

LGA Leadership Board

Agenda

Wednesday, 6 June 2018
1.00 pm

Smith Square 1&2, Ground Floor, 18 Smith
Square, London, SW1P 3HZ

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

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LGA Leadership Board

6 June 2018

There will be a meeting of the LGA Leadership Board at **1.00 pm on Wednesday, 6 June 2018**
Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available prior to the meeting from 12.30pm.

Attendance Sheet:

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

Apologies:

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

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

Location:

A map showing the location of 18 Smith Square is printed on the back cover.

LGA Contact:

Paul Goodchild
0207 664 3005 / paul.goodchild@local.gov.uk

Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £7.83 per hour is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

LGA Leadership Board – Membership 2017/2018

Councillor	Authority
Conservative (6)	
Lord Porter of Spalding 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
Vacancy	Independent Group

LGA Leadership Board Attendance 2017-18

Councillors	19/7/17	14/9/17	18/10/17	7/12/17	24/1/18	7/3/18	11/4/18
Conservative							
Lord Porter of Spalding CBE	Yes	Yes	Yes	No	Yes	Yes	Yes
David Simmonds CBE	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Peter Fleming OBE	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sean Anstee	No	Yes	Yes	No	No	Yes	No
Paul Carter CBE	Yes	Yes	Yes	No	Yes	Yes	No
Izzi Seccombe OBE	Yes	Yes	No	No	Yes	No	Yes
Labour							
Nick Forbes	Yes	Yes	Yes	Yes	Yes	Via phone	No
Sue Murphy CBE	Yes	Via video	Via video	No	Via phone	Via phone	Via video
Peter Box CBE	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Michael Payne	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Lib Peck	No	Yes	Yes	No	Yes	Yes	Yes
Liberal Democrat							
Howard Sykes MBE	Yes	Via video	Yes	Yes	Yes	Yes	Yes
Ruth Dombey OBE	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Independent							
Marianne Overton MBE	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Peter Reeve MBE	Yes	Yes	Yes	Yes	Yes	Yes	No
Observer / In attendance							
Kevin Bentley			Via video			Yes	

Agenda

LGA Leadership Board

Wednesday 6 June 2018

1.00 pm

Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

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Date of Next Meeting: Wednesday, 18 July 2018, 1.00 pm, Smith Square
1&2, Ground Floor, Local Government House, Smith Square, London, SW1P
3HZ



Local Elections and LGA Political Balance 2018/19

Purpose

For decision.

Summary

Local government elections took place on Thursday 3 May 2018 in England and Wales.

Following the election results, the definitive figures for the LGA's proportionality for 2018/19 have been confirmed. This reports sets out the revised proportionality and its implications for the distribution of seats amongst the political groups on the LGA's governance structures.

Recommendations

That the LGA Leadership Board endorses the proportionality figures for 2018/19 meeting year.

Action

Political groups to agree the allocation of places across all LGA structures.

Contact officer: Claire Holloway
Position: Head of Corporate Services
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Local Elections and LGA Political Balance 2018/19

Background

1. The 2018 local government elections took place on Thursday 3 May 2018 in 151 English councils, as well as a combined authority mayoral contest in South Yorkshire (Sheffield City Region) and five directly elected local authority mayoral elections.

LGA Proportionality

2. The final figures for 2018/19, based on data provided by Professors Rawlings and Thrasher (formerly of the LGC Elections Centre at the University of Plymouth) are set out below along with the 2017/18 figures. The figures include the effect of the 50 per cent weighting for Welsh authorities, and the respective weightings for two tier areas.

	Conservative %	Labour %	Lib Dem %	Ind %
2018/19	43.36	38.79	9.72	8.13
2017/18	43.88	38.07	9.40	8.65

3. Under the LGA Constitution, the largest group appoints the Chair of the Association. For 2018/19, the Conservative Group takes the LGA chairmanship by 4.57 per cent. The LGA Chairman also chairs the Leadership Board, the LGA Executive and the Councillors' Forum. The remaining Office Holders are appointed according to proportionality. Under the LGA Constitution, the Senior Vice-Chair of the LGA is the leader of the second largest group, which for 2018/19 is the Labour Group.

LGA Governance Structures

4. Once the LGA's overall political balance has been calculated, the result is applied to each of our political structures to determine their make-up. Mathematical rounding is applied to allocate available seats to match each Political Group's proportionality. Figures are calculated to two decimal places and any group whose balance is above 0.5 is rounded up and below 0.5 rounded down. The only exception is where adopting this approach would have the effect of increasing the size of the board or committee. In that instance, the group with the smallest amount above 0.5 is rounded down.
5. The four-member Audit Commission, Commercial Advisory Board and Property Company Boards are not included in the LGA's political balance, but are represented by one member from each of the political groups.
6. The revised breakdowns are set out in [Appendix A](#).



LGA Leadership Board

7. The LGA Leadership Board comprises a core group of eleven places, made up of the Chairman, four Vice-Chairs (the LGA’s Group Leaders) and six Deputy Chairs. As in 2017/18, one additional place has been negotiated for each group giving a Board comprising six Conservatives, five Labour, two Liberal Democrats and two Independents.

Chairs

8. The LGA’s nine Boards, together with the Fire Services Management Committee, gives a total of ten Chairs.

LGA Executive

9. Core membership of the LGA Executive comprises the LGA Leadership Board, the Chairs of the nine boards and representatives of the nine English regions and Wales. From September 2018, the core membership of the Executive will be 34 (15 Leadership Board Members, 10 Board Chairs, and 9 regional representatives).
10. Under the LGA Constitution, regional and Welsh appointments to the Executive are encouraged to be made from the largest group. The LGA Executive balance will be calculated when once the regional nominations are confirmed in August. If required, Groups may either appoint additional members as balancing members, or allocate additional voting rights to existing members to achieve the balance.
11. The Chairs of CCN, DCN, SIGOMA and Local Partnerships attend Executive meetings in a non-voting capacity and are not included in the political balance.

Policy Boards

12. The seven policy boards have a proportionate membership of 18, including the Chair:
 - 12.1. Children & Young People
 - 12.2. Community Wellbeing
 - 12.3. Culture, Tourism & Sport
 - 12.4. Environment, Economy, Housing & Transport
 - 12.5. Improvement & Innovation
 - 12.6. Resources
 - 12.7. Safer & Stronger Communities
13. In 2018/19, the strict application of the political balance to the seven 18 Member policy boards would provide the following number of places to each Group:

Places	Cons	Lab	Lib Dem	Ind
18	8 (7.81)	7 (6.98)	2 (1.75)	1 (1.46)

14. As in 2017/18, the Independent Group would have one Member on each 18 Member board. Following negotiation, the Chairman and Group Leaders of the other three groups have agreed two additional Board places to be allocated to the Independent Group, funded from LGA resources. These places were allocated to the Community Wellbeing Board and the Environment, Economy, Housing and Transport Board. This agreement is only applicable to the 2018/19 political year and does not set a precedent for future years.

City Regions and People & Places Boards

15. The City Regions and People & Places Boards were established in February 2014. The make-up of these Boards reflects the political proportionality of the wider group of councils from which their membership is drawn and each has an additional Deputy Chair drawn from the same group as the Chair.

Fire Services Management Committee and Fire Commission

16. The Fire Services Management Committee membership of 14 is drawn from authorities with responsibility for fire & rescue.
17. All fire authorities in full or corporate membership of the Local Government Association appoint to the Fire Commission, with additional balancing members then appointed by the Political Group Office to reflect the LGA's overall political balance. This process is conducted separately in early autumn.

Appendix A: Allocation of places on LGA governance structures

Structure	Year	Cons	Lab	Lib Dem	Ind	Total
LGA Leadership Board (core group is 11 places) * an additional place per group was negotiated	2018/19	6	5	2	2	15*
	2017/18	6	5	2	2	15*
Chairs of Boards and Fire Services Management Cttee	2018/19	4	4	1	1	10
	2017/18	4	4	1	1	10
LGA Executive (excluding regional or balancing places)	2018/19	10	9	3	3	24
	2017/18	10	9	3	3	24
Boards (7) (18 Members) * Plus one additional place on the EEHT and CWB Boards	2018/19	8	7	2	1*	18*
	2017/18	8	7	2	1*	18*
City Regions Board (22 Members)	Political Balance					
		Lab	Cons	Lib Dem	Ind	
	2018/19	64.9%	22.2%	7.7%	5.2%	
	2017/18	63.3%	23.1%	7.3%	6.3%	
	Seats on the City Regions Board					
	2018/19	14	5	2	1	22
2017/18	14	5	2	1	22	
People & Places Board (22 Members)	Political Balance					
		Cons	Lab	Lib Dem	Ind	
	2018/19	63.1%	17.2%	11.4%	8.3%	22
	2017/18	63.3%	17.1%	11.1%	8.5%	22
	Seats on the People & Places Board					
	2018/19	14	4	2	2	22
2017/18	14	4	2	2	22	
Fire Services Management Committee	2018/19	6	6	1	1	14
	2017/18	6	6	1	1	14



LGA President and Vice-Presidents 2018-19

Purpose of report

For decision.

