing and hardcopy mailing will not be supported in line with the LGA's internal policies.

3. The LGA will not make any payments to members attending SIGs, including
 - Attendance allowances
 - SRAs
 - Subsistence

These expenses remain the responsibility of member authorities.

4. SIGs are permitted to raise any resources they might need to support their activities and running costs from their member authorities.
5. SIGs are able to make representations direct to Government and elsewhere on matters arising directly from their special interest, and to obtain LGA assistance in doing so. However those representations must not conflict with or undermine LGA policy as a whole or damage the interests of other member authorities. The LGA has agreed protocols relating to local government finance and other distributional issues.
6. All SIGs are required to submit a full report at the end of April each year to the LGA Leadership Board covering such matters as their dealings with Government Departments. The Leadership Board reserves the right to invite the Chairman of a SIG to discuss an Annual Report or issues arising from it.
7. SIGs may also be required to report to the appropriate board, whose remit covers the SIG's particular area of interest.
8. The LGA will review support for SIGs annually.

Application to set up a SIG

9. Applications to establish a SIG should be made in writing and sent to:

Chief Executive
LGA
Layden House
76-86 Turnmill Street
London
EC1M 5LG

10. Applications should:

- 10.1. define the purpose of the SIG and the nature of the common feature or interest;
- 10.2. include the names of at least 10 authorities in full membership who have committed to join the SIG; and
- 10.3. undertake to admit to membership all authorities who share that interest. ¹

¹ In case of any dispute over whether an authority is eligible for membership of a particular SIG, the LGA Leadership Board will decide.

Appendix B: List of Special Interest Groups

No.	Special Interest Group
1.	Coastal Issues SIG
2.	Councils with ALMOs Group (CWAG)
3.	County Councils Network (CCN)
4.	Co-operative Councils Innovation Network
5.	District Councils Network (DCN)
6.	F40 Group of Education Authorities SIG
7.	Local Authority Pension Funds (LAPFF)
8.	Key Cities SIG
9.	National Association of British Market Authorities (NABMA)
10.	New Nuclear Authorities
11.	NuLeaf SIG (Radioactive Waste Management & Nuclear Decommissioning)
12.	Public Transport Consortium SIG
13.	Rural Services Network SIG
14.	Shared Chief Executives SIG (<i>Dormant – Jan 16</i>)
15.	Special Interest Group of Metropolitan Authorities (SIGOMA)
16.	Strategic Aviation Special Interest Group (SASIG)
17.	World Heritage UK
18.	Unitary Council's Network

Performance Reporting 2016/17: Six-month monitoring report October 2016 – March 2017

Purpose

For decision.

Summary

This six-month performance monitoring report presents a summary of the LGA's performance against its business plan and internal priorities over the period from 1 October 2016 to 31 March 2017.

The report was presented to and endorsed by the Audit Committee on 14 June 2017.

Recommendation

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

Action

Officers to initiate any required action.

Contact officer: Claire Holloway
Position: Head of Corporate Services
Phone no: 0207 664 3156
Email: Claire.Holloway@local.gov.uk

Performance Reporting 2016/17: Six-month monitoring report October 2016 – March 2017

Background

1. The LGA's current Business Plan runs from October 2016 to October 2017. It includes four policy priorities rolled over from 2015/16 and two new priorities - *Britain's exit from the EU* and *Children's, schools and education*.
2. The LGA's Strategic Management Team undertakes quarterly monitoring of business plan priorities, corporate health indicators, major projects and risks.
3. This monitoring report covers the first six months of the Plan from October 2016 to March 2017. It falls into five sections:
 - 3.1 The six policy priorities of the streamlined Business Plan - *Britain's exit from the EU, Funding for Local Government, Inclusive growth, jobs and housing, Children, education and schools, Promoting Health and Wellbeing and Devolution*.
 - 3.2 *Sector Led Improvement* via the KPIs developed for reporting to DCLG.
 - 3.3 *A single voice for local government* – our own efficiency and effectiveness - via our corporate health indicators.
 - 3.4 Major projects dashboard.
 - 3.5 Strategic Risk Register.

Commentary

4. Overall performance across all areas is on track. Key highlights include:
 - 4.1. There are currently two major projects being actively monitored - the refurbishment of Local Government House and Layden House. Information on these major projects can be found in the appendices.
 - 4.2. The following updates have been made to the strategic risk register:
 - 4.2.1. The likelihood for risks SR1 and SR13 have been reduced to 'one', and those risks have been downgraded overall to a green rating.
 - 4.2.2. SR14 is now rated a yellow rather than amber due to its likelihood score being reduced from three to two.
 - 4.3. Debtors between 0-2 months has improved since the beginning of the 2016/17 financial year. Following the audit of debt management procedures in March this year, and corresponding actions to address identified areas for improvement, we are projecting further improvement in 2017/18.

- 4.4. National media mentions continue to increase in 2016/17 with a 35 per cent increase compared with 2015/16.
- 4.5. The customer perceptions survey showed a 3 per cent decrease in member authority satisfaction and a 2 per cent decrease in advocacy. The percentage of those surveyed who felt they are well informed increased by 2 per cent.
- 4.6. One additional council – Gosport – has now withdrawn from LGA membership bringing the total number of councils out of full membership to four. The political group offices continue to monitor and seek actively to engage with closely those councils out of membership and on notice to withdraw.
- 4.7. The LGA's average sickness days has continued to decrease over the past year with a reduction of approximately two days compared to March 2016. This is in part due to a corresponding decrease in long term sickness. Anecdotally, the ability to work from home rather than come into the office has helped to reduce sickness absence relating to minor conditions.
- 4.8. DCLG established 50 performance indicators in 2016/17. Overall 48 of the 50 targets were fully achieved by the end of the financial year. The two targets partially achieved related to the recruitment of 100 graduates and the work the LGA commissioned from the Chartered Institute of Public Finance and Accountancy in relation to supporting councils around fraud.
- 4.9. Membership figures have been adjusted to show councils in full membership only. From the next report new associate and corporate membership categories will be included.

Next steps

5. The Strategic Management Team will continue to monitor performance on a quarterly basis. The Business Plan will be updated in September 2017 and the next six-monthly performance report will be presented to the Audit Committee in November 2017.

		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?
Britain's Exit from the EU - councils has a strong and influential voice					
B1	Councils secure the best deal from Brexit that meets the needs of their different local communities. Our strategy will cover constitutional reform, local economic developments, disentangling councils' legal base, community cohesion, exiting the EU and place.	Ian Hughes	The LGA continues to engage well with Government on the Brexit negotiations. We have secured a tangible "seat at the table" through work with DEXEU ministers and a series of ministerial meetings will take place from June (with the UK's three other LG associations) to examine the risks and opportunities for local government.	Green	Whilst the opportunities of Brexit have been identified (for example, local flex on procurement) and the high risks (for example, the absence of a domestic replacement for EU sourced regeneration funds), the development of opportunities and the mitigation of risks are dependent on the Government/EU negotiations, over which we are seeking continued, external influence. Until these Government-led negotiations begin and details are understood, the risks to councils remain registered as high.
Funding for local government - reform of the finance system					
F1	Local authorities receive fair funding and the consequences of central government reforms are understood and adequately funded.	Nicola Morton Resources	The LGA has been successful in obtaining additional funding for adult social care services from 2017/18 to 2019/20, following an extended campaign on funding pressures facing all of local government as well as flexibilities on council tax setting. We continue to press the case for £5.8 billion of the extra business rates income to be used to fund existing local government funding gaps before any new responsibilities are considered.	Amber	Local authorities continue to face serious financial challenges. Some short term support for adult social care services will be welcome, but this has no impact on challenges that other services face. District authorities also now have to contend with additional reductions to their funding through new homes bonus reform.
F2	Engage in the detailed arrangements for 100 per cent business rates retention.	Nicola Morton Resources	Throughout the year, the LGA has worked closely with colleagues from Government on developing thinking on all aspects of reform, as well as forming its own policy through the Task and Finish Group. The Government has included a provision in the Local Government Finance Bill to pay authorities for losses due to appeals and has ruled out funding Attendance Allowance through Business Rates Retention.	Green	The final impact on local authorities will be clearer when the reforms come into place in April 2019. However, we believe that we have secured an open forum for local authorities to make their views known throughout the process, which should help with identifying and exploring all risks and opportunities that the reform provides.
F3	Improve the business rates appeals system and modernise valuation and collection.	Nicola Morton Resources	We have secured passage of regulations that implement the new check, challenge, appeal system. Following sustained lobbying by the LGA, the Government has announced that it will introduce a time limit on business rate appeals. The Government has also committed to exploring more frequent revaluations.	Green	The Government's reforms and commitment to explore more frequent revaluations and term limits on appeals is likely to have a positive impact on appeals risk. A centrally held appeals provision (as above) may also be of a potential benefit. However, it is only after these reforms are fully implemented that there will be evidence to show whether that has been the case.
F4	Councils have 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	A fund of £305 million, spread over four years, dedicated for discretionary business rates relief schemes for businesses most affected by the 2017 revaluation. We have also secured a commitment to more flexibility on setting planning fees.	Amber	Setting of business rates remains a national power and council tax continues to be subject to council tax referendum limits. However, additional flexibilities within the referendum thresholds provide more freedom to vary council tax.
F5	Lobby to free local government borrowing from Treasury restrictions.	Nicola Morton Resources	We continue to lobby against restrictions such as the HRA borrowing cap, but have not changed Government policy. We commented on the NAO's report on capital sustainability of local authorities and submitted evidence to the subsequent PAC hearing. We raised awareness of potential problems of over-restrictive implementation of MiFID II regulations by the FCA and this is now being reconsidered. We have prepared a response to the initial CIPFA consultation on the review of the Prudential Code for capital finance and argue that the Code has worked well and that any changes should be minimal.	Amber	Councils have a certain amount of freedom to borrow for capital purposes and this enables local determination of investment in both local infrastructure and in schemes that secure revenue streams and savings. We will continue to defend these freedoms, which are periodically reviewed. The MiFID II regulations could make it more difficult for councils to secure income from investments, so we will argue that this needs to be implemented in a way that is practical for councils. The HRA borrowing cap restricts many councils' ability to invest in housing.

		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?
Inclusive growth, jobs and housing - councils central to revitalising local economies					
IG1	Councils have the levers and support to make the most of their cultural, sporting, heritage and tourism assets.	Rebecca Cox Culture, Tourism & Sport	<p>We held a successful CTS annual conference in Bristol, with excellent delegate feedback. We also launched our joint publication with the Chief Culture and Leisure Officers Association, 'People, culture place.'</p> <p>We have delivered the final culture peer challenges and Leadership Essentials events (bar one sports one that has been postponed) and are working with Arts Council England and Sport England to shape next year's offer.</p> <p>Through the Libraries Task Force, £4 million of project funding has been awarded to local library service projects. We have refreshed our press line on libraries and other cultural services, highlighting the risks to service provision if funding squeezes continue.</p> <p>With the EEHT Board, we successfully lobbied for DCMS to open the bidding for UK cities to be the European capital of culture.</p> <p>We are working with DCLG and other stakeholders in response to the CLG Select Committee report into public parks.</p> <p>We gave evidence at the EFRA Select Committee inquiry into rural tourism. We responded to the National Archives' consultation on its future vision and continue to engage with the DCMS Museums Review.</p>	Green	<p>The LGA continues to foster good relationships with the relevant Arms Length Bodies and Non-Departmental Bodies. This has led to more funding streams being opened up to councils, and continued support for joint leadership development opportunities for the sector. We have also continued to lobby successfully on the role of councils in delivering cultural, sporting, and physical activity, and their important role in tourism. LGA lobbying also led to the opening up of the bidding process for the European capital of culture, which was a concern for a number of member councils.</p> <p>However, ongoing funding pressures continue to have an impact on many councils' ability to provide these services, both statutory (libraries) and others (museums). The LGA is working to be more visible on this issue, an approach that is gaining traction with campaigners. A new Libraries Minister in 2016 has brought a new approach to handling formal library complaints, and we can expect to see a stronger line from DCMS on this in future. We continue to work with library authorities to help them make robust, evidence-based decisions.</p>
IG2	Councils increase their local digital connectivity, both broadband and mobile.	Rebecca Cox People and Places	<p>The LGA continues to have a high media profile on this issue.</p> <p>We were successful in ensuring that the 5G connectivity trials in the Budget included non-metropolitan areas as well as cities.</p> <p>We continue to lobby on the Digital Economy Bill, with increasing support for a broadband social tariff, and some progress on the universal service obligation.</p> <p>We have commissioned the next phase of the Up to Speed campaign, with a renewed focus on mobile connectivity.</p> <p>The People and Places Board had a positive meeting with the chief executive of Ofcom, with opportunities for joint activity being explored.</p>	Green	<p>5G trials open to non-metropolitan and rural areas, and £200 million was announced in the Budget for local broadband projects. Progress on aspects of the Digital Economy Bill that will lead to a better service for residents and businesses. The changes to Openreach for infrastructure provision may present an opportunity for councils, but there are unknowns about the process and risks do therefore remain.</p>
IG3	Councils work with partners to maximise the value of local and national infrastructure investment, including transport powers (with Local Partnerships).	Eamon Lally EEHT	<p>The LGA responded to the Industrial Strategy Green Paper, drawing on a range of policy positions to call for skills devolution; devolution for all areas; integration with other policy developments e.g. housing white paper; and a focus on existing local structures and partnerships. In addition steered a successful lobbying line in the buses bill, which will lead to greater franchising powers for combined authorities</p>	Green	<p>We are well positioned with Greg Clark, and we expect that the Industrial Strategy will be a key plank of the next government. However the election presents some uncertainty</p>
IG4	Councils have the power, funding and lead responsibility to integrate and commission back to work, skills and welfare support under a devolved model.	Eamon Lally City Regions and People & Places	<p>Work on a more responsive local approach to public employment services continues through the Cities and P&P board. This policy development has also been successfully integrated into our business rate retention work and will be launched at LGA Conference.</p>	Amber	<p>Both Cities and P+P Boards have been frustrated by the lack of progress on skills devolution through discussions with DWP where little progress has been made. We have been commissioned to publish a clear local alternative to be delivered at our annual conference. We are developing new relationships with DFE and we are continuing to work with DWP, although it remains unreceptive to discussions on the future of JCPlus</p>
IG5	Councils unblock the barriers to house-building and drive the increase in housing supply the nation needs.	Eamon Lally EEHT	<p>Our lobbying on the Housing Act helped shift the Government's housing policy as reflected in the new White Paper. We have a draft response to the Housing White Paper, which reflects the LGA's Housing Commission findings and sets out councils greater ambition. We have also successfully completed 2016/17 improvement programme; including a number of housing seminars/conferences and a range of good practice guides including on Temporary accommodation.</p>	Green	<p>Our lobbying has helped deliver a refreshed approach to housing in CLG. However, high-level policy engagement with CLG officers continues to be a challenge. For 2017-18, we have embarked on a significantly enhanced improvement programme as part of the new improvement MOU with government.</p>

		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?
Children, education and schools - councils can bring partners together to provide for children					
CE1	Develop a more proportionate inspection and improvement regime that is genuinely sector-led and more effectively supports improvement in children's services.	Ian Keating Children & Young People	Ofsted have agreed to introduce a more proportionate inspection regime for children's services in April next year and we are discussing the detail of implementation with them and sector partners such as ADCS and Solace. We have made the arguments at Permanent Secretary level for a stronger sector-led focus on children's services improvement and submitted a funding bid for a sector led improvement programme, which is currently being considered.	Amber	Government and Ofsted have accepted the case for a more proportionate inspection system that will better support improvement. This will allow councils to focus on improving frontline services, rather than on preparing for Ofsted inspections. If our funding bid for an enhanced programme of sector-led improvement is accepted, we will be able to directly support councils in their improvement journey. The lack of funding overall is adding pressures to children's services.
CE2	Share good practice to support councils deliver effective support to children and families in the early years.	Ian Keating Children & Young People	We continue to work closely with DfE on the design and implementation of the 30 hours free childcare offer including participation on the Local Authority Reference Group which was established in response to our lobbying. We hosted a session on early intervention and social mobility, with a particular emphasis on parental relationships, at NCASC 2016. We published a series of good practice case studies on councils' support for parenting and parental relationships in the early years and hosted an LGA annual Early Years conference in partnership with ADCS and Public Health England. We continue to lobby for adequate funding for the 30 hour offer.	Green	Government policy on the introduction of the 30 hour free childcare offer has been informed by council expertise and councils have been supported to prepare for, and deliver, the new offer.
CE3	Councils have a role in promoting high educational standards for all children and young people, whatever type of school that they attend, accompanied by the appropriate resources, powers and flexibilities to support this role.	Ian Keating Children & Young People	The Government withdrew the Bill announced in the Queen's Speech to force all council-maintained schools to become academies in the face of high profile lobbying by the LGA. They also withdrew the proposal to end the council role in school improvement and announced a £50 million grant for councils to support an ongoing improvement and oversight role and access to a £150 million national School Improvement Fund. The LGA's lobbying work resulted in the Department for Education (DfE) announcing in March that an additional £215 million would be given to councils to help meet rising demand for SEND services, with every council receiving at least £0.5 million over the next three years. Work continues on lobbying the Government to give councils the powers and funding they need to fulfil their education roles in an increasingly academised school system.	Green	Government proposals to end the council role in maintaining and improving schools were withdrawn and some funding was won to support an ongoing council role. Councils have more certainty about their future roles in this area.
CE4	Raise the profile of CAMHS and the contribution that councils can make to improving the mental health outcomes for children and young people (through the LGA CAMHS campaign).	Ian Keating/Mark Norris Children & Young People	Work on this objective is ongoing. A joint meeting of lead members of the Children and Young People and Community Wellbeing boards was held in March, with a range of expert witnesses. This identified key issues relating to CAMHS and informed LGA policy lines and asks for an LGA CAMHS campaign. We held an event with NHS England on CAMHS in March, with a key note address from the Chair of the CYP Board on issues relating to CAMHS from the perspective of local councils.	Amber	(Work in progress so the full impact not yet been realised) The aim is to develop a strong local government sector view on key issues for CAMHS, with cross-party political support. This will provide a clear mandate to influence conversations and engagement with the Government on the forthcoming CQC thematic review on CAMHS, the green paper on CAMHS and the LGA campaign.

		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	Councils have the power and tools to build safer and more resilient communities and develop sustainable delivery models for relevant services	Mark Norris Safer & Stronger	We have created an online resource for councils setting out case studies, guidance and toolkits on building community cohesion and tackling hate crime. Work is underway to update LGA guidance on building community cohesion. We are continuing to work with Luton, Leeds, DCLG and the Home Office on 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. With the Home Office we held a plenary session at the LGA annual conference on tackling extremism and have co-chaired two Ministerial roundtables with elected members from 18 councils. We have commissioned a councillor's guide on scrutiny of counter-extremism and Prevent work, an update to the 2014 toolkit on managing far-right extremism, a guide for councils on Understanding Islam in Britain and held a successful leadership essentials programme on counter-extremism, attended by elected members from 11 local authorities. We have worked with the Department for Transport to help shape their work on updated best practice and statutory guidance for councils on taxi and PHV licensing. We have also worked with the Department for Transport and Home Office to help support the implementation of new requirements for licensing authorities relating to disabled access in taxis and new immigration checks for licence applicants. We have undertaken a survey of council community safety teams and held workshops with a range of community safety stakeholders to stimulate debate on the key role of councils in building safer and more resilient communities	Green	Joint working with the Home Office around Prevent and counter-extremism encourages the HO to pay attention to councils needs. We anticipate that this will be reflected in the CONTEST review's repositioning of Prevent. We have delivered a range of tools that will help inform councillors and officers on counter-extremist and prevent work and created structures to facilitate the sharing of experience and issues. Working with DfT on the guidance is helping to promote the development of more rigorous guidance on a subject that has caused consistent issues for councils in recent years. Working with Government on the new immigration requirements has also enabled us to feed in councils' concerns about the workability of the new requirements.
P2	Continue to make the case for the full integration of health and social care and promote councils' role in the planning and delivery of health and care systems	Mark Norris Community Wellbeing	Worked with NHS partners to publish a joint vision for a fully integrated health and social care system "Stepping up to the Place" to launched it at the NHS Confederation Conference in June 2016. We followed this up with the development of an integration self-assessment toolkit, which was launched at the LGA Annual Conference in July 2017 and is now a core component of the Care and Health Improvement Programme. It supports health and wellbeing system leaders to critically appraise their capability to move forward at pace and scale on integration. In addition, we have worked hard to negotiate less onerous conditions for Better Care Funds locally and enable local areas to 'graduate' from the national mandation element of BCF, including a recognition from Government that the graduation process should include an element of sector led improvement.	Green	We have been partially successful in promoting a place based and preventative approach to integration of health and social care. "Stepping up to the Place" is referenced in several key policy documents, including the forthcoming Integration and BCF policy guidance and the NHSE narrative on Sustainability and Transformation Plans. However, integration remains a challenging area of Government policy, not least because the claim that integration can reduce costs to the NHS has been challenged. The LGA continues to argue that the primary purposes of integration is to improve the health and wellbeing of individuals and to improve their experience of services, rather than to save money in the short term.
P3	Establish a sector-wide campaign to influence the 2020 spending review, continuing to evidence the financial pressures on adult social care and support implementation of the Care Act	Mark Norris Community Wellbeing	As above (F1) the LGA has been successful in obtaining additional funding worth £2 billion for adult social care following a concerted effort over the last year to raise awareness of the pressures facing social care, their consequences across the sector, and the need for genuinely new money. This has been done through prominent media work, publications, inquiry submissions, Select Committee evidence and work with national partners. The sector wide campaign to influence the 2020 SR continues to move forward and progress includes a meeting hosted by the LGA with a large number of diverse stakeholders to discuss the proposed aims, tactics and strategy for the campaign. We are now in the process of establishing governance structures and agreeing a core group of partners to take the work forward. Clearly the long-term future for social care funding remains uncertain, hence the RAG being orange (despite the important short-term win of £2 billion).	Amber	The £2 billion for adult social care is an important win but the money is short-term only and does not deal with all short-term pressures, let alone those over the longer-term. Furthermore, the state of local government funding overall will clearly continue to impact on adult social care. The Budget announcement of a Green Paper on adult social care will be a key opportunity to lobby for this longer-term sustainability but this is very much in its infancy. We will seek to engage closely with the Green Paper process and have already had early discussions with officials involved in the work.