Summary

This paper sets out those Members of the House of Commons, House of Lords and European Parliament that the LGA political groups, working with the Public Affairs and Stakeholder Engagement team, will be inviting to be honorary Vice-Presidents for the 2018-19 parliamentary session. As per our Constitution, each Political Group Office has the flexibility to update the appointments during the year as required.

Recommendation

LGA Leadership Board is invited to

1. Endorse the nomination of Lord Kerslake as President of the LGA for the further year.
2. Note the appointments of Vice Presidents by the four Political Groups.

Action

General Assembly will be invited to elect the President for a further year and to note the appointments of the vice presidents by the Political Groups.

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Position: Head of Public Affairs and Stakeholder Engagement
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E-mail: Lee.Bruce@local.gov.uk



LGA President and Vice-Presidents 2018-19

Background

1. Every year the LGA elects a President and appoints Vice-Presidents to act as our advocates in Westminster and Brussels. Under the Constitution, the President is elected annually by General Assembly for a maximum of eight years in post. The President's role includes presiding of the election of the Chairman, Vice and Deputy Chairs of the Association at General Assembly.
2. Vice Presidents are appointed throughout the year by the four LGA political groups and those appointments are reported annually to the LGA General Assembly.
3. This paper proposes the nomination of Lord Kerslake for a further year as LGA President and summarises the list of appointments from each Political Group Office who have the flexibility to update the appointments during the year as required.

Support to the President and Vice Presidents

4. We work closely with our President and Vice-Presidents who promote the LGA by highlighting local government's priorities in debates, working to secure amendments to legislation, tabling parliamentary questions and motions and by hosting events in Parliament. Their support is vital for protecting and enhancing the reputation of councils and for allowing us to pursue and achieve our objectives. The President and Vice-Presidents are selected because of their background in local government and their commitment to supporting LGA priorities in Westminster and Brussels.
5. In order to assist our President and Vice-Presidents, we offer briefing papers and verbal briefings, use of LGA facilities, subscription to LGA bulletins and publications, free attendance to our conferences, and speaking opportunities at LGA events.
6. Engagement with the President and Vice-Presidents focuses around our campaigns (actively seeking their support and involvement) and the legislation agreed to be a priority for LGA members by the Leadership Board at the start of each parliamentary session.
7. LGA Vice-Presidents receive the following support and benefits from the LGA:
 - 7.1. Tailored briefings to support LGA policy positions and corporate campaigns.
 - 7.2. Support in drafting questions, amendments to legislation and parliamentary motions.
 - 7.3. Complimentary use of LGA facilities including meeting rooms.
 - 7.4. Free attendance for Vice-Presidents and their staff at LGA conferences and events.
 - 7.5. Opportunities to speak at LGA conferences and events.
 - 7.6. Opportunities to write for LGA publications.

- 7.7. Complimentary subscription to *First* magazine.
- 7.8. A weekly LGA Parliamentary e-bulletin (when Parliament is sitting).
- 7.9. Opportunity to subscribe to the daily LGA news headlines e-bulletin.
- 7.10. Invitations to LGA events in Parliament, including our annual reception, and regular bespoke Vice-Presidents' events.
- 7.11. Access to LG Inform.

Nomination of President

8. Subject to the approval of Leadership Board, and following discussions with the Group Leaders, it is proposed that Lord Kerlake is nominated to serve as President of the LGA in the coming political year 2018/19.

Appointment of Vice Presidents

Conservative

9. The Conservative Vice President appointments are
 - 9.1. Charles Walker MP (Broxbourne)
 - 9.2. Bob Blackman MP (Harrow East)
 - 9.3. Andrew Lewer MP (Northampton South)
 - 9.4. Simon Hoare MP (North Dorset)
 - 9.5. Edward Argar MP (Charnwood)
 - 9.6. Robert Goodwill MP (Scarborough and Whitby)
 - 9.7. Helen Grant MP (Maidstone and the Weald)
 - 9.8. Marcus Jones MP (Nuneaton)
 - 9.9. Julia Lopez MP (Hornchurch and Upminster)
 - 9.10. Maria Caulfield MP (Lewes)
 - 9.11. Tim Loughton MP (East Worthing and Shoreham)
 - 9.12. Jeremy LeFroy MP (Stafford)
 - 9.13. Mark Pawsey MP (Rugby)
 - 9.14. Gillian Keegan MP (Chichester)
 - 9.15. Dr Philip Lee MP (Bracknell)
 - 9.16. Neil O'Brien MP (Harborough)
 - 9.17. Baroness Couttie
 - 9.18. Lord Whitby
 - 9.19. Lord True
 - 9.20. Baroness Eaton
 - 9.21. Baroness Scott of Bybrook
 - 9.22. Baroness McIntosh of Pickering
 - 9.23. Baroness Williams of Trafford
 - 9.24. Robert Matthews MEP (East Midlands)



Labour

10. The Labour Vice President appointments are

- 10.1. Clive Betts MP (Sheffield South East)
- 10.2. Catherine McKinnell MP (Newcastle upon Tyne North)
- 10.3. Steve Reed MP (Croydon North)
- 10.4. Wes Streeting MP (Ilford North)
- 10.5. Catherine West MP (Hornsey and Wood Green)
- 10.6. Jim McMahon MP (Oldham West and Royton)
- 10.7. Jo Platt MP (Leigh)
- 10.8. Preet Kaur Gill MP (Birmingham, Edgbaston)
- 10.9. Helen Hayes MP (Dulwich and West Norwood)
- 10.10. Diana Johnson MP (Kingston upon Hull North)
- 10.11. Anna Turley MP (Redcar)
- 10.12. Mike Amesbury MP (Weaver Vale)
- 10.13. Lord Beecham
- 10.14. Lord Kennedy of Southwark
- 10.15. Baroness Smith of Basildon
- 10.16. Lord Smith of Leigh
- 10.17. Lord Whitty
- 10.18. Derek Vaughan MEP (Wales)

Liberal Democrats

11. The Liberal Democrat Vice President appointments are

- 11.1. Tim Farron MP (Westmorland and Lonsdale)
- 11.2. Norman Lamb MP (North Norfolk)
- 11.3. Layla Moran MP (Oxford West and Abingdon)
- 11.4. Wera Hobhouse MP (Bath)
- 11.5. Lord Tope
- 11.6. Baroness Bakewell of Hardington Mandeville
- 11.7. Baroness Janke
- 11.8. Baroness Maddock
- 11.9. Baroness Scott of Needham Market
- 11.10. Lord Shipley
- 11.11. Baroness Pinnock
- 11.12. Baroness Thornhill
- 11.13. Baroness Brinton
- 11.14. Lord Storey
- 11.15. Lord Scriven
- 11.16. Catherine Bearder MEP (South East England)

Independents

12. The Independent Vice President appointments are

- 12.1. Lord Best (crossbench)



LGA Leadership Board

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- 12.2. Lord Adebawale (crossbench)
- 12.3. Early of Lytton (crossbench)
- 12.4. Baroness Howarth of Breckland (crossbench)
- 12.5. Baroness Greengross (crossbench)
- 12.6. Baroness Grey-Thompson (crossbench)
- 12.7. Lord Macpherson of Earl's Court (crossbench)
- 12.8. Lord Bichard (crossbench)
- 12.9. Baroness Greenfield (crossbench)
- 12.10. Baroness Wolf of Dulwich (crossbench)
- 12.11. Baroness Jones of Moulsecoomb (Green)
- 12.12. Bishop of St Albans
- 12.13. Lord Wigley (Plaid Cymru)
- 12.14. Earl of Listowel (crossbench)
- 12.15. Keith Taylor MEP (Green, South East)
- 12.16. Patrick O'Flynn MEP (UKIP)
- 12.17. Julia Reed MEP (UKIP)

Code of Conduct

- 13. The LGA President and Vice-Presidents are required to operate in accordance with the Code of Conduct for Members of the House of Lords, House of Commons, and European Parliament. This is made clear in their initial invitations and subsequent letters of appointment.

Financial Implications

- 14. The roles of President and Vice Presidents do not attract an allowance from the LGA.

2018 Annual Report of the Audit Committee

Purpose of report

For decision

Summary

The Audit Committee met on 4 June 2018. The annual report in **Appendix A** provides an overview of areas reviewed and work undertaken by the Audit Committee in 2017/18 in accordance with the Committee's terms of reference. Any changes agreed by the Audit Committee will be reported verbally to this meeting.

Recommendation

That the LGA Leadership Board endorse and commend to the General Assembly the 2018 Annual Report of the Audit Committee.

Action

The annual report to be presented at General Assembly on 3 July 2018.

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Appendix A - 2018 Annual Report of the Audit Committee

Introduction

1. The responsibilities of the LGA's Audit Committee are to:
 - 1.1. review the financial statements prepared for the LGA and its associated companies;
 - 1.2. monitor the processes for managing risks, internal controls and corporate governance arrangements;
 - 1.3. oversee the appointments of the external and internal auditors and commission and review their work;
 - 1.4. consider issues of probity and conduct; and
 - 1.5. seek expert advice where necessary to provide independent internal or external assurance on key issues
2. The main focus of this Committee's work in 2017/18 has been to review the audited accounts of the LGA and its associated companies, to agree and review the findings and recommendations of the internal audit programme for the year and oversee the re-tendering of the internal audit services provider.

Financial statements and external audit

3. PKF Littlejohn are the LGA's current external auditors for the LGA, IDeA, LGA (Properties) Ltd, LGMB and LGA Commercial Services Ltd.
4. In June 2018 the LGA's consolidated audited accounts for 2017/18 and the audited accounts for the four associated companies were reviewed prior to these being adopted by the Leadership Board and the relevant company boards.
5. The LGA's consolidated financial statements disclose the position of the LGA as a standalone entity, and include the LGA's Income and Expenditure account and Balance Sheet.
6. The consolidated accounts show the LGA and its related bodies made an operating surplus of £6.361 million, before interest and tax.
7. Over all income increased by 4.9 per cent from £55.732 million to £58.465 million despite a modest reduction in Government grants and subscription income remaining steady, due to the success in securing increased income from other grants and higher investment/joint venture incomes.
8. The LGA's GeoPlace LLP Joint Venture made another useful contribution to other income during 2017/18, making dividend payment of £1.625 million (compared to £1.375 million in 2016/17).

9. The overall pension fund deficit reported in the accounts has decreased by £9,941 million from £124.991 million to £115.500 million. The overall Statement of Comprehensive Income for the year shows separately the gains and losses that relate to changes in the actuarial assumptions used to calculate pension scheme assets and liabilities (2017/18 £11.639 million gain, 2016/17 £29.230 million loss) with the ongoing payroll contributions made to reduce historic deficits included within administrative expenses.
10. It is standard practice for issues identified in the course of the external audit to be raised by the auditors with management and for these to be reported to the board members as “Performance Improvement Observations” in what is commonly known as the “Management Letter”. We received this report from the auditors at its meeting on 4 June 2018, and will monitor progress with the recommendations arising from the 2017/18 external audit.

Internal audit

11. TIAA are the LGA’s current internal auditors following a tender exercise in 2015.
12. Following a successful tendering exercise in May 2018, TIAA have been re-appointed as the LGA’s internal audit service provider for a further three years from July 2018.
13. This Committee is responsible for agreeing the annual internal audit strategy and programme at the start of each financial year, taking account of the key risks identified in the LGA’s Strategic Risk Register.
14. The internal audit strategy and audit programme for 2017/18 was agreed at the meeting in June 2017. The audit programme was split into two blocks of work and included a follow-up of actions taken by the LGA in response to the recommendations of previous audits. TIAA have completed the programme and full reports were presented to this Committee in November 2017 and June 2018. TIAA’s Annual Report was presented to the Committee meeting in June 2018.
15. In its annual opinion for the year 2017/18, TIAA’s Head Of Internal Audit states “I am satisfied that sufficient internal audit work has been undertaken to allow me to draw a reasonable conclusion as to the adequacy and effectiveness of Local Government Association’s risk management, control and governance processes. In my opinion, Local Government Association has adequate and effective management, control and governance processes to manage the achievement of its objectives”.
16. The 2017/18 audit opinions are summarised below:

Internal audit assignment	Internal audit opinion
Key Financial Controls	Substantial Assurance
Cyber Security	Limited Assurance
Counter Fraud Health Check	Medium Risk Assessment
LGA Expenses	Reasonable Assurance
Grant Funded Programmes	Reasonable Assurance

Internal audit assignment	Internal audit opinion
Third Party Partnership Arrangements	Substantial Assurance

17. The audit of Cyber Security reviewed the security arrangements for the pro-active identification, prioritising and mitigating against cyber-crime risks. The audit gave a 'limited assurance'. The majority of the recommendations raised in this audit have already been implemented including two-factor authentication and a regular staff communications raising awareness of cyber security and current threats.

18. The Counter Fraud Health Check audit reviewed the counter fraud measures in place and establish whether the organisation has appropriate controls in place. The LGA received a medium risk assessment. Actions have been taken to improve the LGA's rating by introducing a fraud response plan, including a specific risk on the LGA's Strategic Risk Register and updating the current Anti-Fraud and Corruption policy.

Risk management and internal control

19. The Strategic Risk Register is reviewed quarterly by the Strategic Management Team (SMT) and Corporate Leadership Team (CLT) to ensure LGA's strategic and operational risks are identified and the associated scoring reflects the LGA's current situation. This Committee has reviewed the Strategic Risk Register during the course of the year, in particular focusing on ensuring that key risks facing the organisation are being effectively managed.

20. This Committee receives an annual report on any instances of fraud occurring and can confirm that there were no proven instances of fraud or corruption in 2017/18.

LGA Associate Membership

Purpose of report

For decision.

Summary

Provision for associate membership of the LGA currently sits within the Constitution. In order to avoid associate members sharing in the unlimited liability of the new company, this provision is excluded from its Articles of Association.

This paper updates the Board on the LGA's associate members and seeks agreement to include a broad provision for Associate schemes in the supporting governance framework.

Recommendations

That the LGA Leadership Board

1. Approves the additional section on the LGA's Associate scheme set out in paragraph 5 to be included in the Governance Framework of the new LGA company.
2. Endorses Hertfordshire Police and Crime Commissioner's application for Associate membership of the LGA under the agreed PCC scheme

Action

Subject to the LGA Leadership Board agreement a revised Governance Framework will be published on the LGA website.

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LGA Associate Membership

Background

1. Provision for associate membership of the unincorporated LGA sits in section 1 of the Constitution. However in order to avoid associate members sharing in the unlimited liability of the new company, on the advice of Bevan Britten, our external lawyers, this provision has been excluded from its Articles of Association. Bevan Britten also advise that we refer to “associates” rather than “associate members” as the members of the company have a specific meaning in company law.

Current position

2. The current Constitution makes specific provision for associate membership.

Associate membership

1.5 The following bodies shall be eligible for associate membership of the Association:

Voting

1.5.1 Combined fire & rescue authorities;

1.5.2 Police & Crime Commissioners

1.5.3 Elected mayors of Combined Authorities and the GLA

Non-voting

1.5.4 Town & parish councils that meet specified criteria.

1.5.5 National Parks Authorities

1.6 The Association may invite into membership other local, regional and national public government bodies, on such terms as shall be determined by the LGA Leadership Board.

Combined Authorities

1.7 Combined Authorities whose component councils are all in membership of the LGA shall automatically receive full membership benefits of the LGA. Subject to 1.5.3 above, they will not receive voting rights over and above those already allocated to their component councils.

1.8 Where one or more councils that make up a Combined Authority are not in membership of the LGA, a separate subscription will be charged to that Combined Authority.

Current Associate schemes

3. As well as a generic associate scheme we have tailored schemes for Fire and Rescue Authorities and Police and Crime Commissioners and a corporate scheme for town and

parish councils through their membership body, NALC. A list of all current Associate members is attached at **Appendix A**. In November 2017 Leadership Board endorsed Essex PFCC's application for associate membership and an application from Hertfordshire PCC was circulated to members in April.

4. Associate members designated as "voting" have the right to vote at General Assembly on matters relevant to them. A copy of the current scheme of voting is published on the website but needs to be reviewed and updated to include elected mayors and PCCs.