		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?
P4	Lobby for investment in public health and make the case for investing in prevention to address issues like childhood obesity and STIs	Mark Norris Community Wellbeing	Worked with Department of Health officials to influence the Child Obesity Plan, supported the expansion of the health in all policies programme, developed a prevention matters training programme for councillors, published reports around the value case for social prescribing, health literacy and self-help, made the case for investment in early intervention and prevention across health and social care. Supported the sector deliver an effective open access sexual health service by joining legal proceedings against NHS England over the funding of the HIV treatment PrEP. Ran the LGA Public Health Conference at which three case study documents were published on local action to improve public health: <i>Health and wellbeing in rural areas, public health working with the voluntary, community and social enterprise sector and public health transformation: four years on.</i>	Amber	We have continued to promote the work councils have done to improve public health, demonstrating that the transfer of the service to local government is making a difference to the health of the nation. Through the legal case around PrEP we have prevented NHS England passing on the cost of providing preventative sexual health treatments to local authorities. There have been significant cuts in public health but the LGA is lobbying against any further reductions to the PH grant.
P5	Influence national strategies and policy related to vulnerable people, and support councils in their work around mental health, learning disabilities, loneliness, dementia, supported housing and other issues	Mark Norris Community Wellbeing	The CWB Board has agreed to the development of a mental health report that will be launched at the LGA annual conference - this is in development. We are also consulting with ADASS on the refresh of the mental health self-assessment. We are now on a cross-government working group on mental health. We submitted the LGA response to the supported housing consultation, holding a very successful engagement workshop with over 60 councils. We have been contributing to 3 of the 4 DCLG task and finish groups on supported housing, due to report beginning of May. We met with the DAA on the development of dementia post-diagnosis support and have been promoting dementia friendly communities work. We have been liaising with Age UK and the Jo Cox Commission on loneliness. We have been continuing to contribute to the PM Dementia Challenge work, helping develop the priorities of the PM Meaningful Care task and finish groups. We developed an action plan for the TLAP Shared Commitment publication on building community capacity. We have made representations to the ongoing Home Office review of the provision of Appropriate Adult service. And also provided further input to the Home Office review of the missing people strategy. We have been highlighting the key issue of learning difficulties in social care funding.	Green	We are influencing the development of the future funding for supported housing policy, particularly the content of the forthcoming Green Paper due the end of Spring 2017. The aim of the mental health report is to influence the development of Government policy on mental health, building on the PM's announcements at the beginning of the year. Our representation on Appropriate Adults aims to avoid undue additional burdens on councils in their provision and to influence any funding decisions. We shaped the citizens engagement consultation on the PM Challenge on Dementia and helped develop resources to support the challenge. Loneliness has continued to be recognised as a key public health priority and we have highlighted council's notable work in delivering initiatives that support community initiatives such as case studies in the rural health publication. TLAP spoke on the importance of building community capacity at the Health and Wellbeing Chairs Summit in March 2017.
P6	Support councils around the oversight and implementation of the Armed Forces Covenant.	Mark Norris Community Wellbeing	Commissioned a report with Forces in Mind Trust (FiMT) into local authority implementation of the armed forces covenant, agreed a joint action plan with the MOD and FiMT on taking forward recommendations in the report, held a session at the LGA annual conference on the covenant, attended the Cabinet Office reference group coordinating the covenant work across government, secured £4 million of funding for councils to bid for to support their covenant work.	Green	Through the joint report with FiMT we have influenced the MoD and Cabinet Office to support a sector-led approach to improving council implementation of the armed forces covenant rather than the introduction of a performance management and inspection regime that the MoD have been considering.

		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?
Devolution - a radical re-think of governance and accountability					
D1	Councils get support to help them increase the powers and responsibilities devolved to them from Government	Rebecca Cox City Regions and People and Places	Whilst we are supporting all CAs and Mayoral candidates well, few new devo deals are expected and there is continued frustration in non-met areas. Progress on devo is likely to be through other policy initiatives in future. For example, this work has taken on a new focus in the aftermath of the Brexit decision, with members considering the constitutional position of England and English local government outside the EU. This gives us a fresh approach for our lobbying on devolution within England. Post-election we will reassess the work. Good progress continues to be made on making the case for devolution for skills and employment support (see IG4). We have commissioned Value Adage to work with councils and their partners to research the role for local government in trade and inwards investment in the short to medium term. The initial findings have been well received by both Boards and the final report will be ready shortly.	Amber	The LGA and councils are well-placed at the forefront of the debate on the constitutional future of the UK, with productive relationships in place with DEXEU and DCLG. However, progress on devolution deals is stalled and there is a risk that the perceived complexities of devolution to two-tier areas and a reported lack of capacity in DCLG will slow the announcement of future deals. We will need to reassess the work after the election
D2	Provide direct support to councils engaging in devolution and develop a suite of tools and activities to share learning	Rebecca Cox City Regions and People and Places	The LGA has continued to work with current and aspiring devolution deal areas. This includes bespoke support to places, publication of a new tax/spend analysis tool (ESPRESSO), publication of a guide and explainer video on new Mayors, a scrutiny workshop delivered by CfPS, ongoing support to the chief executives network, and support for Mayoral candidates through the political groups. The first phase of our Leading Places programme has concluded successfully, and phase 2 has been launched.	Green	Councils are better prepared to implement current devolution deals and pursue new ones. However, uncertainty about the Government's future direction for devolution, particularly in non-metropolitan and two-tier areas, has led to some deals not being able to be completed and a lack of progress in new areas. The LGA is seen as a key player by DCLG in delivering support to CAs and the incoming Mayors, and we are well-placed to deliver on this. Uncertainty around Government policy and unknowns around the incoming Mayors means there remains a degree of risk to devolution.
D3	FRA's and councils to lead delivery of fire service reform, working with partners including police and crime commissioners and health	Mark Norris FSMC	The LGA worked closely with the Home Office (HO) to deliver fire reform, including: recruiting a more diverse workforce - we published a MoU with partners including National Fire Chiefs Council (NFCC) committing to specific actions designed to improve diversity and inclusion in FRS, published practical guidance for the sector, established a joint group with HO and NFCC to look at a campaign around the image of firefighting; we participated in the board established by HMIC to design the new inspection regime and set up a group to reform Fire Peer Challenge so it is complimentary to inspection; we supported sector-led work on procurement; we established the Fire Reform Board with HO and NFCC to oversee reform and jointly produce a vision for the fire and rescue service. The annual LGA fire conference in March was attended by 300 delegates and focussed on the reform agenda and received high overall satisfaction levels. We have influenced guidance on, and arrangements for independent scrutiny of, the PCC business case for mergers with FRAs.	Green	The LGA is seen by HO as a partner in delivering reform and as a result we have been able to influence the government's agenda in a number of areas. By taking a leading role on the issue of diverse recruitment we have placed FRAs at the forefront of delivering a 21st century service, with the campaign on refreshing the image of the firefighter being considered by HO at our instigation. The Fire Reform Board has been established as forum for oversight of reform, ensuring fire and rescue authorities are at the heart of decision-making. FRA concerns have been included in guidance, and initial government proposals around independent scrutiny of the PCC's business case are under review following our objections.

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 March 17	Has the target been achieved?
Enabling Improvement in Local Authorities - Peer Support			
E1	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.	119 peer challenges have been delivered during 2016/17. These include corporate, finance, communications and a range of service specific peer-led reviews and challenges. In addition there have been several 1-2 day peer-led follow up visits to authorities.	Green
E2	Provide tailored member/officer peer support to at least 75 local authorities e.g. mentoring for new portfolio holders or mentoring support for Chief Executives	We provided this support to 82 councils by the end of March 2017. This work is a key part of the LGA's core offer brokered through the Principal Advisers.	Green
E3	Support to 20 councils where there has been a change of political control or where there is a need for new Leader/portfolio holder support	25 councils received this support by the end of March 2017 (no new work was undertaken in Q4). 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 were put in place for 20 councils in Q1. Three councils received similar support in Q2, and two in Q3 further to other such political changes.	Green
E4	Support at least 10 local authorities to manage and resolve issues between their political and managerial leadership	This type of support was provided to ten councils by the end of March 2017: Slough and South Ribble in Q1, Hastings, Hinckley and Bosworth, Lancaster and North Norfolk in Q2, Bury, Maldon and Teignbridge in Q3 and Cheshire East in Q4.	Green
E5	Delivery of top team development work to at least 10 councils (e.g. support for leader and cabinet to improve strategic direction and leadership)	We delivered this support to 14 councils by the end of March 2017, including Northumberland, Hartlepool and Brighton & Hove in Q4 itself - an increase of 3 from Q3. The support includes development sessions for Cabinets and senior management teams. Other councils to have benefitted from the support were Barrow in Furness, Bolsover, Harborough, Milton Keynes, Boston, Lancaster, Mansfield, Brent, Slough, Kirklees and York.	Green
E6	Provide service based support to at least 45 councils e.g. developing economic development strategy	We provided this support to 47 councils by the end of March 2017, including Barking & Dagenham, Merton, Bury, Medway, Stoke, Kent Fire & Rescue Service and East Sussex Fire & Rescue Service in Q4, Harlow, North Warwickshire, Stockton on Tees, Suffolk Coastal, Thanet, Torbay, West Sussex and York in Q2, and Aylesbury Vale, Cheshire East, Ealing, Elmbridge, Malvern Hills, Plymouth, Tamworth, Wychavon in Q3.	Green
E7	Support at least 45 local authorities to develop their scrutiny skills	CfPS provided advice and support to 46 local authorities during 16/17. This represents a combination of ad hoc support and advice, and more structured support provided in partnership with the LGA. CfPS's experiences in providing support to the increasing number of councils evaluating and reviewing their governance and scrutiny functions has informed the publication of a self-evaluation framework for local authorities to consider the robustness and effectiveness of their scrutiny arrangements.	Green
E8	Hold regular meetings between LGA Principal Advisors (PA's) and all councils to discuss challenges and support	Principal Advisors and their staff, often supported by national and regional member peers meet regularly with senior officers and politicians in all councils.	Green

E9	Deliver a safeguarding adults programme and a programme of support for children's social care	<p>Networks for lead members to discuss key challenges and share practice were supported in a number of regions. 'Must knows' - a series of online resources for lead members in adult social care on key issues - were updated to include publications on use of resources, performance and Sustainability and Transformation Plans (STP).</p> <p>A well-received joint Health and Care leadership event was held in York on 12 December for lead members for children's and adults and Health and Wellbeing Chairs in the North East and Yorkshire and Humberside. As well as hearing from a range of speakers on a range of current issues, 31 attendees heard about the support on offer and how to contribute to regional and local improvement activity. Members reported continuing challenges around working with health and reducing resources.</p> <p>A Leadership Essentials in Adult Social Care Programme was held in Warwick Business school from 22 to 23 November 2016 for twelve members whose portfolios includes adult social care, with a range of high profile speakers. An Induction event for new lead members for adult social care was held in September 2016 to introduce key issues and the support offer available.</p> <p>We held our final Children's Leadership Essentials course of the year in January, attended by 12 members. A total of 48 members attended the three courses held between September 2016 and January and planning for the next round is already underway.</p>	Green
E10	Bespoke support for at least 10 councils with the most severe performance challenges	We provided this support to 12 councils by the end of March 2017, including to Northamptonshire in Q4, having previously provided it to 11 councils - Birmingham, Dudley, Isle of Wight, Oadby and Wigston, Reading, Rotherham, Slough, South Ribble, Sunderland, Lancashire and Kirklees.	Green
Efficiency and Productivity			
EP1	Develop opportunities for local authorities to enter collaborative procurement opportunities, saving councils at least £10m pa	<p>We have developed and promoted collaborative procurement opportunities for councils, particularly in the areas of ICT and construction with estimated savings of some £13.2m.</p> <p>We have negotiated with CCS for councils to access procurement training opportunities within the skills workstream. We will be able to report savings on skills training next year.</p> <p>The Supplier Management project has identified the cost to councils for goods, works and services in Social care, ICT and construction. The report is being drafted with our pilot suppliers outlining a number of potential benefits, including cost savings, by working together on a national basis.</p>	Green
EP2	Provide a cost effective way for councils to procure their external audit service by establishing a sector led body to oversee national procurement of external audit.	Public Sector Audit Appointments Limited (PSAA), a company established by the LGA, was specified by the Secretary of State as the "appointing person" to provide a national audit appointment process allowed for in the Local Audit and Accountability Act 2014, following the LGA's promotion of this option. All but seven local authorities have chosen to opt in to the national scheme, with 98% of all eligible bodies having done so. The procurement is currently underway and contracts are expected to be awarded at the start of July 2017. Appointments will be made by the 31 December 2017 statutory deadline, following consultation with individual bodies. From 1 April 2018 audits will be carried out in accordance with the new contracts.	Green
EP3	Productivity experts to work with at least 25 local authorities, saving the councils in total at least £25m	<p>This year Productivity Experts have been commissioned to work with 34 councils on projects estimated to deliver £26.5 million in efficiency savings. In August we received an external evaluation of the Productivity Experts programme which estimates that the programme has contributed to efficiency savings/income generation in the vicinity of £133 million across the lifetime of the programme.</p> <p>Further to the external evaluation of the programme, an additional internal research report was commissioned to better understand how to tailor the offer to councils. As a result of this work a number of programme improvements have been made including enhancing the support the LGA provide interested councils at the enquiry stage, which was identified as a real strength of the programme, and tailoring the marketing to better highlight the elements of the programme that councils value most.</p>	Green

EP4	Support councils to become more commercial and to help them achieve savings or generate additional income of £10m	The Advanced Commercial Group has now met on 4 occasions this year and includes representatives from 25 councils. Commercial experts have been commissioned to work with 10 councils this year to contribute towards an estimated £12.2 million in additional income for these councils. In partnership with the Institute of Directors (IOD) we have launched our Commercial Skills training for senior officers. This offer has proved popular with all 20 places for the first cohort starting in February 2017 have been taken as well as half of the places on the second cohort starting in Leeds. The LGA Commercial Skills Procurement Solution has been launched to provide councils with a place to procure commercial skills at a competitive rate to make the delivery of commercial projects easier and already 50 councils have registered an interest with two councils purchasing commercial skills through it.	Green
EP5	Increase the efficiency savings councils make through sharing services by a further 10% and refresh the shared services map	The latest update of the map was published in May 2016. We have completed the commissioning process for appointing a supplier to undertake the update of the 2017 LGA shared services map and work has started to contact councils to refresh their entries on the map. Preliminary findings from the data collection exercise for the 2017 refresh suggest that the 10% increase in efficiency savings will be met. The 2017 refresh will be published in May.	Green
EP6	Publish on the LGA website the outcomes of our work with 60 councils to help them make their waste and recycling contracts more efficient.	The final report for the waste programme has been published and contains case studies demonstrating how councils can transform their waste and recycling services in order to save.	Green
EP7	Provide expert financial advice and assistance to 30 councils	Support has been provided to 35 councils ranging from financial reviews and health checks to practical support on financial matters and governance. Support has been provided by LGA staff and associates as well as commissioned from CIPFA. During this quarter extensive additional support has been provided, among others, to Reading, Birmingham, Isles of Scilly and Copeland	Green
EP8	Launch a "matchmaking service" in autumn 2016 for councils who wish to share services and/or management teams with other councils	Since the launch of the matchmaking service in September 2016, 16 councils have contacted us to express an interest in accessing support from the LGA to extend their current shared service arrangements and support is being provided.	Green
EP9	Equip 10 councils to use design techniques to improve services and or manage future demand.	To date a total of 15 councils have received support through this programme . The West Midlands cohort of 7 councils (Coventry, Wolverhampton, Staffordshire, Lichfield, Herefordshire, South Staffs, Shropshire) has finished the Design in Public Services programme. The 8 councils from the East Midlands (Northamptonshire, Hinckley and Bosworth, Cambridgeshire, Blaby, Ashfield, South Kesteven, Leicestershire and Milton Keynes) started in Nottingham in September. In addition work is underway on the next cohort which will be supporting councils in London. We have also produced a webpage to share the learning from the programme so far.	Green

EP10	<p>Maintain and improve LG Inform - enabling the comparison and analysis of performance and thereby enhancing local accountability of councils.</p>	<p>We have maintained our coverage of 100 per cent of councils registered with LG Inform, with 4,806 registered users: this was an increase of nearly 20 per cent in the past 12 months. Alongside this we have an LG Inform Knowledge Hub Group which has 1,508 members.</p> <p>During 2016-17 there were 65,965 visits and 247,242 page views in LG Inform. During the year we added an additional 1,400 metrics to the database, which now contains 4,592 metrics in total. The database is maintained daily and typically, each month, 2-3,000 values are updated to ensure the data within the database is current. At least eight ready-made reports were created for users, which have been downloaded between 600 and 1600 times each so far.</p> <p>LG Inform has reached a level of maturity over the past two years. Taking into account users' suggestions, in 2016-17 we fine-tuned the software to bring in smarter and easier ways of using LG Inform. During the year 187 individual improvements were delivered including:</p> <ul style="list-style-type: none"> • the ability to add 'dynamic' text that changes in a report when the data changes • the ability to copy and interchange charts, tables and maps • the addition of a new chart type to the report builder: predominance maps • the ability to calculate the percentage change or difference between two values and put this into tables • the ability for users to create their own new metrics e.g. dividing an expenditure figure by population to create per capita expenditure • improved labelling and referencing of data items to show where they come from and how they have been calculated • improved database search capability and added search by collection. <p>During the year we ran 11 face to face training events and 10 on-line training events. A total of 275 delegates attended the face to face training with an additional 95 attending on-line. In total 107 organisations were represented at these sessions.</p>	Green
EP11	<p>Deliver a programme of support around better use of data and digital transformation, including:</p> <ul style="list-style-type: none"> • co-ordination and promotion of open data standards • delivering practical support about data to at least 150 councils • providing bespoke advice to at least 5 authorities on making better use of data • developing at least 12 senior councillors through a new data and digital leadership programme • developing resources and good practice 	<p>A comprehensive programme of support around better use of data and digital transformation has been delivered. This included the following work.</p> <p>Work was undertaken and co-ordinated for two new data standards:</p> <ul style="list-style-type: none"> • election results: a standard for consistent publication of elections results was published and is now undergoing scrutiny by Cabinet Office Open Standards Board • local services: a standard for the consistent publication of local services was published and work is now underway to align it with similar work in the NHS; draft data has been published by a group of local service providers, and a trial app has been demonstrated. <p>Practical support on data was supplied to 530 staff from 176 organisations since April 2016.</p> <p>A 'Data Experts' programme provided eight authorities with bespoke expert advice, or practical support, in encouraging better use of data. Projects range from enhancing open data hubs to joining and sharing data between multi-agency partners to improve service design and intelligence on citizens' needs. Support was also provided to 15 council-led projects under the 'Digital Transformation' programme.</p> <p>A training day for councillors on digital and data leadership was delivered (with expert partners), to help their understanding of what constitutes good data management/use and digital opportunities for their organisations as part of their leadership role.</p> <p>A range of resources and good practice was produced, including:</p> <ul style="list-style-type: none"> • a report on the better use of data called 'Wise Council' – published in partnership with Nesta and has received positive feedback with 2,702 downloads and 14 separate pieces of media coverage including editorial comment in Guardian Public Leaders Network, the Municipal Journal, Local Government Chronicle and Government Computing. It presents case studies of good practice in using data locally to benefit authorities, and also the lessons, top tips and a data maturity model for councils to use in a self-assessment. • a suite of three further eLearning modules was published in partnership with the Open Data Institute, focusing on how local authorities can make an impact with data and based on 'Wise Council'. These modules are being supported by six online 	Green