The proposal

5. It is proposed that a broad provision is inserted into the Governance Framework, with specific schemes annexed.

LGA Associate schemes

The LGA may establish Associate schemes for local, regional and national public bodies, on such terms as shall be determined by the LGA Leadership Board.

*Associate schemes may be generic or tailored to reflect the particular nature, priorities and relationship with the LGA of different groupings. A list of Associate schemes is attached at **Appendix 1** to the Governance Framework.*

Combined Authorities and Elected Mayors

Combined authorities and elected mayors of combined authorities whose component councils are all in full membership of the LGA shall receive the same membership benefits as those component councils.

Where one or more councils that make up a Combined Authority are not in membership of the LGA, a separate subscription will be charged to that Combined Authority.

Voting at General Assembly

Some Associate schemes and elected mayors of combined authorities have the right to vote at General Assembly on issues in which they have a legitimate interest. A scheme of voting is published on the website setting out the voting rights in these cases.

Implications for Wales

6. Provision for Welsh councils and the WLGA corporate membership scheme is included in the Articles of Association.

Financial Implications

7. The net income from Associate schemes in 2018/19 is £331,735.88 including loyalty and early payment discounts.

Next steps



8. Subject to Leadership Board's approval, the Governance Framework will be amended and published on the website. An updated voting scheme will be brought to Leadership Board for approval in September.

Appendix A - Associate members 2018/19

Fire and Rescue Authorities

Greater Manchester Fire
Merseyside Fire
South Yorkshire Fire
Tyne and Wear Fire
West Midlands Fire
West Yorkshire Fire
GLA - fire
Avon Fire Authority
Bedfordshire Fire Authority
Berkshire Fire Authority
Buckinghamshire Fire Authority
Cambridgeshire Fire Authority
Cheshire Fire Authority
Cleveland Fire Authority
Derbyshire Fire Authority
Devon & Somerset Fire Authority
Dorset & Wiltshire Fire Authority
Durham Fire Authority
East Sussex Fire Authority
Hampshire Fire Authority
Hereford and Worcester Fire Authority
Humberside Fire Authority
Kent Fire Authority
Lancashire Fire Authority
Leicestershire Fire Authority
North Yorkshire Fire Authority
Nottinghamshire Fire Authority
Shropshire Fire Authority
Staffordshire Fire Authority

PCCs/FPCCs

Essex Fire, Police and Crime
Commissioner
Hertfordshire Police and Crime
Commissioner (in process)

National Park Authorities

Broads (on notice)
Exmoor
Lake District
North Yorkshire Moors
Peak District
New Forest
South Downs

Town and Parish Councils

Via NALC

Falmouth Town Council
Salisbury City Council
Sevenoaks Town Council
Folkestone Town Council

Independent

Sandhurst Town Council

Other

Tamar Bridge and Torpoint Ferry Joint
Committee



Agenda Item 5

LGA Leadership Board

06 June 2018



LGA Group Consolidated Financial Statements for the Year to 31 March 2018

Purpose of report

For decision.

Summary

The LGA Group consolidated financial statements for the year ended 31 March 2018 have been produced and are expected to receive an unqualified (clean) audit opinion by PKF Littlejohn LLP. The final draft of the financial statements is presented for the LGA Leadership Board to agree, prior to these being adopted at the General Assembly on 3 July 2018. The audited financial statements for IDeA, LGA (Properties) Ltd, LGMB Ltd and LGA Commercial Services Ltd are also presented for review, prior to these being presented for adoption to their respective company boards before the end of June 2018. These sets of accounts are all included at **Appendices A – E**. All appendices are included in a supplemental agenda pack.

The attached report substantially reproduces that going to Audit Committee on 4 June 2018 and the company boards. Members of the Audit Committee have been asked to review these accounts, and make any independent comment they consider appropriate to the Leadership Board or the relevant company boards. Due to timings, any such observations will be presented orally at the meeting.

Recommendations

That the LGA Leadership Board are asked to:

1. agree the LGA consolidated financial statements (**Appendix A**) and approve their submission for adoption at General Assembly on 3 July 2018;
2. review the financial statements for IDeA, LGMB, LGA(P) and LGA CS (**Appendices B – E**);
3. review the external auditors' report to the Leadership Board (**Appendix F**); and
4. approve the Representation Letter (**Appendix G**).

Action

As directed by Members

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LGA Consolidated Financial Statements for the Year to 31 March 2018

Background

1. The consolidated financial statements for 2017/18 cover the Local Government Association (“LGA”), the Improvement and Development Agency for Local Government (“IDeA”), Local Government Association (Properties) Ltd (“LGAP”), Local Government Management Board (“LGMB”), and the newly incorporated LGA Commercial Services Ltd (“LGACS”). The consolidated financial statements also disclose the position of the LGA as a stand-alone entity through the presentation of the Association’s Statement of Comprehensive Income and Balance Sheet.
2. All company accounts that feed into the LGA’s consolidated accounts are being reviewed by the Audit Committee on 4 June 2018 and will be adopted by the respective company boards in June 2018, to ensure that a fully verified set of accounts is presented to the General Assembly in July 2018 (after which the accounts will be filed and publicly available). The Leadership Board is therefore being asked to review the LGA consolidated accounts along with the accounts for IDeA, the two property companies and the commercial company included at **Appendices A – E**. All appendices are included in a supplemental agenda pack.
3. Representatives of PKF Littlejohn LLP, the appointed auditors, will be in attendance at the Leadership Board’s meeting. Their report on the audit of the LGA and all its associated companies is included at **Appendix F**.
4. The following paragraphs provide commentary on the information disclosed in the financial statements and highlight the most significant points.
5. Audit Committee will provide Leadership Board with a recommendation of whether to accept the LGA accounts. This will be received orally in the meeting, along with any observations. Members of the individual company boards will also receive a report of the observations of the Audit Committee.

LGA – Group – Appendix A

6. The consolidated accounts show the LGA and its related bodies made an operating surplus of £14.498m (£1.019m in 2016/17). The Balance Sheet net Liability decreased from £71.247m in 2016/17 to £45.378m in 2017/18. The key factors are set out below:

Income

7. Overall income increased by 4.9 per cent from £55.732m to £58.465m despite a modest £0.4m reduction in Government Grants and Subscription Income remaining steady, due to the success in securing increased income from other grants and higher investment/joint venture incomes.
8. The LGA's GeoPlace LLP Joint Venture made another useful contribution to other income during 2017/18, making a dividend payment of £1.625m (2016/17 £1.375m).

Investment Properties / Fixed Assets

9. For Investment Properties, the accounting position is more complex than usual this year. Accounting standard FRS102 requires the LGA consolidated accounts to split the accounting of 18 Smith Square into the element that shows the percentage of the asset which is used by non-group bodies as an Investment Property (calculated at open market values), with the remainder which is 'own-usage' to be shown as Tangible Fixed Assets (calculated at cost). The complication in 2017/18 is that now that 18 Smith Square has been redeveloped to accommodate more tenants, the proportion that is 'own-usage' has dropped from the 89 per cent used in prior years (when there was limited 3rd party use), to 66% as at 31 March 2018 reflecting the current availability of three floors.
10. This reduction in percentage own-occupancy has resulted in the accounting oddity of a 'deemed disposal' (ie we own less than we used to) resulting in an accounting 'loss on disposal' of £4.3m, which is included in our Administrative Expenses in the Statement of Comprehensive Income. This 'loss' is more than offset by the increase in investment values (see below), but has the unfortunate effect of appearing to show a much larger 'Operating Deficit before Interest and Tax' on the face of the Statement of Comprehensive Income. Without this accounting adjustment, the result for 2017/18 would be much more comparable with 2016/17, and demonstrates our ongoing balanced accounting approach overall of showing a slight 'operating deficit' which is then offset by other sources of income such as dividends and interest.
11. Both Investment Properties have increased in value in the year.
 - 11.1. Layden House (LGMB) value has increased by £8.575m from £28.175m in 2016/17 to £36.750m in 2017/18, despite the building being unoccupied at the year end as we start the redevelopment. This indicates the strength of the location of the building and the surrounding market prices, which are still rising. 100% of this gain in value is included in the LGA consolidated accounts.
 - 11.2. 18 Smith Square (LGA(P)) value has risen more dramatically, from £22.970 in 2016/17 to £53.550m in 2017/18. As noted above, under the accounting rules, only 34 per cent of this revaluation gain is recognised in the LGA consolidated accounts.

- 11.3. It should be noted that in 2016/17, the value was for the stripped back shell as the building was being redeveloped. The current valuation is still significantly higher than the pre-development value of c.£36m plus the cost of development of c.£13m, so the investment has resulted in both c.£5m capital appreciation plus the potential for higher rental incomes over the coming years (moving from c.£35psf previously to the current £57.50psf), justifying the investment decision.