EP12	Continue to proactively support the widening of digital and cyber resilience awareness across local authorities and their active participation in the national Cyber-Security Information Sharing Partnership (CiSP)	<p>The LGA drafted a sector wide response the National Cyber Security Centre's prospectus which set out the work councils are already doing to mitigate against cyber attacks, the sector's concerns and recommendations as well as how we would like to work with the NCSC.</p> <p>To support the sector, the LGA has set up and is running the LG Cyber Security Stakeholder Group which brings together various sector representative bodies including, Solace, ADASS, CIPFA, Socitm alongside the NCSC, Cabinet Office and DCLG. The aim of this group is to get cyber security onto the agenda at a strategic level in councils. We have hosted 2 meetings and agreed a number of actions.</p> <p>The LGA has spoken about Cyber Security at a number of conferences including a DCLG National Cyber Resilience conference in December and February, the Health and Social Care cyber security conference and a Tech UK IT suppliers workshop.</p>	Green
EP13	Update and further develop the on-line searchable database of innovation and other notable practice.	There are around 1000 examples of innovative local government activity listed on the innovation database and the social media campaign #innovatetuesdays continues to promote the database from @LGAcomms	Green
EP14	Run the Innovation Zone at the LGA Annual Conference	We successfully ran the Innovation Zone in July 2016. Over 30 council areas directly showcased, five international sessions and approximately a further 40 councils involved in national organisations' projects presented. We have since been planning the next Zone for July 2017, agreed the scope and criteria of examples to include.	Green
EP15	Work with the Cabinet Office to extend the One Public Estate Programme	<p>Phase 5 of the programme launched on 27th January 2017 with an announcement that an additional 89 councils had joined the programme. The programme is now supporting 249 councils (70% of the country) working in 60 partnerships to work with their public sector partners to deliver public land and property initiatives. A formal launch event to announce the expansion was held in March 17 in Liverpool. New and existing partnerships received a share of £3.6m funding.</p> <p>The programme has also aligned to work as a delivery partner in London Health Devolution proposals and now sits as a key partner on the devolution land and property sub-group. This group will support the delivery of OPE funded health initiatives across London. The programme also continued to align itself more strategically with central government departments land release initiatives. Strategic links have been build with MoJ to support delivery of their court closure programme to ensure best local outcomes. The MoD have recognised OPE as a key delivery partner of their 'Better Defence Estates' strategy which will see the release of 45 sites up to 2022 and a further 45 longer term.</p>	Green
EP16	Deliver the Commissioning Academy Leadership Essentials course to at least 20 councillors	21 councillors have attended the Commissioning Academy Leadership Essentials to develop their role in the commissioning process.	Green
EP17	Help Councils to be more pro-active with dealing with Fraud - develop a fraud awareness programme with Cipfa which includes; 4 regional workshops, an 'Anti-fraud - Councillor Workbook' and a councillor anti-fraud toolkit	Programme agreed with CIPFA to deliver a range of activities to support councils to deal with fraud. A workbook and e-learning materials have been published on the CIPFA and LGA websites. Two workshops took place in February and were well received but two were cancelled due to low take-up. We are now discussing with CIPFA delivering the two remaining workshops during 2017/18 after the local elections. The project will be completed during the first part of 2017/18.	Amber
EP18	Collaborate with the Behaviour Insights Team to work with 5 councils aimed at piloting new ways of managing demand and improving outcomes in adult social care, public health and adult skills	The behavioural insights pilots for phase 1 of the programme are about to finish with reports to be published on each of them - managing service demand into Adults Social Care in Leeds, Reducing sugar consumption in hospitals in Liverpool and increasing skills training take up amongst employers in Lincolnshire. Support for a further 8 councils has been agreed for phase 2 looking at issues including: reducing domestic violence, reducing demand on housing services amongst under 35's and increasing take-up of online sexual health testing services.	Green

EP19	Collaborate with Local Partnerships to help councils deliver efficiency savings	<p>Local Partnerships have provided a comprehensive programme of support for councils on a range of issues. This includes:</p> <ul style="list-style-type: none"> • an assurance review of West Somerset and Taunton Deane's proposed merger. Savings identified circa £1m p.a. • PFI benchmarking support to nine councils (Barnsley MBC, Birmingham City Council, Bristol, Buckinghamshire County Council, Doncaster, Ealing (LB), Peterborough, Sheffield and Worcestershire). Savings identified circa £545 k p.a. • PFI refinancing support to eleven councils (Barnsley, Barking and Dagenham, Bradford, Coventry, Derbyshire, Hampshire, Hounslow, Nottingham City council, Salford, Southampton and Worcester). Savings identified of circa £6 million (Q4). • Supported Birmingham City Council with their commercialism initiatives to help deliver additional revenues to save services that would otherwise be cut due to budget pressures. Specific support being provided to develop an overall commercial strategy as well as specific support on pursuing commercial property investments • Learning from commercialism initiatives presented at two conferences which had 63 different authorities in attendance. • Prepared a Housing Delivery Vehicle Toolkit which has been distributed to over 40 local authorities and LP is working closely with three. • Worked with the seven metropolitan councils in the West Midlands Combined Authority to help them articulate an offer and ask to government for assistance in delivering four strategic sites across the CA with potential for quick delivery of new homes. • Provided support to deliver the National Re:Fit Programme, with 11 local authorities actively participating in the programme and three new clients this year. Total savings for these organisations is estimated at £2.45m p/a; annual carbon savings of 11,616 tonnes CO2 p/a and annual energy savings of 27,900,000 kwh/year. • Drawing together the sixth regional case study, focused on the East of England, to identify efficiencies and innovations made by authorities in waste services. Savings identified circa £15m p.a. • Worked with Barnsley, Doncaster and Rotherham Councils to assess the potential for a collaborative approach to Highways Maintenance. A number of potential models have been identified which are now subject to further review and development. Savings identified circa £1.5m p.a. across three councils. • Produced 'Local Energy Options – A guidance Document for Local Government'. This sets out the various benefits councils can realise by doing this together with practical advice as to how this can be achieved. • Worked with Dorset Councils to complete our financial modelling of different Unitary options for the nine councils, with our report the basis of the public consultation and a subsequent submission to the Secretary of State. • We submitted two business cases for the potential merger of five and four district councils in East Kent 	Green
EP20	Support up to 30 councils to explore multi-year settlements	<p>25 councils have been provided support through the workshop in June 2016 which resulted in a joint publication of 'top tips' for councils considering submitting an Efficiency Plan. 'Helpline' support has also been provided and it is estimated that in total some 40-50 councils have been advised. The top tips has been published on the LGA website and publicised widely. Supported by these efforts, 97% of Councils have submitted Efficiency Plans and have been accepted for multi-year settlements.</p>	Green
Strong political and managerial leadership			
SP1	Training for at least 700 councillors with leadership roles in their local authorities	<p>A total of 714 councillors with leadership roles have been provided with development and training in the last 12 months. This comprises 649 through attendance at various Leadership Academy and essential courses, a further 30 with bespoke peer training and a further 35 through top team development.</p>	Green
SP2	Support at least 60 talented councillors to progress their political careers through the Next Generation programme	<p>64 councillors were engaged across the Next Generation programmes. The programmes are now complete for the year.</p>	Green

SP3	Deliver the 'Be a Councillor' programme to help councils, political groups and the national parties attract new talent	During 2016/17, the Be a Councillor Campaign has been given increased profile through a number of activities and events including features in First Magazine, Local Democracy Week, London Councils Summit, NALC conference and the LGA conference. At least 13 Councils have actively promoted prospective councillor activity through using Be a Councillor resources and 4 Councils commissioning bespoke resources, and at least 17 councils contacting the LGA for support with their own Be a Councillor campaigns. A social media campaign has seen over 50,000 tweet impressions in any given month, and the website (www.beacouncillor.co.uk) and its relevant resources have attracted over 39,000 views in 2017 alone. 5 events have been run in conjunction with County Councils in the lead up to the 2017 County elections. A new e-Learning package has been developed and launched, in addition to bespoke versions for 3 County Councils. Distinct work streams focussing on engaging young people and women into local politics have been project planned, with events scheduled for the first part of the 2017/18 cycle. The 4 LGA political groups have continued to run successful campaigns focussing on underrepresented groups and in key geographical areas. For example, events have been held for young people, women and some significant targeted work has been undertaken in the lead up to the Birmingham 2018 elections including mentoring, public speaking training. Activities have resulted in a number of candidates being identified for upcoming elections and a candidate identified through a Liberal Democrat Be a Councillor campaign has successfully won a by-election in Rotherham.	Green
SP4	Provide new e-learning opportunities for all councillors	This is an ongoing programme of development whereby we add approximately 4-6 modules per year to the catalogue of modules. The exact modules are determined by either the need to produce a different means of learning on an existing topic or where new topics are identified. this is part of a blended learning provision. Over 8,000 people are now registered to use the modules.	Green
SP5	Train and support at least 50 leaders and chief executives to develop their leadership roles	The Leading Edge event with BT that looked at new technologies and smarter ways of delivering public services had 20 attendees (14 members, 6 officers). A further 30 leaders have attended either our Leaders programme or other development programmes.	Green
SP6	Provide top team development support to at least 10 councils	See E5	
SP7	Introduce a cross public sector leadership development programme developed in conjunction with SOLACE and Central Government	The IGNITE programme, delivered in conjunction with SOLACE has been a success and delivered support and training to a cohort of CEXs. Discussions are underway with SOLACE to refine and learn from this year's programme to implement into next year's.	Green
SP8	Support at least 75 local authorities to transform their workforces and modernise the way they are managed	A total of 112 councils had been supported by the end of March 2017. We held an event in March sharing good practice on performance management and exploring ways to embed effective performance management tools and cultures to drive up productivity. We continue to work with councils supporting them to address workforce opportunities and challenges providing support around organisational effectiveness, capability and capacity. We ran a decision making accountability (DMA) workshop for 11 councils in the East of England to help them align their management practice and structure to the needs of the customer. We conducted a full on-site support programme using DMA review process for Reading Council and Epsom and Ewell Council. We have also reviewed our DMA process and introduced a 'light' version which can provide councils with early indication of how effective their management structures are in meeting their business objectives.	Green
SP9	Support councils to increase the opportunities for apprentices and help councils deliver their apprenticeships targets	In the final quarter of the year we delivered a further regional workshops in Cambridge (100+ delegates) and Taunton (44 delegates) and continued to support councils' queries on the changes and process of DAS engaging over 50 councils in the process. We provided updates to councils on apprenticeship deadlines and process for the DAS. We provided advice and guidance to key stakeholders on trailblazer groups, and have continued to support the KHUB on Apprenticeship levy. We have also engaged a partner to help us deliver a series of workforce planning workshops with councils and have agreed to deliver a programme directly with LGSS (shared service team for Northamptonshire, Cambridge and Milton Keynes).	Green

SP10	Recruit at least 100 high calibre graduates in to local government and seek to agree a scheme to provide secondment opportunities in central government as part of the programme	We originally recruited over 100 graduates to Cohort 18. However due to a small number of withdrawals the cohort currently stands at 94, so this is slightly under target. The ngdp's Cohort 19 recruitment campaign was ongoing from October 2016 to January 2017. Interest from councils and trainees was on par with previous years during this period. Ad hoc secondments with central government continued to be offered, with one ngdp trainee seconded into the Fast Stream autumn 2016 and a further five ngdp trainee secondments arranged into the Cities and Local Growth Unit. Discussions continued with the Fast Stream and DCLG around a routine system of offering secondments. Barriers included an unwillingness of councils to release trainees on secondment unless the salary of trainees was covered in this period.	Amber
Strong Communities			
SC1	Support areas with the development of their devolution bids/deals: - 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 - hold at least 4 national events with at least 180 delegates to share learning - provide bespoke support for at least 12 areas on specific elements of implementing their devolution deals - produce a range of tools and web content - establish a cross-party programme for mayoral candidates - pilot the "leading places" programme, supporting up to 5 areas to build collaborative leadership	As part of our devolution explainer series, we published a new 'Don't be left in the dark' pamphlet on devolution and mayors. It provides a high level overview of the main questions and answers that have arisen in relation to the devolution agenda. The leaflet is also accompanied by a new 60 second video explainer on combined authority mayors. A joint LGA-New Economy event in January introduced our new tax and spend tool to analysts in combined authorities. The tool and accompanying guidance have now been published. Mayoral candidate support programmes have been commissioned with all the LGA political group offices. The CX network continues to meet and meetings are planned for 2017/18. The Leading Places final event and research report launch was a success, with over 100 delegates attending. Phase two was launched and interest from both sectors remains high. We continue to work with devolution areas and aspiring devolution areas on a demand-led basis, and have begun to support the Lancashire and Cheshire/Warrington CA areas. The CA self-assessment diagnostic tool is being tested in the WMCA and will be rolled out to all CAs in 2017/18. Due to fewer devolution deals being agreed than originally forecast, support to individual places has not been as extensive as originally planned, however we have worked with all combined authorities / devolution deal areas through a mix of bespoke support, officer and member support, membership of networks and work with CfPS and Local Partnerships. This has left the LGA in an excellent position to consolidate its improvement offer in 2017/18.	Green
SC2	Help councils put housing at the centre of solutions to wider public service challenges	Three improvement projects commissioned, working with around 20 local authorities to investigate, capture and share their innovative practice in 1) finding solutions to sourcing temporary accommodation 2) delivering housing growth through proactive planning and 3) integrating housing with health and care. Regional events and a national event have been held attracting well over 100 councils. Reports have also been produced capturing the innovative practice to increase the supply of homes; in reducing demand on temporary accommodation; and in meeting the health and housing needs of an ageing population	Green
SC3	Support Officers and members to improve the operation of licensing and other regulatory services	More than 200 councillors and officers attended five regional workshops to support councils to strengthen their taxi and PHV licensing; we also updated our taxi and PHV licensing handbook and example convictions policy. Over 40 councillors and officers attended a conference on strengthening gambling licensing. We have been working closely with the Department for Transport to help shape their forthcoming statutory guidance on taxi and PHV licensing.	Green
SC4	Provide support to councils to manage severe weather outbreaks via national events to share best practice	We launched a Councillors guide to civil emergencies setting out councils' legal obligations and their role in civil resilience, the role of councillors in preparing for, responding to and recovering from civil emergencies and three case study examples. We promoted this guide and the LGA guide to communicating during extreme weather, ahead of expected bad weather, through our networks including via council Chief Executives and Leaders and undertook a survey of council preparedness for severe weather. We continue to work with DCLG, Defra and SOLACE to discuss future activity to support councils to manage severe weather events and provided LGA input to a Cabinet Office/DCLG workshop on recovery lessons learned from the Winter 2015 flooding. A review of the LGA flood risk portal webpages has been undertaken and these are currently being updated. A review of the flood risk management e-learning modules is underway and we are in discussions with the Environment Agency regarding possible options for hosting the updated modules on the LGA website. We also drew upon the procedures we have developed around civil emergencies to support councils and DCLG to provide assistance to commuters during the Southern rail strikes.	Green

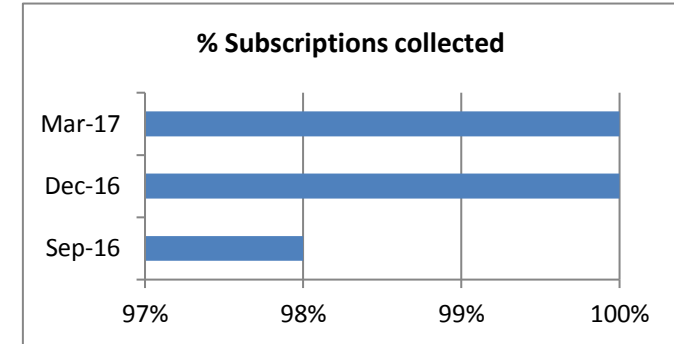
SC5	Ensure that Councils are making an effective contribution to public health system, particularly in the delivery of commissioning responsibilities for 0-5 year olds	We have completed two publications relating to children's health: Healthy futures: supporting and promoting the health needs of looked after children and Working to support positive parenting and relationships. What can councils do? Both publications emphasise the importance of universal and targeted early intervention and prevention support to those children and families with additional needs or at risk. A number of case studies demonstrating examples of how councils can better support families through working in partnerships and joining up supports across health, children and early years services are included. We are working closely with iHV on a third publication focussing on the role of Health Visiting in supporting delivery of the 0-5 Healthy Child Programme. 150 members have attended the Prevention Matters workshop up to March 2017. We have also completed a further four publications <i>Public Health: four years on, public health working with the voluntary and community sector, public health working with faith groups and supporting the public health needs in rural communities</i> . The publications include a number of case studies demonstrating how council are thinking how they affect the wider determinants of health as we seek to make improving the public's health everyone's business.	Green
SC6	Deliver cost- effective pay settlements for authorities	Most of the negotiating groups are in the middle of two year pay deals which were all delivered within the parameters set through our consultation with councils. Joint work has been carried out with the trade unions on potential models for a new pay spine that could meet the challenge to pay structures arising from the likely level of the National Living Wage by 2019/2020. This has been supported by the collection of comprehensive data on employee numbers and pay rates from councils	Green
SC7	Provide sector specific advice on a range of employee relations and pension issues	Monthly bulletins to all councils acting as LGPS administering authorities. Specific advice provided to a number of district councils on payroll requirements, valuation, exit payments, administration and complaints, automatic enrolment, fair deal and pensions taxation issues.	Green
SC8	Update the "21st Century public servant" by July 2016 and support councils to take the work forward.	E-Book produced and launched in July which was followed by a Podcast in October 2016. Discussions with the PPMA and SOLACE are ongoing as we consider the most effective ways to expand awareness and use of the book. Steering Group met in March 2017 - ideas are still being discussed on how to embed the work into councils, and to draw in other partners.	Green
SC9	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.	A total of 17 local authorities have been support through the Creating performing organisations programme. We have helped a further three councils review their approaches to performance management. We also supported a workshop on Performance management in Yorkshire and Humber region where 12 councils attended and ran sessions at regional meetings to promote the work this year. We launched a white paper on the learning from 30,000 completed surveys from staff working in LG highlighting the key insights into what makes a high performing organisation and hosted a round table event in Camden attended by two dozen councils.	Green
SC10	With central government and national partners, develop the workforce changes associated with public sector reform and support councils to adopt the new ways of working	With NHS Employers, commissioned Kings Fund to produce a report on integrated roles in health and care. Commissioned New Local Government Network to produce a report on the new "employment deal" in public service. Worked with Public Health England and partners to develop and launch a new Skills and Knowledge Framework for integrated public health careers. Conducted and published a survey on development of new public health teams. Involved in appointment process for new contractors to run Aspirant Directors of Public Health programme. Co-sponsored development of an apprenticeship framework for child and family support workers. Projects are also proceeding to develop a set of Employer Standards for Public Health with partners; produce guidance on employment of medical examiners, health visitors and school nurses (also with partners) and to finalise publication of a resource guide on workforce issues in health/care integration with DH and other partners, annual workforce survey also due for completion and ready for publication at year end. All these outputs are designed to improve shared learning on the workforce challenges in public service reform.	Green
SC11	Support councils to strengthen community cohesion and tackle extremism.	We created an online resource for councils setting out case studies, guidance and toolkits on building community cohesion and tackling hate crime. We have been updating the LGA's guidance on building community cohesion. We worked with Luton, Leeds, DCLG and the Home Office to set up a special interest group to enable councils to share good practice around tackling extremism, we created a group on the Knowledge Hub to facilitate this and have advised on the content of a resources guide for practitioners. With the Home Office we held a plenary session at the LGA annual conference on tackling extremism and have co-chaired two Ministerial roundtables with elected members on counter extremism, and have worked with OSCT to establish a network of councillors to act as Prevent champions including holding a ministerial roundtable with the councillors. We developed and ran a Leadership Essentials course for councillors on countering extremism which included members from Barking & Dagenham, Brent, Crawley, Derby, Durham, Kirklees, North Dorset, North Kesteven, Rotherham, Shepway and Stoke-on-Trent. We commissioned a number of publications including councillor's guide on scrutiny of counter-extremism and Prevent work, an update to the tackling the far right tool kit first published in 2014, and a guide to Islam in Britain.	Green

Our own Efficiency & Effectiveness

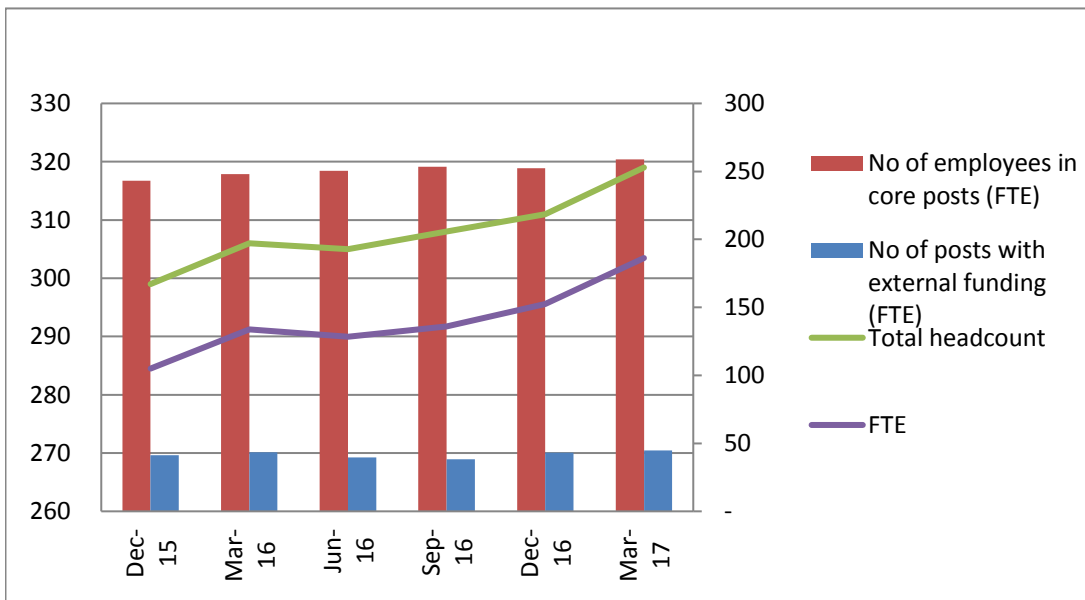
Membership

	Sep-16	Dec-16	Mar-17
Total full membership	350	350	349
No of councils out of membership	3	3	4
No of councils on notice to withdraw	9	9	11

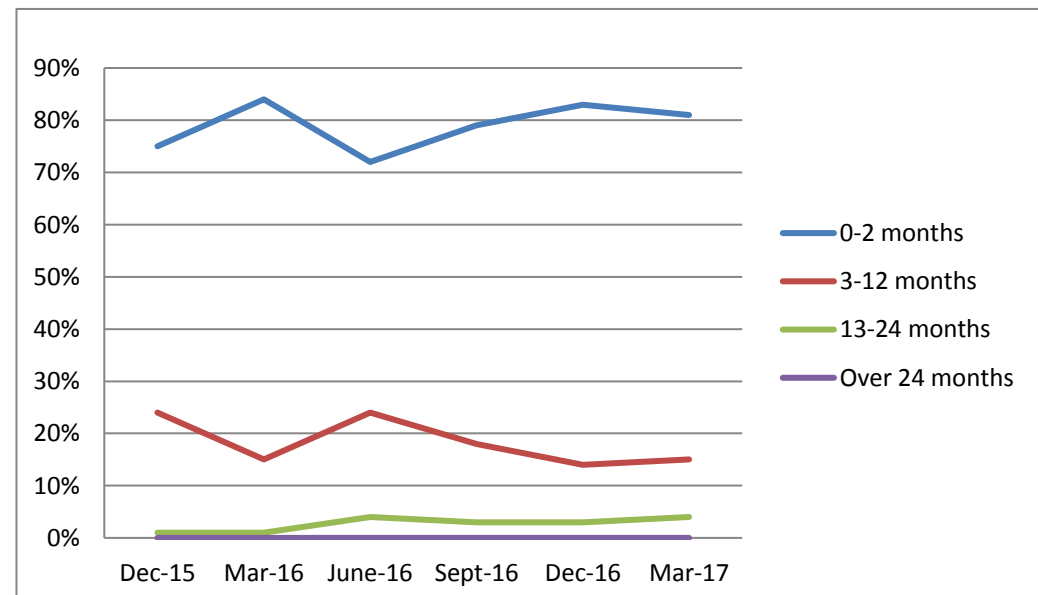
Our reputation	Mar-16	Mar-17	Target 16/17
Member authority satisfaction	75%	73%	>75%
Member authority informed	79%	85%	>79%
Member authority advocacy rating	82%	83%	>82%



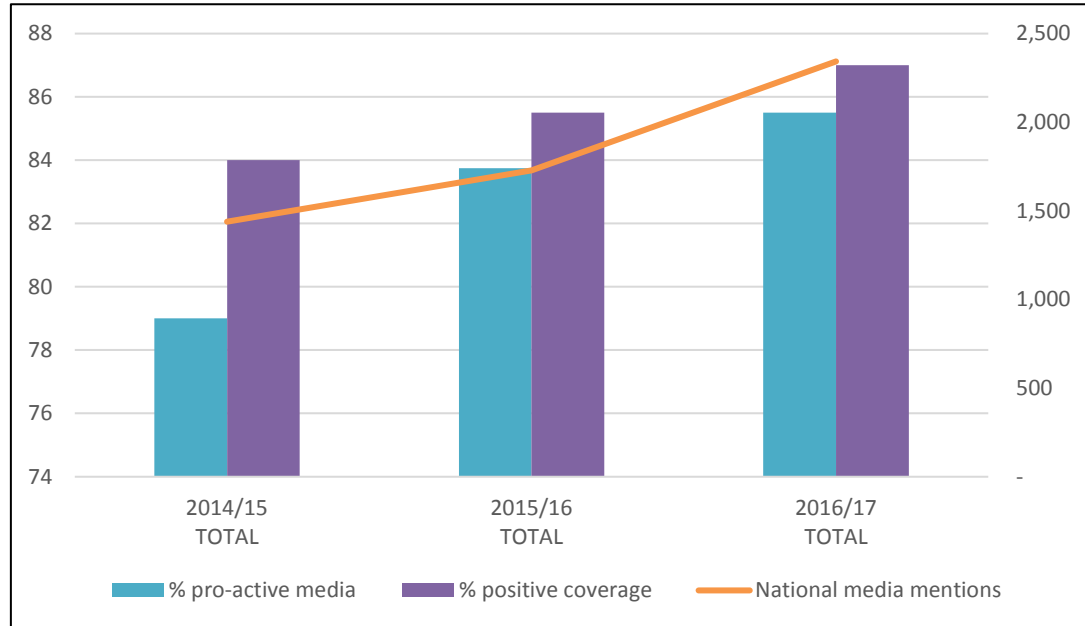
Financial Sustainability



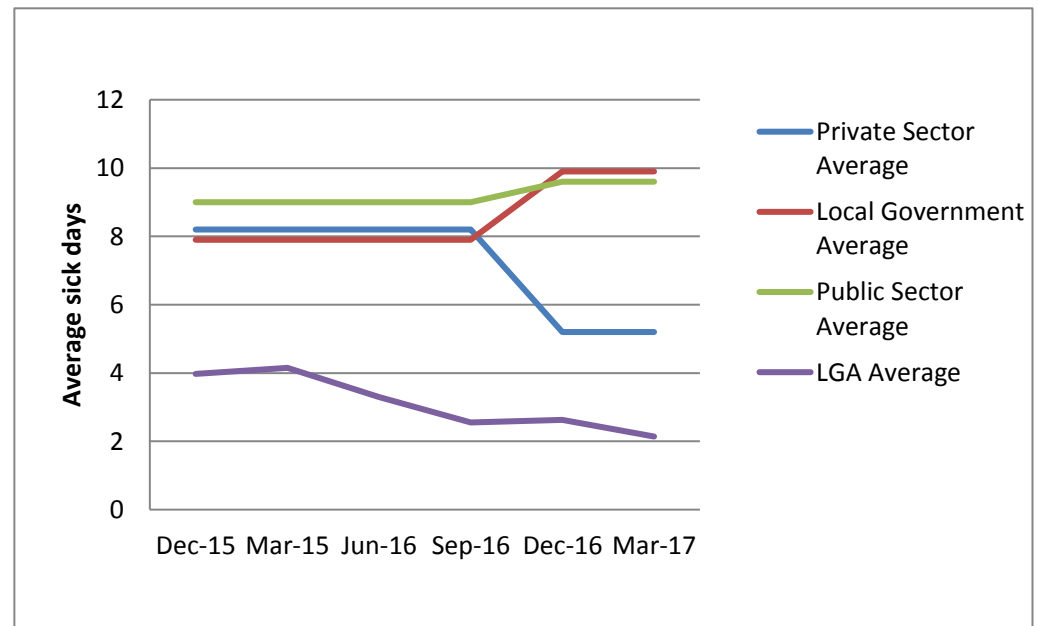
Debtors



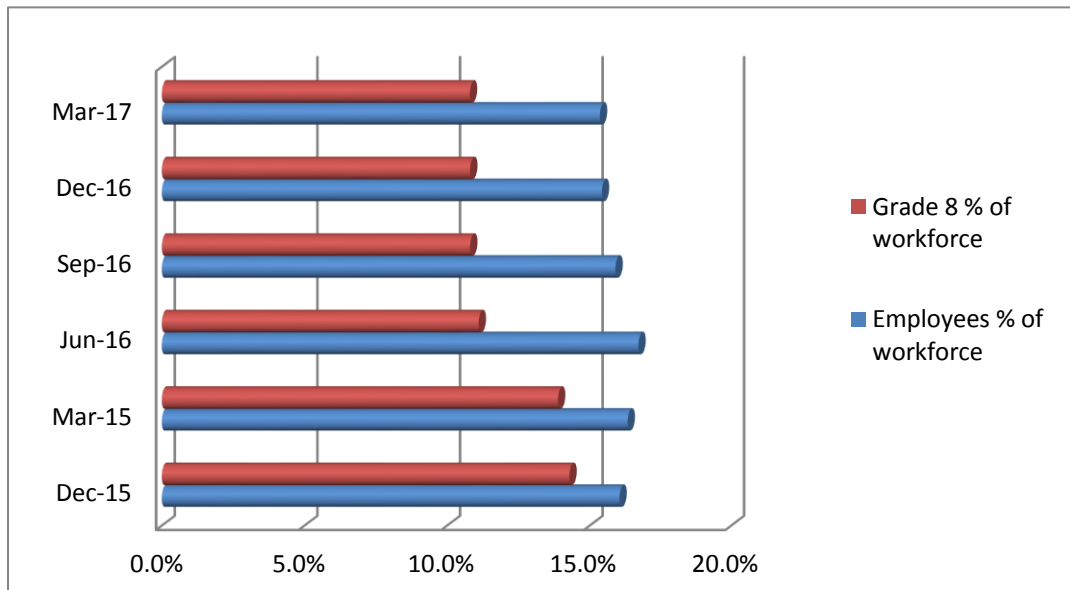
Media Coverage



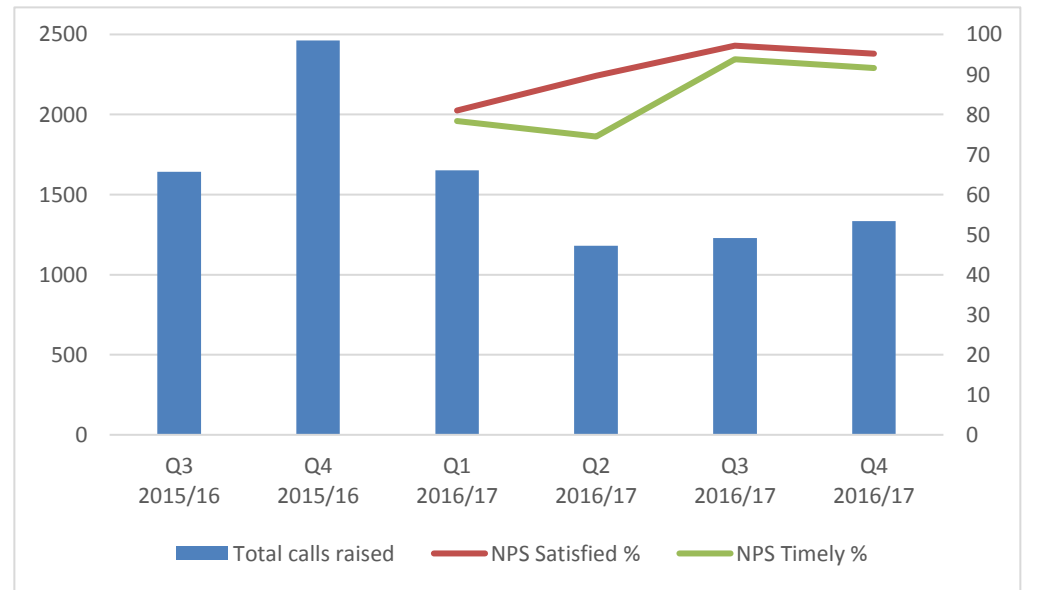
People Management/Sickness Information











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					<p>Completion of stage 4 designs and confirmation of discharge of planning conditions underway, subject to minor redesign of reception and application for highways oversail licence. Single stage tender process commenced which will give earlier certainty on cost.</p> <p>Main risks:</p> <ol style="list-style-type: none"> 1. Critical dependency on completion of LG House could cause delays and subsequent cost increase. 2. Potential increase in construction costs. 3. Delay/failure to secure oversail licence or amended planning consent impacts significantly of project design/timescale.
Local Government House Refurbishment					<p>Construction underway with contractual practical completion of 18 September 2017. Some structural issues identified with significant financial implication - updated cost book awaited. Marketing of vacant floors to commence from July 2017 but Local Partnerships have confirmed interest in 1st floor mezzanine..</p> <p>Main risks</p> <ol style="list-style-type: none"> 1. Impact of additional structural works 2. Impact of DEFRA work to glazed bricks in lightwell - possible party wall issue.

- 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	On track	●
	Review tender returns	Mar-16	Apr-17	On track	●
	Appoint stage 1 contractor	May-16	May-17	Combine into	●
	Appoint stage 2 contractor	Aug-16	Aug-17	single stage	●
	LGA decant from Layden House		Oct-17	Subject to LG House completion	●
	Start on site	Jun-16	Jan-18		●
	Project completion	Feb-17	Jan-19		●
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		Completed	●
	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		Completed	●
	Roof and plant - planning submission	16/11/2016		Completed	●
	Planning decision	26/01/2017	Jan-17	Completed	●
	Stage 2 procurement	Jan-17	Jan-17	Completed	●
	LGA (Props) & Leadership Board sign off	Mar-17	Jan-17	Completed	●
	Appoint main contractor	Mar-17	Jan-17	Completed	●
	Practical completion	Aug-17	Sep-17		●
Decant to LG House	31/08/2017	Oct-17		●	
Overall					●

LGA STRATEGIC RISK REGISTER – SUMMARY - March 2017

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	1	4	Clearly report and account separately on grant funded activity. Continue to develop commercial income streams to reduce dependence on DCLG Grant for improvement activity in the medium term.	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	CH 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	Reputation	A councils fails and the LGA is implicated	4	1	4	Monitor through PA's and Performance Support Panel (PSP) Regular updates to DCLG, Chief executive and updates to perm sec.	DS
SR9	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

SR10	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. Work with council groupings to ensure they feel properly represented	CH PA's HGO's
SR11	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; work to sustain government funding streams prioritise income generating activity and property investments; cultural change programme to engender greater commercial understanding with visible senior and political champions	SP CH PB
SR12	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
SR13	Organisation	Loss of key staff reduces the LGA's ability to delivery on the expectations of its membership.	3	1	3	Succession planning and staff appraisal and development	CH
SR14	Organisation	ICT systems failure means that LGA is unable to deliver its priorities and services and flexible working model breaks down	5	2	10	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.

Communications Annual Report: April 2016 to March 2017

Purpose of report

For information and discussion.

Summary

This report updates Leadership Board on the LGA's communications activity and the progress with our corporate campaigns.

Since December 2012, and following the publication of our communications plan and strategy, a monitoring and evaluation system has been developed to allow tracking and recording of key communications activity. Please note our engagement on the General Election was outside the reporting period but will be captured in the next report.

In order to achieve our organisational priorities, between April 2016 - March 2017 we:

- Increased national media mentions year-on-year from 1,520 in the same period for 2015/16 to 2,207 in 2016/17. (45 per cent increase in episodes of national media coverage).
- Submitted evidence in Parliament to more than 40 committee inquiries and briefed on 86 parliamentary debates, including on key legislation such as social care and housing; we achieved 1,053 mentions in Parliament, the equivalent of being quoted four times each day Parliament sat to debate policy and legislation.
- Drove 782,132 unique visitors to the LGA website, achieving a 1.5 per cent increase from the same period last year, and 2,330,878 unique page views. There have been 6,524 new subscribers to the LGA's ebulletins since 1 April 2016.
- Produced over 250 designed marketing documents, including major publications, posters, workbooks, summaries and items for social media, providing copy-editing, design and strategic support as part of our this work.
- Increased the number of followers of Twitter channel @LGAComms by 3,600 followers in one year and 7,578 followers increase over three years.
- Organised and delivered 83 events attended by 7,254 delegates. The commercial events have made £806,477.45 net income. Eighty-four per cent were free to attend and of these 18 per cent were semi-commercial (event management fee charged).
- Sent out 786 bulletins over the year.

*Please note from June 2016 we used a more accurate way of measuring performance regarding download figures for all website content.

Recommendations

That the LGA Leadership Board notes the communications activity for the period April 2016 to March 2017.

Action

As directed by Members.

Contact officer: David Holdstock
Position: Director of Communications
Phone no: 020 7664 3056
E-mail: David.holdstock@local.gov.uk

Communications Annual Report: April 2016 to March 2017

Fair Funding

1. For the last few years, the LGA has been lobbying for reform of funding that would see English local government collectively retain business rates from 2019/20 and have a strong voice on the development of a new system. In 2015 the Government announced that local government would be able to retain all business rates raised locally by 2020.
2. During this report period, our campaign has focused on creating awareness of our calls for local government as a whole to keep 100 per cent of the business rates they collect and securing funding to support £300 million of discretionary relief, enabling councils to provide support to individual businesses in the most challenging circumstances in their local area.
3. We have also long argued that letting councils set discounts and reliefs themselves locally would help them better support small businesses and local economies.

The Local Government Finance Bill was an important step on the road towards this; it contained a number of provisions which come as a result of our lobbying on behalf of local government. The LGA briefed for each stage of the debate; Cllr Nick Forbes gave oral evidence to the Bill Committee while Shadow Minister for Local Government Gareth Thomas MP also made our case. Whilst it did not complete its passage through Parliament before the general election was called, we will be calling for the new government to reintroduce the Bill.

We helped deliver this by:

- generating 89 per cent positive media coverage on council funding through proactive media work
- ensuring the reputation of local government remaining consistently high across Parliament, with three-quarters of MPs and eight out of 10 peers agreeing that councils should have greater financial powers and freedoms (77 per cent MPs and 82 per cent peers)
- producing 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
- delivering 13 local business rates retention events, reaching 725 people
- making the business rates hub, since its launch in mid-April 2016, one of the most viewed pages on the LGA website, with 12,687 unique page views (22,314 total views).

Media

4. We issued a total of 17 media releases related to the Fair Funding campaign throughout this period achieving 110 episodes of national coverage. In the last six months our most popular story was 'Government funding measures leave two thirds

of councils worse off in 2017/18, LGA warns' (27 January 2017), generating seven episodes of national coverage including BBC Radio 5 Live, Good Morning Britain and the Daily Mail.

5. 89 per cent of our coverage was proactive for the Fair Funding (business rates) campaign in the past year and 89 per cent of our coverage was positive.

Campaigns and digital

6. Over the last year, a 'Don't be left in the dark' publication, which gives an easy to follow summary of the key issues, was published. There have also been 30 items in First magazine and we have continued to manage the business rates web hub.
7. Key outputs:
 - 7.1. 12,687 visits to the website (22,314 total page views)
 - 7.2. visitors spend an average of 2 minutes 44 seconds on the page
 - 7.3. 820 downloads of the publication.

Public affairs

8. Following our lobbying, the Secretary of State for Communities and Local Government, the Rt Hon Sajid Javid MP, announced at the LGA Councillors' Forum the responsibility for attendance allowance would not be included as part of the current business rate reforms. This is an important win for councils.
9. We published three briefings on the Local Government Finance Bill including summaries of each key bill highlights. The summaries in total have been viewed 323 times.
10. Our calls that councils should be able to allocate additional revenue raised from the transition to 100 per cent business rates retention were backed by the Communities and Local Government Committee.

Events

11. We held 13 events related to business rates in the last year, attended by 725 people in total. In the last six months these have included:
 - 11.1. 2020 Vision: LGA annual finance conference (5 January 2017, London) (100 attendees)
 - 11.2. Business rates retention consultation events 2016/17 (10 free regional events around the country) (473 attendees).

Social care

12. Our work on social care has seen us work together with councils and partners to call for the Government to commit to social care funding in councils to ease financial pressures in other areas of council budgets.

Following intense campaigning work, Chancellor Philip Hammond MP announced in the Spring Budget for 2017 that councils will receive £2 billion extra funding for social care over the next three years, including £1 billion in 2017/18. This additional funding represents vital funding for services caring for the most vulnerable in our communities over the next few years. The Government's Green Paper on social care will see local government leaders playing a central role in finding a long-term solution that reforms and fully funds our care system.

We helped deliver this by:

- generating 91 per cent positive coverage in the media
- bringing MPs and Peers onside, with three-quarters of MPs and eight out of ten Peers agreeing that they support additional funding for councils' social care budgets to tackle the funding crisis (78 per cent MPs and 84 per cent peers).
- giving written and oral evidence to several important committee inquiries, including a Communities and Local Government inquiry into the financial sustainability of social care and the House of Lords committee on NHS sustainability
- producing our '2016 state of the nation' report which was downloaded 2,335 times, making it one of the top four most downloaded LGA publications in the last year
- setting up and promoting the STP bulletin [webpage](#) through the chief executive's bulletins. The page has had 327 unique page views (425 total page views).