Pension Scheme

12. The overall pension fund deficit reported in the accounts has decreased by £9.491m (2016/17 increase of £30.240m) from £124.991m to £115.500m. The overall Statement of Comprehensive Income for the year shows separately the gains and losses that relate to changes in the actuarial assumptions used to calculate pension scheme assets and liabilities (2017/18 £11.639m gain, 2016/17 29.230m loss) with the ongoing payroll contributions and excess contributions made to reduce historic deficits included within Administrative expenses.
13. In line with FRS 17 accounting standards, the valuation in the accounts values assets at market value on 31 March 2017, and liabilities using a discount rate based on the return available on AA corporate bonds, also at the balance sheet date. This valuation is therefore subject to market performance on a specific date and will vary by Scheme. The Pension Scheme Assets have grown in the year by c.£7.6m (2.7%) through investment performance, while the Liabilities have fallen in the year by c.£1.8m, due to increased obligations and interest (£8.8m) being more than offset by actuarial gains (£10.2m – 2016/17 £71m adverse variance) in the year arising from adjusting the assumptions (discount rate, salary growth, demographic changes, etc.) used by the actuaries in their valuations as a result of market conditions and scheme memberships respectively.

Reserves and Notes to the Accounts

14. Finally as agreed in the LGA's three year Financial strategy, the surpluses on the General Reserve created by the LGA and IDEA operations have been combined with the operating deficits for LGAP, LGMB and LGACS with the net deficit of £2.617m being drawn down from the Risk and Contingency Reserve created a few years ago. The Reserve was created in line with the commercial strategy, to provide cash resources to fund developments in future years that provide opportunities to save costs or generate additional commercial income, fund external loan repayments, and also to cover the potential risks to the LGA medium term plan (such as increased pension deficit payments, and reduced rental income as the buildings were developed). This net adjustment is shown on the new Statement of Changes in Equity.
15. Notes – Post Balance Sheet Events. There have been two significant events that occurred in the period after the Balance sheet date of 31 March 2018 that require consideration for disclosure:

- 15.1. Insurance Mutual – the Insurance Mutual (LGAM Ltd) was incorporated, and a joint venture created in LGACS (see section below) to bid for its administrative services.
- 15.2. Westminster City Council (WCC) loan – a loan of £20m is currently still in negotiation with WCC to help fund the further developments of our investment properties (the WCC loan is backed by the first Bond being issued by the Municipal Bonds Agency). We now no longer intend to complete the transaction before the statutory accounts are signed off by Leadership Board on 6 June 2018, so there is no separate disclosure included, or required.

IDeA – Appendix B

16. IDeA made an operating surplus after interest of £1.201m in 2016/17 (£2.993m 2016/17). The main causes of the modest trading surplus are:
 - 16.1. Contributions to overheads from ring-fenced activities - £0.795m;
 - 16.2. Dividend income arising from GeoPlace LLP - £1.625m;
 - 16.3. Current year cost adjustment of £1.366m required to account for the pension scheme deficit in accordance with accounting standards. Note this is deducted from the £5.496m debit to the Pension Deficit Reserve arising from an actuarial gain from our pension funds this year (see below);
 - 16.4. Savings in Workforce, Leadership and Productivity - £0.396m netted off against overspend in Finance and Policy - £0.20m and Corporate Services - £0.397m; and
 - 16.5. Interest due from inter-group lending in relation to the property developments - £0.348m.
17. IDeA's pension deficit with the Camden Pension Scheme has decreased by net £4.130m (£26.904m net increase 2016/17) as at 31 March 2018. In 2016/17 there was a dramatic adverse change in the actuarial assumptions used (primarily driven by a sharply rising Discount rate which meant more money would be needed to pay future benefits). In 2017/18 there were fewer changes to the actuarial assumptions, but including a small favourable shift in pay-growth assumptions which resulted in a lower expected liability.
18. Overall, income increased from £34.610m to £36.836m. This was mainly due to additional ad hoc grant awards more than offsetting the continued reduction in the central government grant.

Local Government Management Board – Appendix C

19. LGMB owns the freehold of Layden House. As part of the overall LGA Strategic Plan, the building was used by LGA Group companies until October 2018, at which point those tenants decanted to the recently refurbished head office at 18 Smith Square.

20. The company's turnover of £0.547 million (2016/17 £0.394 million) comprises rent, rates and service charges received from the LGA, the Improvement and Development Agency for Local Government (IDeA) and a number of third party tenants. As at 31 March 2018, the building was empty and awaiting refurbishment.
21. The company's net operating Income of £6.853 million (2016/17 £1.164 million net Income) arises from the net costs from running the property of £0.954 million (2016/17 £0.860 million), £0.072 million tax (2016/17 £nil) and £7.878 million gain (2016/17 £2.024 million gain) from the latest revaluation of the property at £36.750 million (2016/17 £28.175 million), despite the building being unoccupied at the year end.
22. The refurbishment of Layden House in 2018/19 and 2019/20 should increase both the capital value of the building and its income base.

LGA (Properties) Ltd – Appendix D

23. LGA(P) owns the freehold of 18 Smith Square (formerly known as Local Government House). The building has been the subject of significant investment via a total refurbishment programme started during 2016/17 and completed during 2017/18, such that the building was only available for occupation by tenants from October 2017.
24. The company's turnover of £0.801 million (2016/17 £0.532 million) comprises rent, rates and service charges received from the LGA, the IDeA and a number of third party tenants. As at 31 March 2018, there were two floors of 18 Smith Square unlet.
25. The operating surplus after interest of £18.511 million (2016/17 £16.517 million loss) is mainly driven by the FRS102 recognition at the year end of in-year gains in the value of 18 Smith Square of £18.954 million (2016/17 in-year loss of £14.904 million as the building was in a "stripped back state" during refurbishment).

LGA Commercial Services Ltd – Appendix E

26. LGACS was incorporated on 02 October 2017 as an investment-holding vehicle for the LGA Group. The first investment is the joint venture (JV) with Regis Mutual Management Ltd (RMML) – incorporated on 02 May 2018 and noted as a Post Balance Sheet Event - to bid for the administration services of the Insurance Mutual.
27. The first reporting period for the company is for the six months to 31 March 2018. The company's net operating loss of £424k is entirely start-up costs for the joint venture. It is expected that this initial investment will be recovered from future management fees earned by the JV. A parent company guarantee by the LGA has allowed a "going concern" opinion to be made by the auditors.

Audit opinion – Appendix F

28. A representative of the auditors will be in attendance at the meeting. As part of the audit process, the auditors' report to the Leadership Board with their observations on the audit. A copy of the final draft of this report (the ISA 260 communication) is presented to the Committee at **Appendix F**. This comments on the differences in figures that resulted in adjustments during the audit, on departures from generally accepted accounting practice and on recommendations for improvement of our financial management and reporting.
29. The auditors note (Page 3) that at the time of writing, one item of evidence is outstanding for the LGA Group companies (bank confirmations from Barclays Bank Plc). These are actively being chased and should be in place shortly.
30. The report comments (Page 15) on one matter in which the accounts do not comply with generally accepted accounting practice – there is no separate detailed information on pension scheme assets and liabilities relating to the LGA only. This is consistent with prior years. The view of the Strategic Finance Manager is that further lengthening of the pension disclosure information would add complexity without significantly increasing the reader's understanding. The auditors' view is that this element of non-compliance would not prevent them from giving an unqualified 'true and fair view' audit opinion.
31. The report sets out in detail (Section 4 – Control environment) a number of matters that arose in the course of the audit, with suggestions for improvements in the controls and procedures operated by each entity.

Representations - Appendix G

32. The Chairman on behalf of the LGA Leadership Board is required to make various representations to the auditors that all matters relevant to the accounts have been properly disclosed (draft letter is included at **Appendix G**).
33. As well as seeking general representations on matters such as the completeness of the information supplied for audit and the appropriateness of the accounting policies and accounting estimates used, the auditors will be seeking a number of specific representations.

Recommendation

34. Members are asked to:
- 34.1. agree the LGA consolidated financial statements (**Appendix A**) and approve their submission for adoption at General Assembly on 3 July 2018;
 - 34.2. review the financial statements for IDeA, LGMB, LGA(P) and LGA CS (**Appendices B – E**);
 - 34.3. review the external auditors' report to the Leadership Board (**Appendix F**); and
 - 34.4. approve the Representation Letter (**Appendix G**).