Media

13. We issued a total of 55 media releases related to the social care campaign throughout this period achieving 359 episodes of national coverage.
14. In the last six months our most popular story was 'Budget 2017: LGA responds to social care funding' (8 March 2017), which was covered 21 times in national media including Sky News, BBC Daily Politics and ITV News. It was also referenced by leader of the opposition Jeremy Corbyn MP in Prime Minister's Questions.
15. 96 per cent of our coverage was proactive for the social care campaign in the past year and 91 per cent of our coverage was positive.

Campaigns and digital

16. We have championed our work on social care using digital and online channels, including a high profile publication, 'Adult social care funding: 2016 state of the nation report' which highlights public support for increased social care funding and launched at NCAS conference in November 2016. We also produced three additional publications for this area.
17. To demonstrate the scale of the challenge facing councils in meeting the £2.6 billion adult social care funding shortfall (by 2019/2020), we developed and launched an illustrative adult social care budget tool on our website that puts the user in control of a local council budget. The tool was promoted in the week of 13 February 2017 when it launched, reaching 30,900 people.

18. Key outputs:

- 18.1. the publication achieved 2,335 downloads of, putting it in the top five most popular publications on the LGA website in the last year
- 18.2. the social care budget tool was used 2,600 page views
- 18.3. The social care quiz was taken 620 times
- 18.4. a range of publications were launched at the National Children and Adult Services Conference (NCAS), in total receiving 4,444 total downloads
- 18.5. During NCAS conference our tweet launching the NCAS social care story reached 9,500 people.
- 18.6. There have also been 75 features in First magazine.

Public affairs

19. We have responded to two high profile committee inquiries investigating social care with LGA's key concerns on social care funding raised.
20. On 28 November, the LGA's Chief Executive, Mark Lloyd, gave evidence to the Communities and Local Government Committee on health and social care integration. He called for national action to fund social care and highlighted the LGA's role in spreading good practice for health and social care integration. The committee recommended an increase in immediate funding from the Government, and an urgent review into the long-term funding of the sector. MPs also called on the Government to work with the LGA in order to improve the sharing of best practice.
21. Our lobbying for the Government to urgently invest more money in social care throughout the year was reflected when the Prime Minister, appeared before the House of Commons Liaison Committee in December 2016. Particular highlights of the session included questioning on adult social care funding, and the LGA's key concerns being repeatedly raised by the committee.
22. During Prime Minister's Questions in February 2017, the leader of the opposition, Jeremy Corbyn MP, referenced an LGA media release (8 March 2017) in which our chairman warned that rises in council tax permitted through use of social care precepts would be insufficient to adequately fund social care.

Events

23. We held two events focused on social care in the last year, reaching 971 people. These were:
 - 23.1. National Children and Adult Services Conference 2016 (2 - 4 November 2016, Manchester)(915 attendees) organised by LGA, Association of Directors of

Social Services (ADASS) and Association of Directors of Children's Services (ADCS). It is an opportunity for adults and children's services lead members and officers to share experiences and learning. Delegates took part in a wide range of workshops, plenary sessions, discussions around funding, health, social care integration and the development of Sustainability and Transformation Plans (STPs).

- 23.2. Developing sustainable social care budgets and services (23 February 2017, London) (56 attendees).

Housing

24. We have been working to place councils at the forefront of driving housing growth, 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. Councils need more powers and funding to build more affordable homes, provide homes to rent and reduce homelessness.
25. During this report period we have continued to highlight that councils can do more if given more powers to borrow to invest in housing, keep 100 per cent of the receipts from properties sold through Right to Buy, replace homes and reinvest in building affordable homes. The LGA's Housing Commission final report set out some of our key asks in advance of the Government's Housing White Paper including 30 recommendations forming the basis of our activity throughout 2017 – shaping our investments in improvement, and good practice work with councils looking to innovate in how they meet the housing needs of their communities.

The Autumn Statement's confirmation of additional investment and flexibility for councils to help build affordable homes, and to invest in infrastructure linked to housing growth, both reflect central asks from the preliminary findings. A number of recommendations made in our Housing Commission final report have been taken on board including greater flexibility around starter homes.

As a direct result of LGA lobbying major changes were made to the Homelessness Reduction Bill which reduce the proposed burdens on councils. We also secured a commitment from Government to fully fund the new duties in the Act, and this has led to £61 million in additional funding for councils.

We helped deliver this by :

- publishing a total of 24 LGA parliamentary briefings on housing, neighbourhood and planning bills and homelessness
- producing 88 proactive media releases resulting in 86 per cent positive media coverage
- securing a commitment from Government to fully fund the new duties in the Homelessness Reduction Act, resulting in £61 million in additional funding for councils
- producing two Housing Commission reports and the Housing and Planning Get in on the Act, which were in the top 10 most downloaded publications on the website.

Media

26. We issued a total of 24 media releases related to the housing campaign throughout this period, achieving 173 episodes of national coverage. In the last six months, our most popular story was 'Proportion of 25-year-old homeowners halved in 20 years' (22 December 2016), which achieved 18 episodes of national coverage including the Times, Sky, BBC Breakfast, Guardian and Telegraph.
27. 88 per cent of our coverage was proactive for housing in the past year and 86 per cent of our coverage was positive.

Campaigns and digital

28. We have led on a range of activity to highlight our key asks on housing including producing two major publications, 'Building our homes, communities and future: preliminary findings from the LGA Housing Commission' and 'Building our homes communities and future: The LGA housing commission final report'. There have also been 46 items in First magazine.
29. Key outputs:
 - 29.1. 2,693 total downloads of the publications
 - 29.2. 67 tweets reaching 150,798 people
 - 29.3. our Christmas Twitter activity was read by 47,510 people
 - 29.4. Housing Commission webpage has received a total of 600 page views
 - 29.5. 300 printed copies of the preliminary findings housing publication were distributed at LGA Annual Conference 2016 housing session and campaign stand.

Public affairs

30. We published a total of 24 housing bill briefings on housing and planning, homelessness reduction and neighbourhood planning, including summaries of each key bill highlights. The summaries in total have been viewed 1,424 times. Our Housing White Paper briefing has been downloaded 372 times including 664 summary page views.
31. We worked with parliamentarians to table amendments to the Neighbourhood Planning Act allowing local planning authorities to recover the full costs of planning, which helped secure a government commitment in the Housing White Paper to increase fees by up to 20 per cent. We also secured greater powers for councils in the development of new towns and villages and for councils to limit office-to-residential conversion in some cases.
32. To support our work on housing, we provided written and oral evidence to the Public Accounts Committee (PAC) into Housing: State of the Nation. A report was produced by CLG Committee with a recommendation that all Housing Revenue Account (HRA) borrowing caps should be raised, a key component of LGA lobbying over the last year.

Events

33. We held six events across the country related to housing in the last year reaching 296 people in total. In the last six months these have included:
- 33.1. Building Homes, Reducing Homelessness, London (21 March 2017) (77 attendees)
 - 33.2. Building homes and funding associated infrastructure (27 January 2017) (96 attendees)
 - 33.3. Homelessness in London: sustainably managing and sourcing temporary accommodation solutions (12 December 2016) (53 attendees).

Devolution

34. The LGA believes councils not Westminster are best placed to ensure positive outcomes for people. 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.
35. Over the course of the year we have continued to help councils to secure the benefits of devolution for their residents, one of the LGA's top priorities. We have worked closely with councils to provide both direct support through devolution focused events, as well as online resources. The DevoNext hub, our one-stop shop for the latest learning and intelligence, includes a new section on devolution communications.

Peers voted in favour of councils retaining the power to form new municipal bus companies, which the LGA has been calling for. There has been good progress in moving the Government to a position where devolution is now well underway, with our devolution register showcasing over 200 entries. As well as the win on municipal bus companies, we opposed amendments intended to add restrictions to local authorities applying for partnership schemes or franchising powers, which were subsequently withdrawn.

We helped deliver this by:

- generating 44 episodes of positive devolution coverage during this period.
- offering a number of free to attend devolution events with around 342 delegates attending
- achieving over 200,000 views of our tweets
- making 'Devolution Deals' the most popular page on hub, achieving 14,527 total page views in the last year
- seeking agreement in Westminster for our asks, with three-quarters of MPs and eight out of 10 peers agreeing that councils should have greater financial powers and freedoms (77 per cent MPs and 82 per cent peers).

Media

36. We issued a total of 18 media releases related to the DevoNext campaign throughout this period, generating 44 episodes of national coverage.
37. In the last six months our most popular story was 'Bus services – new figures reveal reductions forced on councils' (12 November 2016) which achieved 15 episodes of national coverage, including BBC Breakfast, BBC News, Sky News.
38. Ninety-six per cent of our coverage was proactive for the DevoNext campaign in the past year and 100 per cent of the coverage was positive.

Campaigns and digital

39. Key channels for our work on devolution have been our refreshed DevoNext hub and two publications, 'Don't be left in the dark, devolution and mayors' (317 total downloads) and 'Devolution: our offer of support' (307 total downloads). We also produced eight additional publications for this area and a 'Devolution explained in 60 seconds, elected mayors' video. There have also been 24 items in First magazine.
40. Key outputs:
 - 40.1. 50,514 visits to the DevoNext hub (67,390 total page views)
 - 40.2. 'Devolution Deals' was the most popular page on hub – 14,527 total page views
 - 40.3. 2,600 downloads of ten publications
 - 40.4. 230 views of 'Devolution explained in 60 seconds, elected mayors' video
 - 40.5. over 200,000 people seeing our tweets across our devolution publications.

Public affairs

41. We published eight briefings of the Bus Services Bill, including summaries of each bill's key highlights. The summaries in total have been viewed 490 times. The Bill became an Act on 24 April 2017. We emphasised the importance of the Bill reaching Royal Assent and securing automatic franchising powers for mayoral combined authorities. We opposed amendments which intended to add restrictions to local authorities applying for partnership schemes or franchising powers, which were subsequently withdrawn. Following our lobbying on the Act, the Government confirmed it would review the Bus Service Operators Grant.

Events

42. We held seven events across the country related to devolution in the last year, reaching 342 people in total. In the last six months these have included:
 - 42.1. The road ahead for buses – a national conference on the future of local bus provision (15 February 2017, London) (46 attendees)
 - 42.2. Making the case for devolution (25 January 2017, London) (19 attendees)
 - 42.3. Shaping devolution: the role of communities and citizens (17 October 2016, London) (51 attendees).

Brexit

43. The LGA's EU Brexit 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.
44. The LGA will continue to make the case for:
 - 44.1. new responsibilities to be given to local communities through local government
 - 44.2. powers and responsibilities setting out what local government should support at the local level so that public services can be designed around local need
 - 44.3. greater responsibility for funding with less legislative constraints at a local level to improve public services and ensure that local residents and business see how their money is used.

Media

45. We issued a total of seven media releases related to Brexit throughout this period achieving 16 episodes of national coverage.
46. One hundred per cent of our coverage was proactive in the past year and 100 per cent of our coverage was positive.

Campaigns and digital

47. Over the last year, we have promoted our messages on Brexit via the website and email bulletin coverage. There were 13 items in First magazine.
48. Key outputs:
 - 48.1. 4,278 visits to the website (5,112 total page views)
 - 48.2. visitors spending an average of 2 minutes 54 seconds on the page
 - 48.3. 29 per cent increase in bulletin subscriber numbers since July 2016 (five bulletins published during the timeline). The unique open rate remained consistent at 23 per cent.

Public affairs

49. Our statement following the EU referendum, in which we offered our full cooperation in helping to make Brexit work for local communities was discussed by Labour MP Graham Morris in a Parliamentary debate, who referred the Secretary of State for Local Government, Sajid Javid MP to our statement.
50. We wrote three briefings for parliamentarians, published on the LGA website and reaching a total of 1,194 people.

Children and young people

51. The LGA estimated that forced academisation of all schools would have cost councils up to £380 million by 2020 and has delivered significant work to stop this. Other key asks have also included work to prevent the Secretary of State amending social care legislation in a local authority, compulsory sex and relationship education in schools, and support for councils to better meet the need of unaccompanied children.
52. Our work in this area has also included the 'Come Back to Social Work campaign', jointly launched in September 2016 with the Department for Education, the Department of Health and JobsGopublic. The campaign was designed 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 LGA worked with parliamentarians and the Government to remove the power allowing the Secretary of State to relax or amend children's social care legislation in a local authority in intervention without proper local consultation or consent. The Government also amended the legislation to include our call for sex and relationships education to be made compulsory in all secondary schools. Children's Minister Edward Timpson MP moved amendments to put relationships and sex education and personal, social, health and economic education on a statutory footing. He commended MPs and the LGA who worked to raise awareness of the issue.

We won a commitment from Government to a national dispersal mechanism for unaccompanied children, with councils receiving between 20 to 33 per cent more funding compared to previous rates. These rates will be reviewed in 2017/18 and we continue to push for the costs to councils to be fully met. After lobbying strongly against academisation, Government announced that it would no longer legislate to force all schools to become academies.

Our Come Back to Social Work campaign drove 153 applications for 30 vacancies and 51 employers registered with the social work recruitment scheme.

We helped deliver this by:

- issuing ten parliamentary briefings issued on the Children and Social Care Bill
- Generating 436 episodes for national coverage
- producing a campaign communications toolkit for the social care recruitment campaign, which was downloaded 204 times.

Media

53. We issued 93 media release related to children and young people throughout this period.
54. In the last six months our most popular story was 'Lack of sex education fuelling sexually transmitted infections' (15 February 2017) which achieved 14 episodes of national coverage, including Sky News, Times, Guardian.

55. 86 per cent of our coverage was proactive for children and young people in the past year and 86 per cent of the coverage was positive.

Campaigns and digital

56. During this report period we created content for Come Back to Social Work for our website toolkit, Twitter and bulletin. We published a 'Get in on the Act for the Childcare Act 2016', highlighting our work influencing legislation and explaining the key tenets in the Act, downloaded 107 times. There were two features in First magazine.

57. Key outputs:

- 57.1. five publications downloaded 2,600 times
- 57.2. social care recruitment toolkit for councils downloaded 204 times
- 57.3. the microsite had 3,660 views (www.comebacktosocialwork.co.uk/)
- 57.4. three campaign update bulletins published to 82 subscribers achieving
- 57.5. three tweets on #worldsocialworkday, promoting trainees have now graduated from the programme and are ready to re-register with HCPC, achieved 5,000 views

Public affairs

58. We were at the forefront of calls to reverse the Government's ambition to make all schools academies. We set out our concerns of local government, and the Government subsequently dropped the proposal.
59. The LGA worked with parliamentarians and the Government to remove the power allowing the Secretary of State to relax or amend children's social care legislation in a local authority in intervention without proper local consultation or consent. The Government also amended the legislation to include our call for sex and relationships education to be made compulsory in all secondary schools.
60. 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. 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.
61. We published 10 briefings on the bill, including summaries of each key bill highlights. The summaries in total have been viewed 411 times and the bill briefings were downloaded 356 times.

Events

62. We held six events across the country related to children and young people in the last year, reaching 1,110 people in total. In the last six months these have included:

- 62.1. The road ahead for buses – a national conference on the future of local bus provision (15 February 2017, London) (46 attendees)

- 62.2. Summit on refugee children (13 October 2016, London) (32 attendees)
- 62.3. Supporting unaccompanied children summit (13 October 2016) (32 attendees)
- 62.4. Early years: health (29 March 2017, London) (37 attendees)
- 62.5. National Children and Adult Services Conference 2016 (2 - 4 November 2016, Manchester) (915 attendees) organised by LGA, Association of Directors of Social Services (ADASS) and Association of Directors of Children's Services (ADCS).

Public health

- 63. The LGA is campaigning for properly resourced public health services. We have argued that integration of health and social care alone cannot solve the financial challenges facing health and social care, and that only an injection of additional government money will enable councils and partners to protect the services caring for our vulnerable and elderly.
- 64. During the report timeline as part of the Health Committee's inquiry into suicide prevention, our politicians gave evidence on behalf of the LGA. The committee's report emphasised the need for greater clarity over funding arrangements for mental health services, which we have been consistently calling for.

The LGA achieved a significant milestone on behalf of its membership in the commissioning of prevention services at the Royal Courts of Justice. The National Aids Trust (NAT), supported by the LGA, was successful at the High Court and subsequently in the Appeal Court in challenging NHS England's decision that it did not have the legal powers to commission the HIV treatment Pre Exposure Prophylaxis, also known as PrEP.

During this Parliamentary session, a number of cross-party MPs stressed the importance of investing in public health and prevention, particularly childhood obesity. Following our evidence submission to the Health Committee on public health responsibilities, MPs concluded that councils are well placed to deliver public health objectives across our communities. In the report, the committee supported the LGA's key messages that cuts to public health and the services deliver a false economy and it recommended that the Government needed commit to protecting funding for public health.

The Parliamentary Under-Secretary of State for Public Health and Innovation, Nicola Blackwood MP, announced the ring fencing of the public health grant would be extended for another year to ease the transition into business rates retention at the LGA/ADPH Annual Public Health Conference in March 2017.

We helped deliver this through:

- a total of six proactive media releases with 87 per cent of positive coverage
- the Healthcare Stakeholder Communications quarterly meeting, at which we outlined the LGA's parliamentary engagement on health and social care
- 9,177 downloads of 18 publications.

Media

65. We issued six media release related to public health throughout this period including 248 episodes of national media coverage.
66. In the last six months our most popular story was 'Lack of sex education fuelling sexually transmitted infections' (15 February 2017) which achieved 14 episodes of national coverage, including Sky News, Times, Guardian.
67. Eighty-four per cent of our coverage was proactive for public health in the past year and 87 per cent of the coverage was positive.

Campaigns and digital

68. Over the last year we promoted our work on public health through 18 publications, downloaded 9,177 times. These included 'LGA Annual Public Health report, four years on' and 'Maintaining our momentum: essays on four years of public health', launched at the Annual Public Health Conference in March 2017. There have also been 17 items in First magazine.

Public affairs

69. As part of the Health Committee's inquiry into suicide prevention, Cllr Richard Kemp gave evidence on behalf of the LGA in January 2017. The committee's report emphasised the need for greater clarity over funding arrangements for mental health services, which we have been consistently calling for.
70. Following evidence from Councillor Jonathan McShane to the Health Committee, as part of its inquiry in public health responsibilities, the committee published its report calling for the Government to protect funding for public health. The report found that changes to local government funding, especially the removal of ring-fencing of the public health grant, needed to be managed so as not to further disadvantage areas with high deprivation and poor health outcomes.
71. Childhood obesity continued to be a priority for central and local government. As part of our child obesity campaign work, the LGA called for fundamental reforms, such as a mandatory reduction in 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. The LGA also called for the income generated from the proposed sugar levy on soft drinks to be administered by councils, who are best placed to work with schools and communities to fight childhood obesity. Cllr Izzi Seccombe emphasised these keys messages as party of the inquiry into childhood obesity, held by the British-Irish Parliamentary Sub-Committee.
72. We also hosted the Healthcare Stakeholder Communications quarterly meeting, at which we outlined the LGA's parliamentary engagement on health and social care.

Events

73. We held two events related to health in the last year, reaching 230 people. These were:
- 73.1. LGA/ADPH Annual Public Health Conference 2017 (9 March 2017, London) (189 attendees)
 - 73.2. Think Autism: supporting the person, their family and their carers (23 November 2016, London) (41 attendees).

Reputation

74. The reputation of local government and the LGA has never been more important as local authorities are increasingly having to deliver more with less. In the last year our campaigns have focused on making the case for local government in parliament and creating awareness of the LGA's key asks, including for housing, social care, Brexit, devolution and business rates retention, through our media engagement, digital channels and events. While we have covered specific areas in different sections of this report, work that in itself has significantly contributed to overarching reputation, in this section we look specifically at how our work overall and across all areas has enhanced the reputation of the both the LGA and the sector as a whole.

Our stakeholders' perception survey, published in February this year, analysed comments from 862 stakeholders interviewed including chief executives, leaders and frontline councillors. Over four in five (83 per cent) believe that the LGA keeps them either 'fairly' or 'very well informed' about their work, which maintains the uplift seen in 2015.

As with previous years, respondents are most likely to find out about the work of the LGA via First magazine (76 per cent), with a range other forms of communication mentioned by at least half of respondents – media work/press releases (67 per cent), events and conferences (64 per cent) and the LGA website (59 per cent). However, significantly fewer respondents than in 2015 mention finding out about the LGA's work through publications (40 per cent compared to 50 per cent) while in contrast significantly more mention face-to-face contact (39 per cent compared to 32 per cent) and the parliamentary bulletin (33 per cent compared to 27 per cent).

The most common method of engagement with the LGA remains responding to consultations, mentioned by 72 per cent of respondents.