Performance Reporting 2017/18: Six Month Monitoring Report October 2017 – March 2018

Purpose

For decision.

Summary

The six-month performance monitoring report presents a summary of the LGA's performance against its business plan and its internal priorities over the period 1 October 2017 to 31 March 2018.

This report was presented to and endorsed by the Audit Committee on 4 June 2018.

Recommendation

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

Action

Officers to initiate any required action.

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Performance Reporting 2017/18: Six month monitoring report September – March 2018

Background

1. The LGA's current Business Plan was approved by the Executive in September 2017 and runs from October 2017 to September 2018. The objectives have been updated to reflect the key areas that LGA will focus on this year as detailed in the Business Plan.
2. The LGA's Strategic Management Team undertakes a quarterly monitoring of the business plan priorities, corporate health indicators, major projects and risk.
3. The Strategic Risk Register is circulated to CLT on a quarterly basis to update current risks and propose additional risks.
4. The report covers the six months from October 2017 to March 2018 and falls into five sections:
 - 4.1. The five policy priorities of the streamlined Business Plan - *Britain's exit from the EU, Devolution and Funding for Local Government, Inclusive growth, jobs and housing, Children, education and schools and Adult Social care and Health.*
 - 4.2. Sector Led Improvement via the KPI's developed for reporting to DCLG
 - 4.3. Our own efficiency and effectiveness – via our corporate health indicators
 - 4.4. Major projects dashboard
 - 4.5. Strategic Risk Register

Commentary

5. Overall performance across all areas is on track. Highlights include:
 - 5.1. There are currently no objectives flagged as 'red', indicating that all objectives are on track to be delivered. Key achievements include:
 - 5.1.1. Delivered four leadership essential courses.
 - 5.1.2. Secured a formal commitment from the Government to implement further business rates retention from April 2020.
 - 5.1.3. Secured additional flexibility to increase council tax without a referendum being triggered.

- 5.1.4. Delivered the first Housing Advisers Programme.
- 5.1.5. Launched our Bright Futures Campaign and subsequently built and considerable coalition of support behind our key messages and asks.
- 5.1.6. Launched 'Being Mindful of Mental Health', a comprehensive resource for councils covering all aspects of council's contribution towards mental health wellness.
- 5.2. Media coverage for all five of the LGA's focus areas reported in the Finance and Policy performance report have increased from December to March. The overall figures for all five areas has more than doubled since quarter three, with the biggest increases being media coverage for inclusive growth, jobs and housing and devolution and funding for local government.
- 5.3. MHCLG established 60 performance indicators in April 2017. Overall 56 out of the 60 key targets were achieved by the end of March 2018, leaving just 4 partially achieved. Key highlights include:
 - 5.3.1. Almost 800 councillors attended our leadership courses.
 - 5.3.2. 115 peer challenges delivered, 64 of which was corporate or finance challenges against a target of 70.
 - 5.3.3. Provided support to 41 councils as part of the new housing experts programme.
 - 5.3.4. Productivity experts deployed in 25 councils, helping them to save almost £40 million.
 - 5.3.5. Relunched the shared services map which identifies efficiency savings in excess of £640 million.
 - 5.3.6. Placed 130 graduates as part of cohort 19 of the National Graduate Development Programme (NGDP).
 - 5.3.7. Supported 89 councils to help them prepare for the workforce opportunities and challenges arising from their transformation activities.
- 5.4. The LGA average sickness days has increased to 3.3 days. This is due to an increase in short term and long term absence. However, by comparison the LGA remains significantly lower than local and central government.



LGA Leadership Board

06 June 2018

- 5.5. In December 2017 the total value of outstanding debt between 3-12 months increased significantly to 28 per cent. Upon investigation this was due to errors in 2 large invoices for Department of Health. These errors have been corrected and is demonstrated in the figure for March, which is 8 per cent. The lowest this has been for over 12 months.
- 5.6. There are currently two major projects at the LGA. Which relate to the refurbishment of 18 Smith Square and Layden House. Information on these major projects can be found in the **appendices**. The 18 Smith Square project is being kept open until all ongoing issues have been resolved and tenants have been secured for the second and third floors.
- 5.7. As per a recommendation from the recent Cyber Security Audit, the following risk has been included in the Strategic Risk Register. The impact of this risk is rated as five and the likelihood as two, making it a 'yellow' risk and requiring regular monitoring:
 - 5.7.1. The LGA is subject of a cybersecurity attack which could cause system failures leading to business disruption, loss of data and associated ICO fines.

LGA Performance Report 2017-18: January to March

		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 have 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	We continue to meet ministers in a range of departments to set out the risks and opportunities of Brexit to councils and their local communities. Our work in the last quarter has ensured a commitment from Government that the right and responsibilities of local government in EU will be transferred to the UK. We continue to work with Government on other critical issues such as the UK replacement for EU funding.	Amber	The exit deal is likely to be agreed in October and we have ensured that all our risks and opportunities are on the record. The onus has been on the LGA to provide a local voice to Government and we have fulfilled this role. However, the scale and dilemmas of the Government's project means that whilst our issues are on the record, we have no guarantee that all our issues will be addressed.
B2	Support councils to build cohesion and integration, tackle extremism and prevent people being drawn into terrorism.	Mark Norris Safer & Stronger Communities Board	In the last quarter we have worked with Ministry of Housing, Communities and Local Governments (MHCLG) integration team in the run up to the launch of the Government Integration Strategy; promoted this with member authorities and made contact with the 5 integration pilot areas. After seeking views from member councils regarding their concerns, we successfully lobbied the Home Office to rethink its proposals for rolling out Operation Dovetail - linked to councils' delivery of the Prevent duty. We have also had early engagement with the new lead Commissioner for Counter Extremism, and fed in the views of local authorities on her priorities for her first year in this role. Over the last year we have responded to Louise Casey's review of integration and cohesion, run a series of well received, leadership essentials courses on Prevent and Counter Extremism to outline the role that councils have in that agenda, along with MHCLG and the Home Office launched the Special Interest Group in Counter Extremism as a means for the sector to share good practice, and have influenced Home Office policy around Prevent and counter-extremism.	Green	This will help to ensure councils across the country are feeding into the development of the Government's approach on integration and supporting local authorities to deliver the Prevent duty. Overall councils and councillors have been supported to address issues cohesion and integration issues, and have been supported to share good practice in this area. We have also been able to shape government policy and work with councils across the counter terrorism, counter extremism and integration agendas.
	Comms:		18 episodes of media coverage, of which 100% was positive		
Devolution & Funding for local government - reform of the finance system					
F1	Local authorities receive adequate funding and the consequences of central government reforms are understood and adequately funded.	Nicola Morton All Boards	During the year we secured a small amount of additional funding for local government, and core spending power was increased by this and the additional council tax flexibility referred to in F4 below. Our funding gap figures are now widely quoted in the media and across Parliament. We held another successful Local Government Finance (LGF) conference which was sold out. The National Audit Office (NAO) published their report on the financial sustainability of councils which we inputted into. This report was particularly helpful and chimed with our key messages. Work is underway to start building a platform for the 2019 Spending Review. This will include recalculating the funding gap facing local services and extending it into the next decade.	Amber	Local authorities continue to face serious financial challenges, but we note an increased awareness in Government of issues facing services in addition to adult social care. For example, MHCLG and Department for Education (DfE) have commissioned research to look at the relative cost pressures in children's services and they are engaging with the LGA on the work we have commissioned on this. We continue to provide evidence on issues facing other services including housing and homelessness services.
F2	Fully engage with the government on the Fair Funding Review ensuring that the sector has plenty of opportunity to engage in the reforms	Nicola Morton Resources Board, Leadership and Executive	Secured the Government's commitment to implement the Fair Funding Review from April 2020. After our calls, the Government also published a consultation document on the design of the relative needs assessment to which the LGA responded. The clearance of what could have been a controversial response went very smoothly. Together with MHCLG colleagues, we delivered 6 regional workshops on the Fair Funding Review in Q4 attended by over 200 delegates. We are also continuing to deliver the additional Fair Funding Review work programme, with most of the deliverables expected to be achieved in 18/19 Q1 although the majority of the work will be completed by the end of this financial year.	Amber	The impact of the Fair Funding Review on individual councils continues to be uncertain. The risk of some councils seeing funding reductions as a result of the Review remains high. In our work we continue to call for the results of the Review to be introduced alongside additional resources as not doing so will make any outcome of the Review unsustainable.