The LGA has been quoted 1,053 times in Parliament. Our perceived effectiveness amongst MPs measured in the 2016/17 Parliament has increased this year (53 per cent compared to 46 per cent) and remains constant with peers (59 per cent compare to 58 per cent).

We delivered this by:

- ensuring 84 per cent of media coverage was positive, with over 162,601 unique page views of media releases in this period
- driving our perceived effectiveness with MPs up by 7 per cent on last year
- bringing council officers together at our Parliamentary Network event to share best

practice and update members on our political priorities

- achieving over 5.3 million impressions (5,373,000) for 2,194 tweets relating to councils during this report period
- sending our CommsNet bulletin to a total of 1,706 subscribers every week, an increase of 330 (24 per cent) new subscribers since 1 April 2016
- reaching over 18,500 followers with our Twitter account @LGAComms, an increase of over 3,600 followers in one year and 7,578 follower increase over three years.

Media

75. We issued 88 media releases beyond our immediate campaigns which have contributed to demonstrating the scope of local authorities' work, achieving 600 episodes of national coverage. In the last six months our most popular story has been 'Lorry drivers must use commercial satnavs, say councils, after new catalogue of chaos' (28 January 2017) achieving 600 episodes of national coverage. Cllr Tett was interviewed on BBC Radio stations, LBC, Sky News and radio, BBC News and BBC Breakfast.
76. 86 per cent of our coverage was proactive in the past year and 84 per cent of our coverage was positive.
77. There were 162,601 unique page views (192,952 total page views) of all media releases and an average time on page of 1 mins 46 seconds (about twice as long as site average).

Campaigns and digital

78. Over the last year, we highlighted the wide range of work councils do through a range of channels, including Twitter and CommsHub. We have created a steady stream of content that supported council priorities and showcased best practice. Our Purdah guidance was particularly successful, reaching 1,487 downloads during this report period. There were 12 items in First magazine generally related to councils' reputation.
79. Key outputs:
- 79.1. over 250 publications and marketing documents produced over the year, covering all areas of the LGA.
 - 79.2. 4,769 downloads of 10 publications relating specifically to issues of reputation and governance.
 - 79.3. our Digital Councils guide to social media engagement achieved 11,610 page views, (9,179 unique page views).

Public affairs

80. We hosted a number of events, including annual parliamentary receptions, roundtable briefings in Parliament and supported councils through our Parliamentary Network bringing together parliamentarians and council leaders to discuss policies affecting councils.
81. Three-quarters of MPs and eight out of 10 peers agree that:
 - 81.1. councils should have greater financial powers and freedoms (77 per cent MPs and 82 per cent peers)
 - 81.2. councils should have greater control over local public services in their areas (78 per cent MPs and 86 per cent peers)
 - 81.3. councils should have additional funding for councils' social care budgets to tackle the funding crisis (78 per cent MPs and 84 per cent peers).
82. We submitted evidence to more than 40 committee inquiries and briefed on 86 parliamentary debates, including on key legislation such as social care and housing.
83. Over the last year parliamentary briefings and responses web pages have had a total of 37,788 unique page views (49,709 total page views) and average time on page of 1 mins 46 seconds (about over twice as long as the site average).

Events

84. We hosted four events related specifically to sector reputation, reaching 1,656 people. In the last year these were:
 - 84.1. LGA Annual Conference and Exhibition (5 – 7 July 2016) (1,512 attendees)
 - 84.2. New conversations: engaging with communities (27 February 2017) (69 attendees). We launched our publication 'New Conversations: LGA guide to engagement' at the event. The publication has received 1,063 total downloads.
 - 84.3. The impact of shared service partnerships in local government (23 November 2016) (43 attendees)
 - 84.4. Supporting unaccompanied children summit (13 October 2016) (32 attendees).

Sector-led improvement

85. Sector-led improvement is integral to all LGA communication work, with an element of sharing and promoting best-practice woven into all our campaigns.
86. We have worked closely with councils to support them in delivering sector-led improvement. Councils' take-up of our improvement support offer, peer challenge and leadership programmes remains strong. Our digital promotion includes direct and targeted support for councils through our #InnovateTuesday tweets focusing on both individual examples of councils' work and general council updates.

Our record over the last year shows the critical role played by the LGA, in partnership with others including DCLG, in ensuring the performance of councils, addressing those at risk of underperformance, driving improvement across the sector, supporting councils through significant changes and supporting strong local leadership. In 2016/17 we delivered 119 peer challenges, over 700 councillors participated in our various leadership development programmes, we provided tailored support through the use of member or officer peers for 193 councils, helped councils save an estimated £13.2 million through the use of collaborative procurement frameworks and our deployment of commercial experts, helped councils save in excess of £26 million through the deployment of our productivity experts, and created a new database for capturing and sharing innovative practice.

The Innovative Councils web page was in the top 10 most popular for engagement. We have supported and promoted the role of the LGA in the launch of the Public Sector Audit Appointments body (PSAA). Over 98 per cent of eligible authorities have opted into PSAA's external auditor arrangements.

We helped deliver this by:

- issuing 24 proactive media releases, achieving a total of 82 per cent positive coverage
- helping persuade over 98 per cent of eligible authorities to opt into PSAA's external auditor arrangements with 483 out of 492 authorities taking up the offer by 9 March 2017 deadline
- publishing 160 tweets celebrating #InnovateTuesday, reaching 375,873 people
- delivering the infrastructure and marketing support for the Innovation Zone at the LGA 2016 annual conference, bringing together over 30 councils to showcase their innovations to hundreds of delegates.

Media

87. We produced 24 media releases supporting sector-led improvement throughout this period achieving 78 episodes of national coverage. In the last six months, our most popular story was 'School improvement at risk (30 December 2016)', achieving three episodes of national coverage.
88. Eighty-two per cent of our coverage was proactive for sector-led improvement in the past year and 82 per cent of our coverage was positive.

Campaigns and digital

89. We produced 16 supporting documents for councils in the last year including eight in the last six months. The most popular publication 'LGA corporate peer challenge: an introduction to the peer challenge process and role of peers' achieved 1,116 total downloads. There have also been 13 items in First magazine.
90. Key outputs:
- 90.1. 7,344 visits to the website (24,736 total page views)
 - 90.2. visitors spend an average of 2 minutes 22 seconds on the page (in the top 10 for LGA webpages)
 - 90.3. 16 publications produced, including the Councillors' Guide 2016/17, which were downloaded 5,257 times

Events

91. We hosted 10 events related to sector-led improvement in the last year, reaching 470 people in total. In the last six months these have included:
 - 91.1. A year ahead in regulation (23 March 2017) (60 attendees)
 - 91.2. Five taxi and PHV licensing regional events (October and November 2016) (168 attendees) (We launched the publication 'Taxi and PHV licensing: a councillor's handbook' to coincide with the events)
 - 91.3. The LGA/ADCS Early Years Conference (29 March 2017) (37 attendees)
 - 91.4. Supporting unaccompanied children summit (13 October 2016) (32 attendees).

Communications improvement and support team

92. We have continued to develop our sector-led improvement offer over the last year. Activities have focused on continuing our core business of delivering three day in-depth communication reviews and rapid assessment one day communications 'health checks'. We have also extended our offer of bespoke strategic communications support, particularly in the areas of 'new councils' or council mergers, corporate narrative and place branding.
93. We have continued to focus on developing accessible online resources to assist local government communications teams during this period. Between October 2016 and March 2017, we launched two new best practice resources on strategic social media and resident engagement. We have also significantly increased the number of best practice case studies in our dedicated communications support library, developing a new template in the process to ensure that content is consistent, engaging and relevant and that high standards are maintained. There has also been a continued emphasis on supporting professional development across the sector through sponsorship and the delivery of a number of key learning events and providing opportunities for LGA communications staff and communicators across local government to take part in communication reviews and health checks.

Reviews and health checks

94. We have delivered seven in-depth communications reviews during this period. Five rapid assessment communications health checks were delivered.
95. We explored a range of issues across these reviews and health checks including strategic communications; structure, capacity and capability; member communications, marketing, digital and social communications, internal communications, place branding, partnership communications and corporate narrative.
96. A total of 221 best practice recommendations were made across all councils who have received health checks or communications peer reviews during this period.

Strategic support

97. In addition to the core support offer, we have also developed a number of bespoke packages for councils requiring more in depth strategic communications support. This has included the LGA spending days on site (team members and LGA associates) to support councils to restructure communications functions, advise on recruitment, develop crisis communication plans, create bespoke place brands and resident engagement plans and develop strategic internal communication plans.

Resources and case studies

98. In November 2016 we launched [Digital Councils – Social Media Strategy](#) in partnership with Comms2point0 at the annual Public Sector Communications Academy. During the period the resource received 9,275 unique page views with visitors spending an average of two minutes on page.
99. We added 32 new case studies to the communications hub online best practice library during this period.
100. In February 2017 we launched [New Conversations – LGA guide to engagement](#) in partnership with The Campaign Company. The best practice guide included an overview of engagement theory, practical advice for councils to improve their engagement activities and case studies from member councils already seeing the benefits of more effective engagement.
- 100.1. 70 people attended the London launch event including chief executives, heads of communication and members and engagement portfolio
- 100.2. 812 unique downloads of the publication from launch (27 Feb) to 31 March
- 100.3. 88.2 per cent of attendees reported that they were very or fairly satisfied with the event.
101. We have also published two quarterly resident satisfaction national polling surveys during the period October 2016 and March 2017.

Events

102. The LGA were the official partner of the 2016 Comms2point0 Unawards and masterclasses for the third year in a row. The awards recognise the talents of communications teams and officers from across local government and the wider public sector.
103. Three masterclasses were held in this period in London, Leeds and Birmingham. One hundred and seventy-four communicators attended including representatives from 34 LGA member councils.
104. Other events in this period also included a dedicated merger communications event for those councils in the process of new council discussions (East Kent, Dorset and Taunton Deane and West Somerset). Representatives from all councils attended the best practice and learning round table.

Training and development

105. We have continued to extend its reach across local government by offering learning and development opportunities for communications practitioners to take part in health checks and peer reviews. In the period October 2016 to March 2017:
- 105.1. six LGA communications team employees attended a communications review or health check as either a full team member or shadow.
 - 105.2. four communications professionals on the 2017 LG Comms Future Leaders programme shadowed a communications review.
 - 105.3. nine new peer reviewers joined the communications review peer pool and joined the teams for either a one day health check or three day review.
106. We have coordinated media training opportunities for Tower Hamlets members during this period.

#OurDay

107. #OurDay is a yearly LGA Twitter campaign highlighting a day in the life of local government, which promotes and creates awareness on how councils deliver over 800 services on a day-to-day basis.

Last year's #OurDay took place on 15 November 2016 and was the biggest yet, with over 9,000 people taking to social media to raise awareness of the services provided by local government, giving anyone who works or volunteers in public services the chance to share stories of what they do to improve the lives of residents and run their local services.

We reached over 20 million people. Throughout the day almost 37,000 tweets (18,754 in 2015) were sent from councillors, officers and volunteers, trending at number one most of the day.

Tweets posted on #OurDay 2016 by councils was almost double the previous year, indicating the day is becoming more popular with 36,690 tweets posted in comparison to 18,754 in 2015.

We delivered this by:

- encouraging over 37,000 tweets using the hashtag #Ourday, reaching over 20 million people
- inspiring 375 accounts to join in our thunderclap
- ensuring our Twibbon was used by 225 councils, organisations and individuals
- generating 7,915 visits to date to our #OurDay pages.

Media

108. To support the #OurDay tweetathon, the Guardian Online ran a feature which highlighted the work of local government and called on council staff to share pictures and stories with them that represent a day in their life.

Campaigns and digital

109. Key outputs:

- 109.1. the Thunderclap at 7am on the morning of #OurDay had a social reach of 2,613,421 people
- 109.2. on #OurDay alone our website toolkit was viewed 319 times
- 109.3. our top tweet 'Councils across the country are sharing a typical 24hrs, follow #OurDay to learn more', issued at 7.33 am, was retweeted by Angela Rayner, MP, Shadow Secretary of State for Education and produced 165 retweets and 465,135 page impressions
- 109.4. there have also been two features in First magazine.

Improving Broadband (Up to speed campaign)

110. 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 LGA campaign to connect the final five per cent of people who will not be connected by the Government's Superfast Broadband Programme at the end of this year and to ensure future proofed broadband speeds for all. We called on the Government to tackle digital exclusion by guaranteeing internet connectivity in law.

A mechanism to tackle digital exclusion legally was achieved through the introduction of a broadband Universal Service Obligation (USO). We worked with MPs and peers to strengthen the USO so that minimum broadband connectivity keeps pace with average speeds. Following the campaign, the Government has committed to increasing minimum broadband speeds relative to average speeds. We also attempted to introduce a social tariff which would mean the least well-off could benefit from decent broadband, and the Government has indicated it is exploring this option.

We helped deliver this by:

- promoting the microsite speed test, which has been taken 2,648 times since campaign launch
- managing the Up to Speed website, which has received 6,730 visits (9,323 total page views)
- working 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.

Media

111. We issued a total of 10 media releases related the Up to Speed broadband campaign throughout this period, gaining 26 episodes of national coverage. In the

last six months our most popular story was 'Call for broadband USO to include social tariff for most in need' (20 October 2016), which achieved four episodes of national coverage including the Times, Sun, I paper and on BBC Online.

112. Eighty-eight per cent of our coverage was proactive and 100 per cent of our coverage was positive.

Campaigns and digital

113. During the last year we have promoted our work on improving broadband on a dedicated 'Up to Speed microsite' and Twitter.

114. Key outputs:

- 114.1. Of the people have taken the speed test since launch April 2016 to the end of March 2017 we saw a broad range of visitors, including 1,970 members of the public, 345 working in a council, 279 councillors, 43 peers and 11 MPs
- 114.2. our tweets reached 146,673 people (26,774 in the last six months)
- 114.3. five publications achieved a total of 1,129 downloads
- 114.4. the most downloaded case study was 'A broadband boost for Berkshire businesses' (635 total downloads)
- 114.5. there have also been 13 items in First magazine.

Public affairs

115. On behalf of councils we called on the Government to tackle digital exclusion by guaranteeing internet connectivity in law. Since the introduction of a broadband Universal Service Obligation (USO), we have worked with MPs and peers to strengthen the USO so that minimum broadband connectivity keeps pace with average speeds. We sought to introduce a social tariff which would mean the least well-off could benefit from decent broadband, and the Government has indicated it is exploring this option.
116. We published 11 briefings on the Digital Economy Bill. The summary page achieved 476 page views and the bill briefings received a total of 233 downloads.

Events

117. We hosted one event related to the 'Up to speed' campaign in the last year, 'Connecting the Nation' (16 March 2017) (37 attendees).

'Be a Councillor'

118. Increasing the pool of talent from which councillors are elected is a key task for local government. Through our campaign we are keen to support individuals considering becoming councillors, as well as hear from places or local parties interested in exploring new ways to talent spot the leaders of tomorrow.
119. Our refreshed 'Be a Councillor' campaign was launched as a pilot in Rotherham. Following its success, other councils have approached us to support them with

similar, local bespoke campaigns, with projects in Lancashire, East Sussex and West Sussex.

120. The 'Be a Councillor' website at the heart of the campaign encourages councils, regional organisations and local parties to support 'Be a Councillor' by running a local version tailored to their particular area.
121. The campaign was successfully promoted during Local Democracy Week, October 2016, which celebrates the work of local government, and encourages residents to get involved with their local council, consider standing for election, and participate in their council's local democracy activities.

In the last year the profile of the Be a Councillor campaign has been raised with an increased social media presence, regional events and features at national conferences. A key objective of the campaign is to increase awareness of the role of local councillor, with a view to encouraging a diverse range of quality people to stand for election. We have been directly contacted by around 70 people in the past year, but this does not include people who have contacted political groups directly or have attended events run by councils, political parties or other groups. As much of the activity is about raising the profile, it is not always possible to quantify the exact number of people who have engaged with the campaign; however we are seeking more effective ways to evaluate the impact have started proactively contacting people who have attended our events, collecting feedback and requesting that those who run events on our behalf collect demographic information about prospective candidates.

We helped support the campaign by:

- ensuring the 'Be a Councillor' website was heavily visited, with 112,925 unique page views (139,588 total page views)
- disseminating 11 tweets reaching 20,000 people during Local Democracy Week,
- producing councillor twitter cards promoting the campaign during Local Democracy Week
- supporting the creation of the Lancashire local campaign, launched in October 2016, which is the most popular tailored campaign on the site.

Campaigns and digital

122. Over the last year, we have showcased the campaign via Twitter, pushing visitors to the 'Be a Councillor' microsite.
123. Key outputs:
 - 123.1. The Lancashire campaign film was viewed 717 times
 - 123.2. the website is the third most popular after the LGA website's home page and publications page
 - 123.3. Lancashire's tailored campaign page is the strongest for engagement – 2,794 total page views (2,117 unique page views) with people spending an average of two minutes 48 seconds on the page
 - 123.4. there have also been seven items in First magazine.

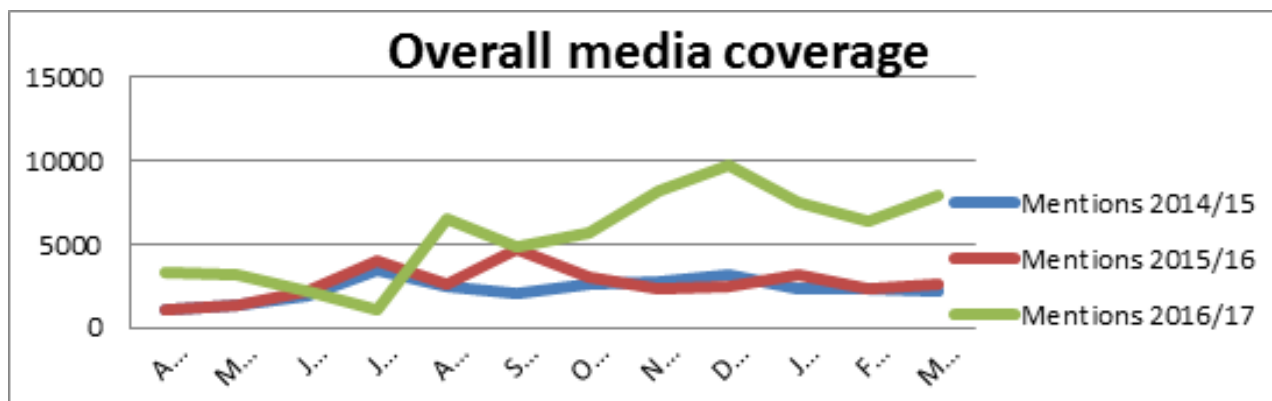
Appendix A

Media

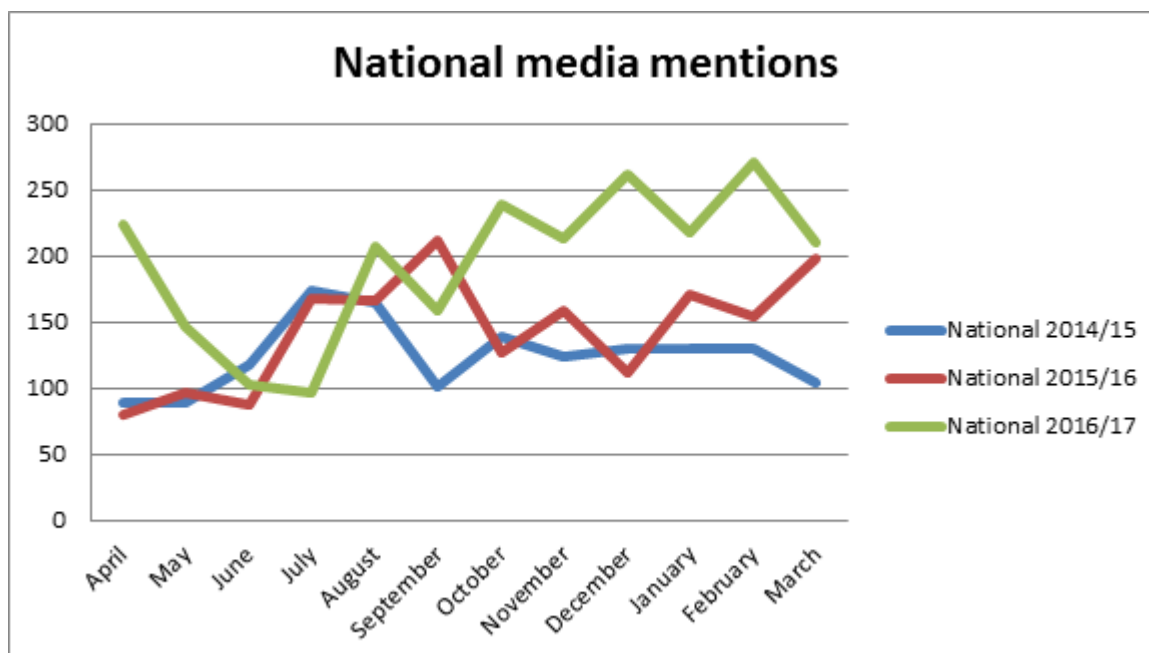
April 2016 – March 2017

Overall media coverage

	Mentions 2014/15	Mentions 2015/16	Mentions 2016/17
April	1085	1048	3249
May	1354	1387	3191
June	1860	2218	2226
July	3467	4028	1020
August	2427	2602	6542
September	2127	4759	4900
October	2651	3086	5714
November	2690	2396	8143
December	3180	2430	9762
January	2298	3196	7449
February	2298	2372	6376
March	2131	2568	7864