F3	Engage in the detailed arrangements for further business rates retention, and improvements to the current system	Nicola Morton Resources Board, Leadership and Executive	Secured a formal commitment from the Government to implement further business rates retention from April 2020. We expect the share of business rates collectively retained by local authorities will rise to 75 per cent alongside the phasing out of a number of grants. When the Local Government Finance Bill, the enabling legislation for 100% retention, fell over a year ago we lost the opportunity for the Government to hold a provision to deal with the impact of appeals. However, the Government has announced it will work on improvements to the system including dealing with the impact of appeals which is welcome and something we have long called for. We are continuing to engage actively with MHCLG and the sector on this work which will lead to a consultation on a range of issues later in 2018. We have also been successful in maximising the number of new business rates pilots, with a no detriment clause and no negative impact on non-pilot areas. The LGA gave evidence to the MHCLG Select Committee Inquiry into Business Rates Retention and the Fair Funding Review and we ensured that the other local government representatives giving evidence also echoed the LGA's key lines. We continue to urge the Government, at every opportunity, to allow more rates to be retained without additional responsibilities as a measure to help meet the local government funding gap.	Amber	Arrangements for 75% business rates retention which balance incentive and need in the way the system is designed would be an achievement for the LGA and local government; specifically in the design of a central appeals arrangement in order to minimise the provisions which councils have to set aside.
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 Board	This year we secured additional flexibility to increase council tax without a referendum being triggered - the threshold is up from 2 per cent to 3 per cent for all authorities.	Amber	Setting of business rates remains a national power and council tax continues to be subject to council tax referendum limits.
F5	Contribute to improvements to the business rates appeals system and the modernisation of valuation and collection.	Nicola Morton Resources Board	We secured a commitment from the Government to work with local authorities to improve the business rates system, including more effective tackling and management of appeals risk, improving business rates processes, avoidance and more frequent valuations. We are working with MHCLG and the Valuation Office Agency (VOA) on these issues. We have also worked with the VOA to help them improve their engagement with the sector which will hopefully help lead to smoother interactions. Throughout the year we were successful in modifying the Government's line on the implementation of the additional business rates reliefs announced in the Chancellor's Spring Budget.	Green	Implementing more frequent valuations could lead to more appeals and uncertainty, we are working with government agencies and local government to ensure that any reforms build on the successes and tackle problems such as avoidance and data sharing.
F6	Lobby to free local government borrowing from Treasury restrictions.	Nicola Morton Resources Board	The LGA has secured a number of wins in this area in the last year. (i) Secured improvements to the Financial Conduct Authority's policy statement on Markets in Financial Instruments Directive II (MiFID II) and produced guidance to help local authorities with the opt up process. (ii) Announcement in the Chancellor's autumn budget of the partial lifting of the Housing Revenue Account (HRA) borrowing cap for some councils; councils will be invited to bid for a share of £1 billion additional borrowing powers from 2019/20 to 2021/22. (iii) The Government extended the flexibility for local authorities to use new capital receipts to fund revenue transformation projects for a further three years. (iv) Following a consultation the Government published new guidance on commercial investments which will restrict borrowing to fund some property investments in future where these are solely to generate an income. The revised guidance took on board some of our recommendations for improvements.	Amber	(i) Restrictions on HRA borrowing are a significant restriction on the ability of councils to build new council houses. (ii) Lifting of some restrictions on capital receipts is a useful freedom, but councils are restricted in what they can use them for and have to follow a set process. (iii) New restrictions on borrowing for property investments are likely to impact only on those councils that planned to borrow to make investments outside their economic areas, and so may impact on income, but is unlikely to restrict councils wanting to invest in their own areas.
F7	Councils get support to help them increase the powers and responsibilities devolved to them from Government	Alex Thomson City Regions and People & Places	The forums established by the LGA for established and aspiring combined authorities have provided a platform to explore areas of shared interest, including securing further devolution in relation to areas such as skills. The LGA has commissioned research on behalf of the Combined Authority Chief Executive Network (CA CEX) Network that will look at the financial freedoms of combined authorities as well as potential fiscal devolution asks that combined authorities could make. The LGA has continued to lobby for further devolution to all areas in its submissions and responses to key legislation and announcements, such as the Autumn Budget, the annual devolution report and the Industrial Strategy White Paper. The online Devolution Hub provides a range of resources for councils interested in devolution and continues to attract over 2,000 visits a month. Linked to the Hub, the LGA also has a cohort of over 1500 subscribers that form part of 'the Devolution Network'. The LGA brought members of the Network together in October at an event that looked at the industrial strategy and skills devolution.	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 Department for Exiting the European Union (DEXEU), Department for Business, Energy & Industrial Strategy (BEIS) and MHCLG. However, progress on devolution has stalled with only two new devolution deals announced in the reporting period (North of Tyne and West Midlands). We will need to reassess our work as further details become available on key policies such as Local Industrial Strategies and the devolution framework. Mayors were elected in 6 combined authorities in May 2017, but thus far the government has been reluctant to support proposals for devolution in areas that have not agreed to this form of devolved governance. Given this context and ongoing Brexit negotiations, the People and Places Board have embarked on a comprehensive piece of work (the Post-Brexit England Commission) setting out the case for greater and appropriately funded powers and flexibilities for non-metropolitan areas in England outside the EU.

F8	Provide direct support to councils engaging in devolution and develop a suite of tools and activities to share learning	Alex Thomson City Regions and People & Places	<p>In February, the LGA delivered the second Mayoral Forum event of the year, bringing together CA Mayors and chief executives with senior civil servants to discuss shared challenges and opportunities.</p> <p>The Combined Authority Chief Executive Network (CA CEX) met in March for the fourth time this year. The Network continues to provide a platform for chief executives of established and aspiring combined authorities to share learning, identify areas of common interest and hear from external speakers.</p> <p>Following a request from the CA CEX Network, LGA officers also established groups for combined authority officers leading on finance; housing and transport; and employment and skills. These groups have met on multiple occasions and are well-attended by senior officers from all the combined authorities.</p> <p>The LGA continues to provide tailored capacity support to 7 combined authorities: the West of England, Greater Manchester, the West Midlands, Cambridgeshire and Peterborough, Sheffield City Region, Liverpool City Region and the Tees Valley. In Q4, the LGA has also provided tailored support to the North of Tyne authorities following the announcement of a devolution deal for the area in the 2017 Autumn Budget.</p> <p>Over the year, the LGA has also provided support to aspiring combined authority (CA) areas which have expressed an interest in becoming CAs (Cheshire & Warrington and Lancashire). We are also working with NALC to take the devolution agenda from principal to parish and town councils forward and a report on joint working will launch in May.</p>	Green	<p>The LGA's support offer on devolution is highly valued by the sector and utilised extensively by all established and aspiring combined authorities. The LGA has carved a clear role for itself in relation to the CA Mayors and plans have been agreed to continue this work in the coming year.</p> <p>Uncertainty remains around the Government's appetite for future devolution, particularly in non-metropolitan areas and the LGA support offer will need to respond to the changing policy landscape with an increased focus on Local Industrial Strategies.</p>
Comms:		206 episodes of coverage, of which 90% was positive			
Inclusive growth, jobs and housing - councils central to revitalising local economies					
IG1	Councils work with partners to maximise the value of local and national infrastructure investment, including transport powers (with Local Partnerships).	Eamon Lally EEHT	The LGA held a roundtable on 27th Feb with transport and highways directors from around the country to discuss the Major Roads Network proposals and how the opportunity can be put to best use to serve local people and businesses and work with local roads investment. The LGA is now also a member of Highways England Strategic Planning Advisory Panel which is designed to work together on improving the regime in which local and national investment in roads can work better together. We have continued to lobby for further funding for road's maintenance.	Green	Our role on the HE Advisory Panel is a success and provides an opportunity to influence the activities and spend of HE. Following the bad weather the government announced £100mil of funding to address the additional road maintenance issues.
IG2	Councils unblock the barriers to house-building and drive the increase in housing supply the nation needs.	Eamon Lally EEHT	Work is progressing well. We have delivered the first Housing Advisers Programme and will be publishing the learning case studies shortly. In addition, commissioned work on Building through the Housing Revenue Account (HRA), Delivering Planning Permissions and re-thinking right to Buy are being finalised. We continue to engage with government on various aspects of policy, including the Social Housing Green Paper, affordable housing the HRA cap and Right to Buy. In doing so we are helping to inform government policy. We have also recently published Planning Positively through Partnership. the Chairman has met with the Chair of the Treasury Committee to continue to dialogue on raising the HRA cap and Nikki Morgan has agreed to hold a further session on housing matters.	Green	The LGA has a significant voice in the debates on housing policy and is influential both at political and official levels. Our policy development and research continue to be influential in shaping policy. In addition we have supported over 40 councils to overcome their housing barriers through the Housing Advisers Programme.
IG3	Councils have the levers and support to make the most of their cultural, sporting, heritage and tourism assets.	Alex Thomson Culture, Tourism & Sport	The annual Culture Tourism and Sport (CTS) conference was held in Hull with over 100 senior leaders. It received local press coverage as well as on social media. Cllr Vernon-Jackson has continued to meet with key stakeholders, including the Minister for Tourism. We have responded to consultations on future strategies by the Heritage Lottery Fund and Arts Council England, highlighting the need to continue investing in councils. We ran a pilot sports leadership essentials event for officers and will be commissioned to roll this out by Sport England. We have commissioned 18 culture-led regeneration case studies to help replicate approaches in other areas.	Green	Councils have the knowledge and information to make the most of their cultural, sporting, heritage and tourism assets. Key stakeholders have been reminded of the essential role of councils in delivering their objectives and their funding needs have been communicated clearly - councils should continue to be able to access funds through the new strategies.