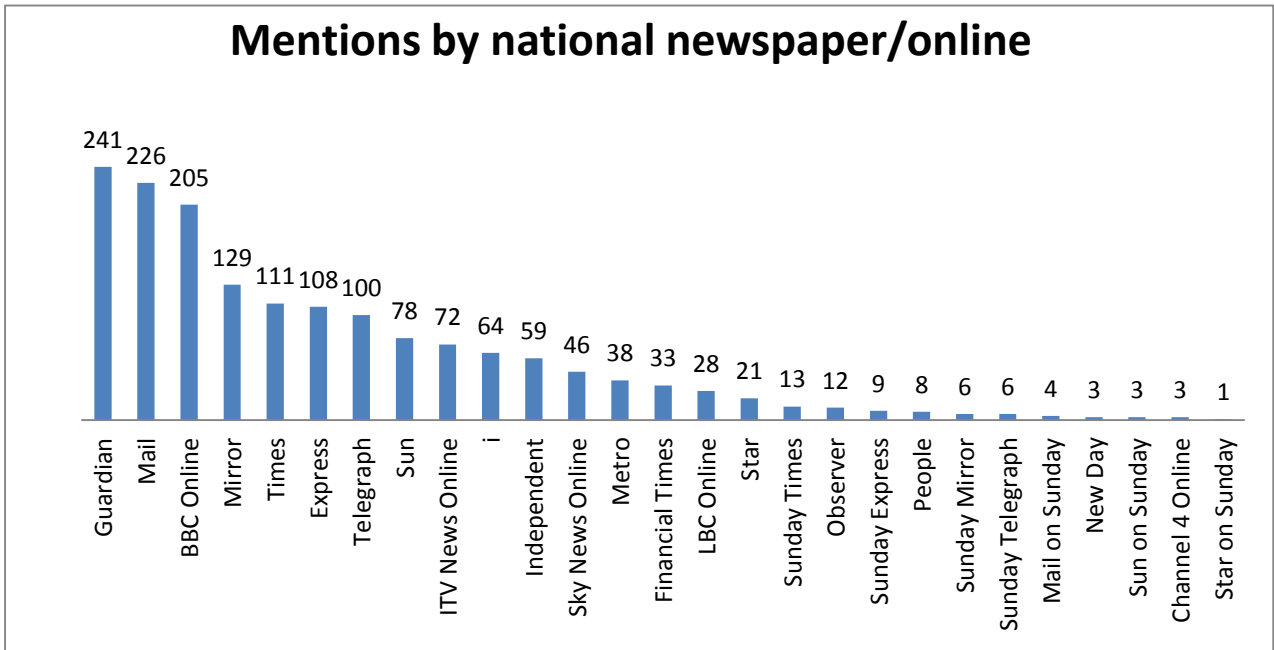


	National 2014/15	National 2015/16	National 2016/17
April	89	80	224
May	89	97	146
June	117	87	102
July	173	167	96
August	164	166	207
September	101	211	158
October	139	126	239
November	123	159	213
December	129	112	261
January	130	171	217
February	130	154	270
March	104	198	210



April 2016-March 2017

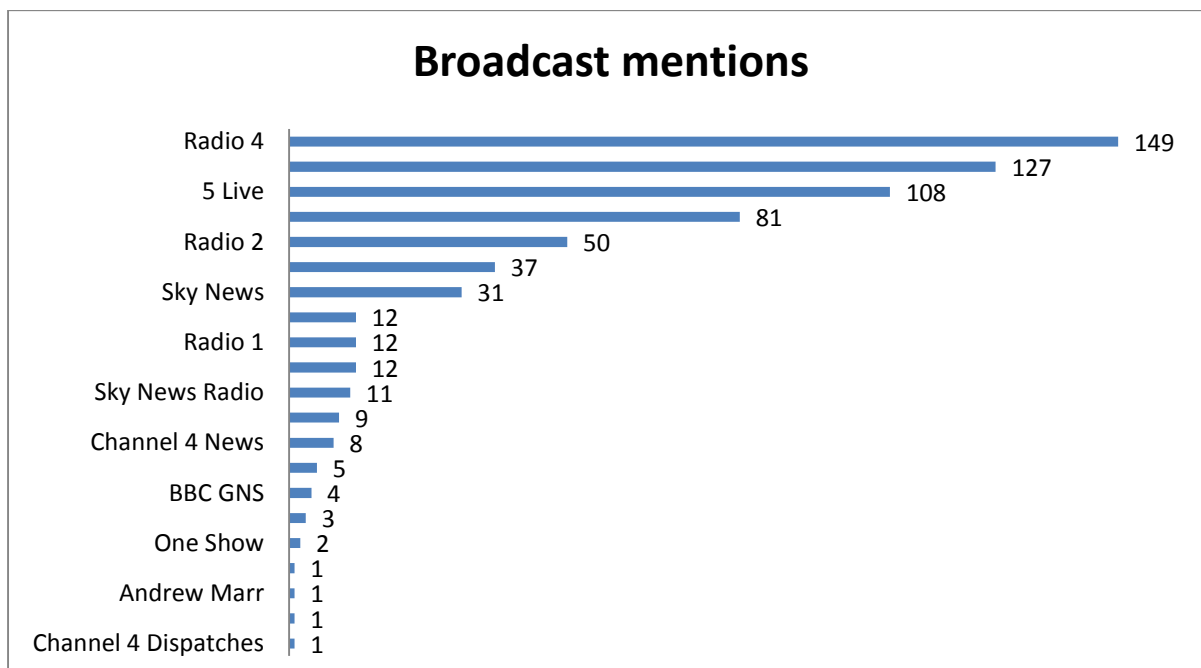
National newspaper/online mentions



The LGA appeared in 27 national newspaper or online outlets during this period, including 22 daily and Sunday newspaper titles. We featured in **The Guardian** and **Mail** the most with 241 and 226 mentions respectively, followed by **BBC Online** (205 mentions) and the **Mirror** (129 mentions).

April 2016-March 2017

Broadcast mentions



Our media work saw **665** episodes of media coverage on national TV and radio during this period, with 149 mentions on **BBC Radio 4** followed by **BBC News** with 127 mentions and then **BBC Radio 5 Live** with 108.

Media releases by campaign

Fair Funding

We issued a total of 17 media releases related to the Fair Funding campaign throughout this period. In the last six months, these have included:

- LGA responds to NAO report on business rates (29 March 2017) (one episode of national coverage)
- LGA Analysis: council tax rises will not fix local government funding crisis (20 February 2017) (five episodes of national coverage)
- Government funding measures leave two thirds of councils worse off in 2017/18, LGA warns (27 January 2017) (seven episodes of national coverage)
- LGA responds to PAC report on financial sustainability of local authorities (18 November 2016) (two episodes of national coverage)
- Councils respond to government announcement on pharmacies (20 October 2016) (three episodes of national coverage).

Social care

We issued 55 media releases related to the social care campaign throughout this period. In the last six months, these have included:

- LGA responds to BBC Panorama home care investigation (20 March 2017) (eight episodes of national coverage)

- Budget 2017: LGA responds to social care funding (8 March 2017)
(21 episodes of national coverage)
- LGA Analysis: council tax rises will not fix local government funding crisis (20 February 2017) (19 episodes of national coverage)
- Care Act faces failure – warn councils (31 January 2017)
(nine episodes of national coverage)
- LGA responds to government social care comments (12 December 2016)
(21 episodes of national coverage)
- Councils respond to UKHCA report on care costs (25 October 2016)
(nine episodes of national coverage).

Housing

We issued 24 media releases related to the housing campaign. In the last six months, these have included:

- More affordable housing promised in White Paper (7 and 8 February 2017)
(eight episodes of national coverage)
- Proportion of 25-year-old homeowners halved in 20 years (22 December 2016)
(18 episodes of national coverage).

Devolution

We issued a total of 18 media releases as part of the DevoNext campaign throughout this period, in the last six months these have included:

- Councils respond to publication of Industrial Strategy (23 January 2017)
(one episode of national coverage)
- Devolve funding to increase building and job creation (29 December 2016)
(one episode of national coverage)
- Bus services: new figures reveal reductions forced on councils (12 November 2016)
(15 episodes of national coverage).

Brexit

We issued a total of seven media releases related to Brexit, in the last six months these have included:

- Brexit: councils respond to Great Repeal Bill White Paper (30 March 2017)
(one episode of national coverage)
- UK local government leaders unite in Brexit devolution call (16 November 2016)
(one episode of national coverage)
- LGA responds to Chancellor's EU funding guarantee (4 October 2016).

Children and young people

We issued 93 media releases related to children and young people throughout this period, in the last six months these have included:

- Lack of sex education fuelling sexually transmitted infections (15 February) (14 episodes of national coverage)
- Vital school support services at risk following funding cut (16 March) (eight episodes of national coverage).

Public health

We issued a total of six media releases related to health throughout this period, in the last six months these have included:

- Idyllic countryside masking poor rural health (18 March 2017)
- LGA responds to PM's mental health announcement (9 January 2017)
- LGA responds to MIND data on public mental health funding (8 December 2016) (four episodes of national coverage)
- Councils respond to Education Committee report on mental health of looked-after children (28 April 2016) (four episodes of national coverage).

Reputation

We issued 88 media releases related to the promotion of council reputation. In the last six months, these have included:

- Pavement parking: councils call for ban in London to be rolled out across the country (25 March 2017) (12 episodes of national coverage)
- LGA responds to Government's statement on Dubs amendment resettlement figures (8 February 2017) (13 episodes of national coverage)
- Lorry drivers must use commercial satnavs, say councils, after new catalogue of chaos (28 January 2017) (18 episodes of national coverage)
- LGA responds to RAC foundation report on council parking income (9 December 2016) (16 episodes of national coverage)
- 'Back of van' fire-risk mattress scam prompts warning by councils (8 October 2016) (8 episodes of national coverage).

Sector-led improvement

We issued 24 media releases supporting sector-led improvement. In the last six months, these have included:

- School improvement at risk (30 December 2016) (three episodes of national coverage).

Improving broadband (Up to Speed)

We issued 10 media releases related the Up to Speed broadband campaign throughout this period, in the last six months these have included:

- LGA responds to ASA's call for change in broadband speed advertising (17 November 2016) (one episode of national coverage)
- Call for broadband USO to include social tariff for most in need (20 October 2016) (four episodes of national coverage).

Digital

The following table is a summary of specific Twitter activity across some of the key campaigns from 1 April 2016 - 31 March 2017.

Total activity on Twitter during this period has seen 2,194 tweets sent and total impressions of 5.3 million.

Campaign area	Total tweets	Retweets	Page impressions	Link clicks
#InnovativeTuesday	160	726	375,873	998
Come Back to Social Work microsite	3	32	9,031	34
Up to Speed	88	162	146,673	244
Business rates retention	39	332	109,411	340

Public affairs

Bills

Bus Service Act 2017

We published eight briefings of the Bus Services Bill, including summaries of each key bill highlight. The summaries in total have been viewed 490 times.

- LGA briefing – Bus Services Bill, House of Commons (HoC), report stage (27 March 2017) (10 unique opens, 10 total opens); briefing summary, 10 page views, six unique page views
- LGA briefing – Bus Services Bill, HoC, committee stage (14 March 2017) (19 unique opens, 19 total opens); briefing summary, 17 page views, 15 unique page views
- Bus Services Bill, HoC, second reading (1 March 2017) (33 unique opens, 33 total opens); briefing summary, 37 page views, 31 unique page views
- Bus Services Bill, House of Lords (HoL), third reading, (23 November 2016) (14 unique opens, 14 total opens); briefing summary, 29 page views, 25 unique page views
- Bus Services Bill, committee stage (20 July 2016) (52 unique opens, 52 total opens)
- Bus Services Bill, HoL, report stage, (24 October 2016) (29 unique opens, 29 total opens); briefing summary, 33 page views, 26 unique page views
- Bus Services Bill, HoL, report stage (12 October 2016) (24 unique opens, 24 total opens); briefing summary, 103 page views, 80 unique page views
- Bus Services Bill, committee stage (4 July 2016) (23 unique opens, 23 total opens)

Neighbourhood Planning Bill

We published seven briefings on the Bill, including summaries of each key bill highlight. The summary page has been viewed 516 times. Individual briefings achieved 315 total opens and 292 unique opens, see below.

Individual briefings:

- LGA Briefing – Neighbourhood Planning Bill, HoL, third reading (15 March 2017) (10 unique opens, 14 total opens); briefing summary, 24 page views, 17 unique page views
- Neighbourhood Planning Bill, HoL, report stage (23 and 28 February 2017) (16 unique opens, 21 total opens)
- Neighbourhood Planning Bill, HoL, committee stage (31 January, 2 February 2017) (33 unique opens, 33 total opens); briefing summary, 67 page views, 47 unique page views
- Neighbourhood Planning Bill, HoL, second reading, (17 January 2017) (33 unique opens, 33 total opens); briefing summary, 60 page views, 45 unique page views
- Neighbourhood Planning Bill, HoC, report stage and third reading, (13 December 2016) (43 unique opens, 57 total opens); briefing summary, 40 page views, 30 unique page views
- Neighbourhood Planning Bill, HoC, Public Bill Committee (20 October 2016) (38 unique opens, 67 total opens); briefing summary, 37 page views, 19 unique page views
- Neighbourhood Planning Bill, HoC, second reading (10 October 2016) (86 unique opens, 90 total opens)

Homelessness Reduction Bill

We published eight briefings on the Bill, including summaries of each key bill highlight. The summary page has been viewed 286 times. Individual briefings reached a total of 758 downloads, 622 unique downloads and included:

- Homelessness Reduction Bill, HoL, second reading (24 February 2017) (56 unique opens, 68 total opens); briefing summary, 75 page views
- Homelessness Reduction Bill, HoC, report stage and third reading, (27 January 2017) (109 unique opens, 152 total opens); briefing summary, 129 page views
- Homelessness Reduction Bill, HoC, Public Bill Committee, (14 December 2016) (62 unique opens, 62 total opens); briefing summary, 90 page views
- Homelessness Reduction Bill, HoC, Public Bill Committee, (7 December 2016) (52 unique opens, 57 total opens); briefing summary, 62 page views
- Homelessness Reduction Bill, HoC Public Bill Committee, (30 November 2016) (43 unique opens, 48 total opens); briefing summary, 49 page views
- Homelessness reduction Bill, HoC, second reading, (28 October 2016) (257 unique opens, 314 total opens); briefing summary, 320 page views

- Effect of government proposals on supported housing, HoC (29 November 2016) (19 unique opens, 19 total opens); briefing summary, 54 page views
- Housing shortage impact on young people, HoL (3 November 2016) (24 unique opens, 38 total opens); briefing summary, 51 page views.

Children and Social Work Bill

We published ten briefings on the Bill, including a summary page for each key bill highlights. The summary page has been viewed 411 times. The bill briefings received 356 total downloads, 311 unique downloads and included the following in the last six months:

- Children and Social Work Bill, HoC, remaining stages (7 March 2017) (29 total opens, 24 unique opens); briefing summary, 25 page view, 22 unique page views
- Children and Social Work Bill, HoC, committee stage (13 December 2017) (92 total opens, 82 unique opens); briefing summary, 47 page views, 41 unique page views
- Children and Social Work Bill, HoC, second reading (5 December 2016) (29 total opens, 29 unique opens); briefing summary, 22 page views, 15 unique page views
- Children and Social Work Bill, HoL, third reading (23 November 2016) (34 total opens, 29 unique opens)
- Children and Social Work Bill, HoL, report stage, (8 November 2016) (29 total opens, 14 unique opens); briefing summary, 58 page view, 41 unique page views
- Children and Social Work Bill, report (18 October 2016); briefing summary, 29 page views, 22 unique page views
- Children and Social Work Bill, HoL, second reading (14 September 2016) (29 total opens, 29 unique opens).

The Digital Economy Bill

We published eleven briefings on the Bill, including a summary page for each key bill highlights. The summary page has been viewed 476 times. The bill briefings received a total of 233 downloads, 222 unique downloads.

Individual briefings:

- Digital Economy Bill House of Lords, Third Reading (29 March 2017) 19 total opens, 19 unique opens, briefing summary 19 page views, 12 unique page views
- House of Commons debate on broadband speeds and advertising (8 March 2017), 5 total opens, 5 unique opens, briefing summary 28 page views, 20 unique page views
- LGA Briefing - Digital Economy Bill, House of Lords, Report Stage, (22 February 2017), 19 total opens, 19 unique opens, briefing summary 22 page views, 15 unique page views
- Debate on the rollout of superfast broadband to rural communities, House of Commons, (21 February 2017) 5 total opens, 5 unique , briefing summary 16 page views, 13 unique page views
- Digital Economy Bill, House of Lords, Committee Stage, (31 January 2017) 22 total opens, 17 unique opens , briefing summary 39 page views, 30 unique page views

- LGA briefing - Broadband Universal Service Obligation, House of Commons, (15 December 2016) 19 total opens, 14 unique opens, briefing summary 39 page views, 27 unique page views
- Digital Economy Bill House of Lords, Second Reading (13 December 2016) 24 total opens, 19 unique opens, briefing summary 22 page views, 17 unique page views
- Digital Economy Bill - HOC, Report Stage & 3rd Reading, (28 November 2016) 19 total opens, 19 unique opens
- Rollout of superfast broadband, HOL (27 October 16) 24 total opens, 19 unique opens, briefing summary 75 page views, 48 unique page views
- Digital Economy Bill, HOC, Public Bill Committee, (20 October 2016) 24 total opens, 19 unique downloads, briefing summary 52 page views, 35 unique page views
- House of Commons, Second Reading (13 September 2016) 53 total opens, 46 unique opens

Brexit

We also wrote three briefings for members on the LGA website reaching a total of 1,194 downloads, 1,088 unique downloads. In the last six months these included:

- The United Kingdom's exit from and new partnership with the European Union, February 2017 (146 downloads, 127 unique downloads)
- Local Government and the EU December 2016 (258 downloads, 244 unique downloads)

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

Other Bills supporting LGA priorities

LGA Briefing - Westminster Hall debate on child poverty, 20 December 2016

HOC Opposition day debate on education and social mobility, 22 November 2016

HOL debate on root causes of child poverty, 17 November 2016

LGA Briefing: HOC debate on reductions to Employment Support Allowance and Universal Credit, 17 November 2016

LGA briefing: Westminster Hall debate on apprenticeship funding, 1 November 2016

House of Lords debate on social mobility, 27 October 2016

Policing and Crime Bill

The summary page view for the following bill briefings reached 448 total page views, 350 unique page views.

LGA briefing - Policing and Crime Bill, House of Lords, Third Reading, 19 December 2016

Policing and Crime Bill, House of Lords, Report Stage, 7 December 2016

Policing and Crime Bill - HOL, Report Stage, 30 November 2016

LGA briefing, Policing and Crime Bill, HOL, Committee stage, 9 November 2016

LGA briefing, Policing and Crime Bill, HOL, Committee stage, 2 November 2016

LGA briefing, Policing and Crime Bill, Committee stage, 26 October 2016

Education

House of Commons Opposition day debate on education and social mobility, 22 November 2016

Young People

The summary page view for the following bill briefings reached 64 total page views, 53 unique downloads.

National Citizen Service Bill - Second Reading, House of Commons, 16 January 2017

National Citizen Service Bill - Second Reading, House of Lords, 25 October 2016

Parliamentary mentions

The LGA has been quoted 1,053 times in Parliament, which equates to being quoted 4 times each day Parliament sat to debate policy and legislation. Of these quotes, 691 were in the House of Commons and 362 were in the House of Lords. 75 per cent of these mentions in Parliament were positive, 25 per cent and 0.1 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

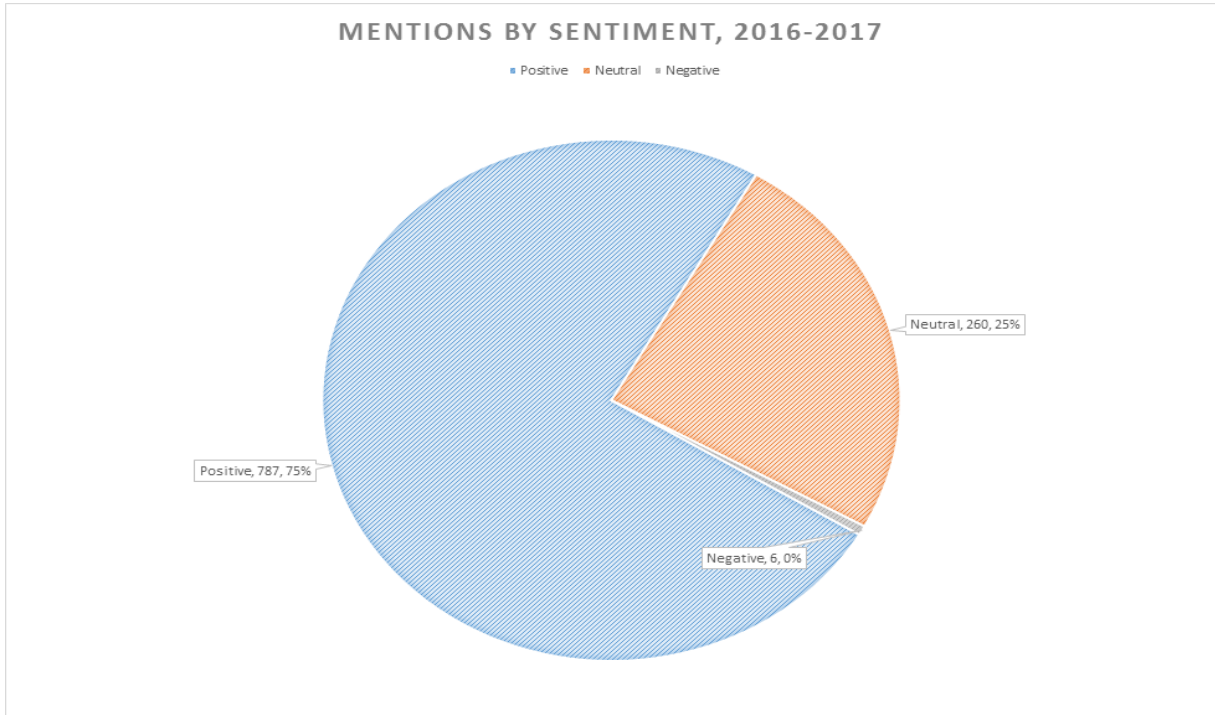
Source	Type	Total for Session	Sentiment		
			Positive	Neutral	Negative
Commons	Chamber debate	157	139	17	1
Commons	Westminster Hall debate	33	30	3	0
Commons	Written answer	97	93	4	0
Commons	Oral answer	17	16	1	0
Commons	Written question tabled	8	7	1	0
Commons	Oral question tabled	4	4	0	0
Commons	Committee evidence session	233	168	63	2
Commons	Public Bill committee	122	96	26	0
Commons	Written ministerial statement	7	7	0	0
Commons	Early day motion	5	5	0	0
Commons	General committee session	5	5	0	0

Commons	Joint committee evidence	3	1	2	0
Lords	Debate	258	129	127	2
Lords	Written answer	33	33	0	0
Lords	Oral answer	24	12	12	0
Lords	Written question tabled	14	14	0	0
Lords	Oral question tabled	3	1	2	0
Lords	Committee evidence session	29	26	2	1
Lords	Future business	1	1	0	0

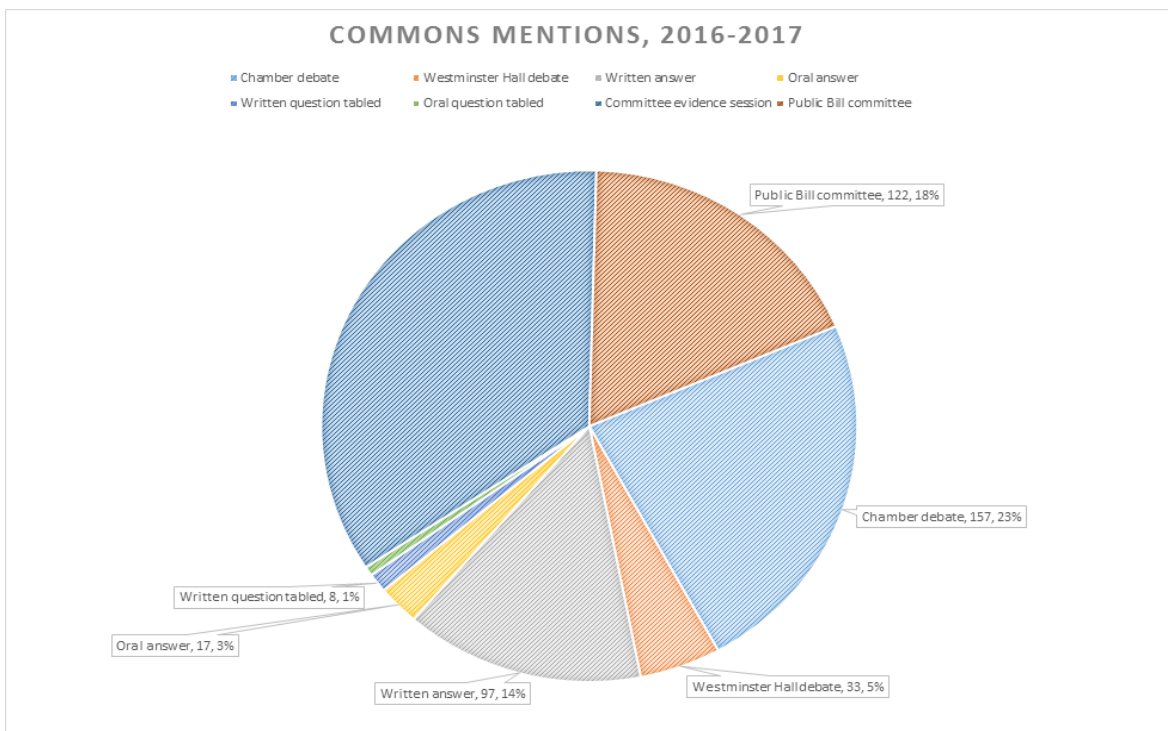
Headline figures

	Sitting days	All	Mentions/ day	Positive	Neutral	Negative
Commons	141	691	4.90	571	117	3
Lords	140	362	2.59	216	143	3
	Sitting days	Mentions 19 May 16 - 3 May 17	Mentions/day	Positive	Neutral	Negative
Total	281	1053	3.75	787	260	6

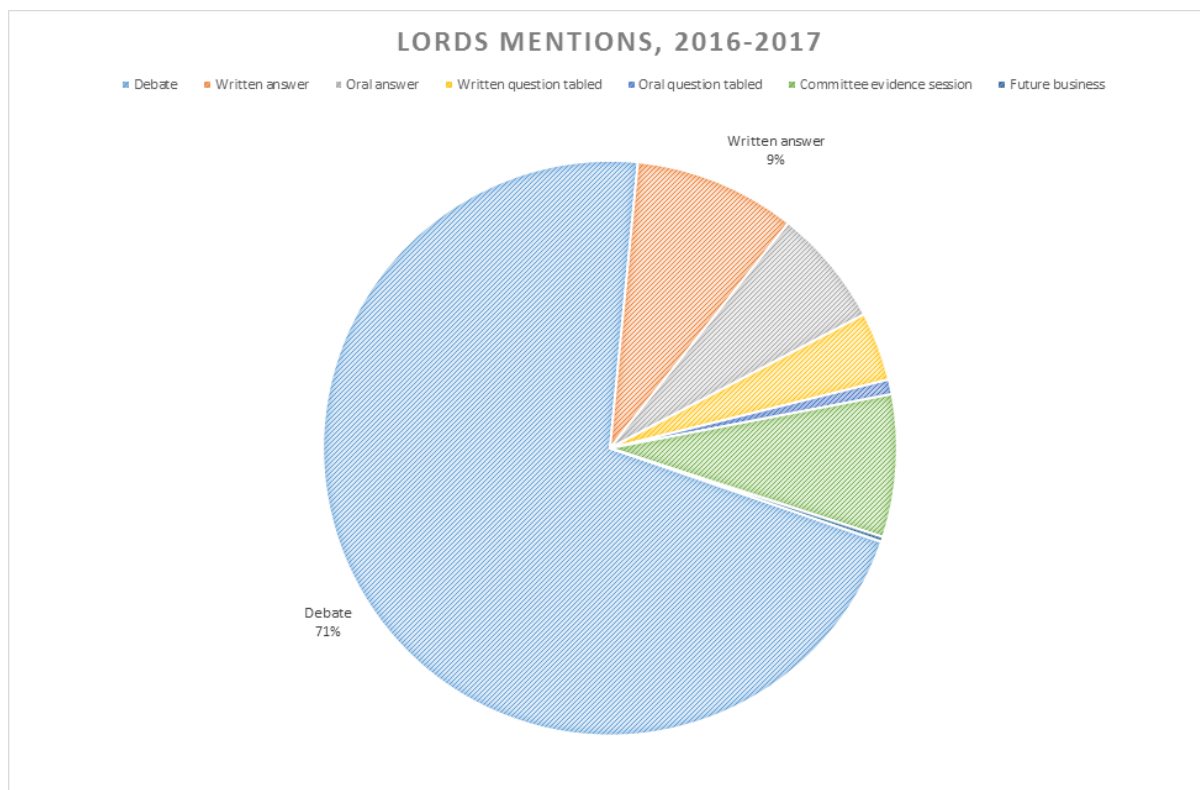
Mentions by sentiment



Commons mentions by type



Lord mentions by type



Events

We have organised and delivered 83 events from April 2016 to March 2017 including the flagship LGA Annual Conference and Exhibition 2016 with over 1,500 attendees which took place in Bournemouth last year.

Eighty-four per cent of the events run so far were free to attend for delegates attending from our member authorities. Eighteen per cent of these events although free to attend were income generated as the LGA charged EMP's to organise them.

Sixteen per cent of events were run on a fully commercial basis including the LGA's Annual Conference and Exhibition.

The commercial events have made over £804K net income so far this financial year.

We have engaged with 7,254 delegates over the last year with 76 per cent of our audiences being made up of member authority delegates (35 per cent councillor / 65 per cent officer). Thirty-five 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.

Note of last Audit Committee meeting

Title:	Audit Committee
Date:	Wednesday 14 June 2017
Venue:	Room D, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG

Attendance

An attendance list is attached as **Appendix A** to this note.

Item	Decisions and actions
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1 Declarations of Interest

The Chairman welcomed the committee members and auditors to the meeting.

It was noted that Councillor David Neighbour and Councillor Ian Swithenbank were directors of the LGA Property Company.

2 Audit Committee work programme

Donna Gallagher introduced the work plan item, as similar to previous year's work programmes.

Decision

The Audit Committee **agreed** its programme of work for 2017/18.

3 Internal Audit Programme

Ashley Norman introduced this item, including the three areas of the internal audit programme item (**Appendices 1, 2 and 3**).

a) Appendix 1: TIAA Block 2 report and recommendations

Ashley Norman introduced the report, outlining the three areas included in this block - company structure, debt collection and procurement arrangements. Key recommendations included budget holders taking greater responsibility for debt collection, which had been accepted by senior management, and the upfront payments for events, which had not been accepted.

He outlined five recommendations around procurement including: the circumvention of procurement rules, noncompliance with the 'no PO, no pay' finance policy, the absence of key performance indicator's and the maintenance of the contracts register around extensions and supportive documentation. All

procurement recommendations had been accepted by senior management and timescales for action agreed.

TIAA's follow up review had found evidence that 11 out of 12 recommendations had been implemented with the final recommendation in progress.

Discussion

Members queried why senior managers had not accepted the auditor's recommendation on upfront payments for events. Officers explained that this was because a number of organisations – for example some district councils and housing associations - do not currently have the facility to make payments in advance. However, upfront payments are taken where possible and the intention is to move towards this being compulsory in the future.

Members also discussed the reoccurring issue of processes on issuing of POs and payment of invoices not being adhered to. Members emphasised the need for a culture shift in this area. Sarah Pickup outlined work currently being undertaken to encourage budget-holders to take ownership of these issues.

Members were generally satisfied with the results of the inspection, particularly in terms of progress demonstrated by the follow-up review, and welcomed the next follow-up review.

Decision

The Audit Committee **approved** TIAA's block 2 report and recommendations.

Action

Officers to implement changes in line with TIAA's recommendations, except in the case of the rejected recommendation around compulsory upfront payments for events.

b) Appendix 2: TIAA 2016/17 annual report

Ashley Norman (TIAA) introduced report, highlighting the satisfactory audit report around risk management and governance processes.

Decision

The Audit Committee **approved** TIAA's annual report.

c) Appendix 3: TIAA draft Internal Audit plan for 2017/18

Ashley Norman introduced the internal audit draft plan for 2017/18 and confirmed that it had been agreed by the Senior Management Team (SMT) subject to confirmation of some elements of block 2. Block 1 had been amended from the 2016/17 plan to include some additional items including cyber security and credit control at the request of SMT. He requested further suggestions from members.

Discussion

Members considered the possibility of grant funded projects being reviewed on a

rolling basis in future, as they require oversight, but are too numerous to be reviewed every year.

Members also discussed current LGA cyber-security arrangements through Brent. Officers reported that during the recent NHS cyber attack the Public Services Accreditation apparently protected most local authorities and the LGA from being affected. However, this area clearly required more focus in other councils and internally so that the LGA may act as a leader in this area, hence its inclusion in next year's audit program.

Decision

The Audit Committee **approved** TIAA's draft Internal Audit plan for 2017/18 subject to the inclusion of a rolling review of grant funded projects.

Actions

Officers to continue working on the area of cyber security to ensure LGA ICT systems resilience and provide support to councils in LGA membership.

4 LGA and Associated Companies Audited accounts for the year 2016/17

Jonathan Gratte introduced this item. He explained that the report covered the four company entities (Appendix A-D) and the external audit report (Appendix E).

Alastair Duke (Engagement Partner, PKF Littlejohn LLP) presented the external audit report, noting that the majority of the audit was complete with minor documents outstanding. A risk-based process had been used to carry out the audit. He reported that the auditors were satisfied with the testing they had carried out and had made recommendations around four areas: controls round manual journals and independently maintained journal logs, member declarations accuracy, salary update letters and quantity of credit notes. He reported that SMT had agreed all these recommendations, except those on salary update letters which were deemed an unnecessary administrative burden due to employees' easy access to their own salary information.

Discussion

Members discussed the pension deficit and plans to move the Camden pension to Merseyside alongside the existing Merseyside pension fund and the need for the LGA to stand behind the IDeA pension deficit. Members also raised concerns about the clarity of information for General Assembly on pension deficit plans and requested that an FAQ be written.

Decisions

The Audit Committee **received** the financial statements of the LGA's associated companies to be presented to the LGA Leadership Board, IDeA, LGA (Properties) Ltd and LGMB.

Actions

Officers to work on the recommendations given by the auditor, excluding the salary information recommendation which will be reviewed by the auditors in the next audit.

Sarah Pickup to work on a simple FAQ for General Assembly around the pension deficit.

5 Performance Reporting - 2016/17

Donna Gallagher introduced the six-month performance report for 2016/17. She explained that of the 50 key performance indicators (KPI) set by the Department of Communities and Local Government (DCLG) 48 had been achieved, with two around supporting councils on fraud with the Chartered Institute of Public Finance and Finance and recruitment of graduates still outstanding. She highlighted the reduction in sickness leave during the period, although further analysis of this was underway. The Strategic Risk Register continues to go to SMT every quarter and two of these risks have reduced over the last six months.

Discussion

The members discussed changes in LGA membership in the last six months, including Gosport withdrawing from the LGA and councils on notice to withdraw. The Committee was assured by officers that work to continue all councils of the benefits of LGA membership was continuing, including with those on notice. Feedback suggested that generally councils were convinced of the benefits of remaining in the LGA, although the LGA was not complacent.

Decisions

The members of the Audit Committee **approved** the six-month performance report.

Actions

Members and officers to continue to take action to demonstrate the value of LGA membership.

6 Annual Fraud Report 2016/17

Jonathan Gratte introduced the report which set out controls and the process environment under which fraud issues are identified and dealt with. In the report there was no evidence of fraud or corruption.

Discussion

The Committee discussed the high turnover of staff in the LGA and the importance of new employees being aware of the importance of fraud related policies, such as the whistleblowing policy. Jonathan Gratte as a recent new starter outlined the robust nature of the induction to the LGA, including online training prior to beginning his role.

Decision

Members of the Audit Committee **noted** the contents of the report.

7 2017 Annual Report of the Audit Committee

Donna Gallagher introduced the draft report due to go to LGA Leadership Board and Executive on 15 June and onto General Assembly on 5 July 2017.

Decision

The Audit Committee **agreed** the annual report to be presented to the LGA Leadership Board, Executive and the General Assembly.

8 Note of last meeting 28 November 2016

Audit Committee members **approved** the minutes of the previous Audit Committee meeting on 28 November 2016.

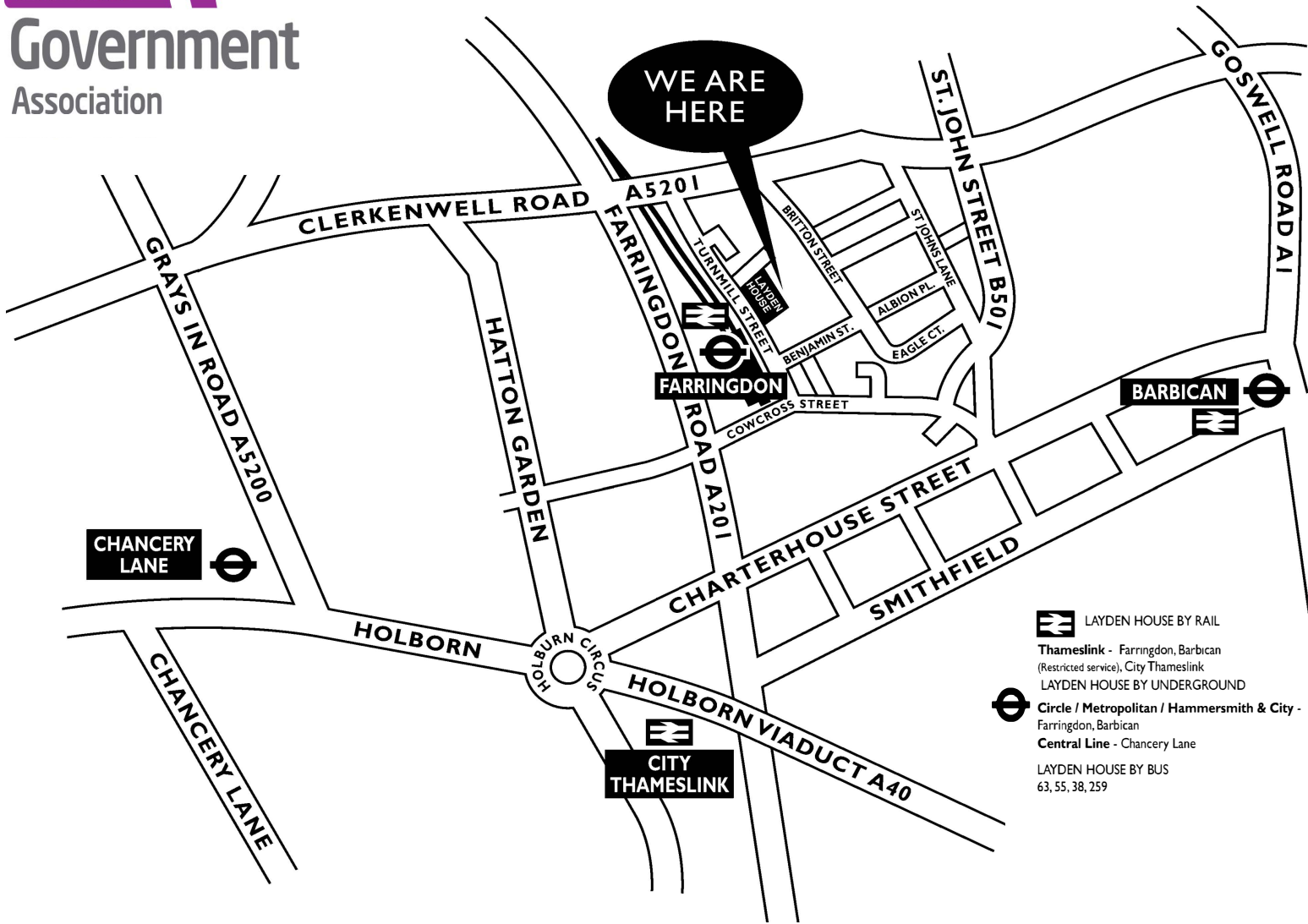
The Audit Committee members also offered their thanks to both the internal and external auditors for their work in this matter.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Cllr Jonathan Owen	East Riding of Yorkshire Council
Vice-Chairman	Cllr Ian Swithenbank CBE	Northumberland Council
Deputy-chairman	Cllr Philip Evans JP	Conwy County Borough Council
Member	Cllr David Neighbour	Hart District Council
In Attendance	Ashley Norman Alistair Duke Nicky Whitehead	TIAA PFK Littlejohn LLP PFK Littlejohn LLP
LGA Officers	Sarah Pickup Jonathan Gratte Donna Gallagher Jess Norman	Deputy Chief Executive, LGA Strategic Finance Director, LGA Performance Officer, LGA Member Services Officer, LGA

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Layden House

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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