IG4	Councils increase their local digital connectivity, both broadband and mobile.	Alex Thomson People and Places	The People and Places Board continued to lobby for improved connectivity for residents and businesses in non-metropolitan areas. Over the last quarter the LGA made a public call for housing developers to adopt a new kitemark to reassure homebuyers before completion that their new home will have a digital connection fit for the 21st century. It received good support from the comms sector and Cllr Mark Hawthorne is due to meet the British Standards Institute to discuss how such a kitemark might be designed. In the last year, following LGA lobbying the Government announced it would trial the use of 5G in rural areas; the Committee of Advertising Practice also change the way download speeds can be advertised after a concerted LGA campaign. Finally, the Chairman of the Board, Cllr Mark Hawthorne also met with Chair of the newly independent Openreach and the Minister for Digital , Matt Hancock to discuss the role of councils in improving connectivity.	Green	The LGA has helped establish local government as a credible and respected voice in the field of digital connectivity. LGA lobbying activity has helped the Government consider how best to include rural areas in the piloting of 5G. It has also resulted in a more transparent broadband marketplace after we successfully lobbied for a change to the way download speeds are advertised. The LGA continues remind Government of the important role councils play in balancing the expansion of digital infrastructure with the protection of the local environment and the management of traffic flows.
IG5	Councils have the power, funding and lead responsibility to integrate and commission back to work, skills and welfare support under a devolved model.	Alex Thomson City Regions and People & Places	Interest in our Work Local proposals (integrated and devolved employment and skills) continues to grow. The City Regions and the People & Places Boards have agreed a campaign plan to take the work forward and establish a Skills Taskforce, both of which aim to get the buy-in of stakeholders, decision makers and influencers, nationally and locally. We continue to build a person centred approach to our evidence base working with areas including Essex, Bradford and Suffolk. We will convene a second meeting of the Combined Authority (CA) employment and skills working group on 23 May	Green	Skills is critical to councils and combined authorities, but DfE's centralist nature means devolution is difficult to secure. The LGA met with the Rt. Hon Anne Milton MP, Minister for Skills and Apprenticeships in February to discuss this, and secured a strategic political and operational relationship with the DfE on post 16 skills. This includes three meetings a year with the Minister (next meeting scheduled for 7 June plus speaking at Councillors Forum). Officer level engagement is being planned around skills advisory panels, Small Medium Enterprise (SME) engagement, post 16 routes and apprenticeships.
IG6	Support councils and fire and rescue authorities in making high rise residential buildings safe in the future.	Mark Norris Environment, Economy, Housing & Transport and Fire Services Management Committee	We have continued to work closely with MHCLG officials, London Councils and the National Fire Chiefs Council to support councils make high rise buildings safer in this quarter. We have secured agreement from MHCLG that they will provide guarantees to cover the legal costs incurred by councils seeking to compel the owners of private high-rise buildings to identify whether they have aluminium composite material (ACM) cladding on their buildings, and that the government will revise the operating guidance for the Housing Health and Safety Rating System to make it explicit that it covers ACM cladding as a category one hazard to strengthen the enforcement powers councils have under the Housing Act 2004. We have also secured an additional £1 million from MHCLG to assist councils with the costs of identifying private high rise blocks with ACM. We have been in discussion with officials about how leaseholders facing considerable costs for remedial work to the blocks they live in can be supported, and made it clear that any programme should be delivered by central government. We were invited to participate in two of the working groups established by Dame Judith Hackitt to inform the recommendations in her final report. In addition we have continued to explore the extent to which there is a risk associated with large panel system buildings, the toxicity of smoke produced by insulation and other materials present on high-rise buildings, whether there need to be changes to the testing regime for products placed on high rise buildings, the fire regulations related to sofas and furniture and issues with the installation of external and cavity wall insulation.	Amber	In the ten months since the Grenfell Tower fire the LGA has had considerable success in pushing the government to ensure the safety of residents living in high rise buildings and protecting the reputation and interests of local government in its capacity as a landlord and also in its regulatory role in construction. We have been able to shape government policy at key junctures, persuade the government to commission an independent review of building regulations and then influence the conclusions in that review's interim report. We have articulated councils concerns effectively to Ministers and officials in a variety of forums, and where necessary have set out publicly our views on how public safety can be improved. The LGA is seen as an influential player in this arena by a range of external organisations and by those in the media with an interest in building safety.
IG7	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 Communities Board	We held a workshop for the North Yorks Police and Crime Panel (PCP) on Fire and Rescue Authority (FRA) issues as the local Police and Crime Commissioner (PCC) looks to assume control of the FRA. Five regional workshops on modern slavery were held across the country with the support of the Independent Anti-Slavery Commissioner. We updated our councillor handbook on gambling licensing ahead of councils' updating their statements of principles, and ran a successful annual licensing conference. We have continued to contribute to a DfT taxi/PHV Ministerial working group, and to develop the new national register of refusals and revocations (of taxi/PHV licences). We have set out to Minister and officials local authorities' priorities for the forthcoming Domestic Abuse Bill and the need for flexibility in funding of domestic abuse services so they do not solely focus on refuge provision. This year we have also secured further funding for the National Female Genital Mutiliation (FGM) Centre, which is now looking to work with a growing number of London boroughs, as well as three of its initial pilot areas to improve the social worker response to FGM.	Green	Our work to assist Police and Crime Panels (PCPs) will support the Government's agenda for blue light collaboration, while our modern slavery workshops underpin the Government's ambition to eradicate modern slavery in GB. As a result the LGA and councils are seen to be credible partners in an area of policy that is a priority for the Prime Minister.

Comms:		293 episodes of media coverage, of 89% was positive			
Children, education and schools - councils can bring partners together to provide for children					
CE1	Highlight that child and adolescent mental health services needs further reform and investment and a greater focus on preventative and early intervention services such as school based services.	Ian Keating Children & Young People	The Bright futures campaign focusing on Children and Young People (CYP) Mental Health was launched to coincide with CYP Mental Health awareness week in February. The LGA submitted its response to the Green Paper consultation on improving CYP mental health provision, we worked with stakeholders to cross reference shared policy lines and some of our partners supported our call for school based counselling services. We continue to meet with stakeholders including the DHSC on the proposed outcomes of the green paper. We launched the LGA's CYP mental health peer learning project which is supporting 8 councils to improve their services. A learning day was held in March and further work is taking place to support participants through a peer learning approach. This will culminate in a good practice report. We submitted a ballot for a parliamentary exhibition which was successful and will be held w/c 21st May to showcase how early intervention and prevention services can positively impact on the lives of CYP.	Green	Our work will help to influence the outcomes of the green paper and to raise the profile of local government's role in delivering CYP mental health services, which to date has largely been overlooked. The peer learning project will help councils to improve their services and to learn from others.
CE2	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	During the last twelve months we have held a number of positive meetings with DfE officials and the previous secretary of state which focussed on ensuring councils have sufficient powers to meet their remaining education duties. Sadly the change in ministers has prevented the DfE making a positive public statement, but we will continue discussions with the new ministerial team. We also commissioned the Isos partnership to undertake research looking at the changing council role in school improvement that included a number of regional workshops and the publication of a guide for members and officers	Green	Our work will help ensure that councils have adequate powers and resources to meet their remaining duties in education. The action research on the council role in school improvement was disseminated through free regional conferences for member authorities.
CE3	Ensure the growing pressures on the high needs budget which supports pupils with Special Educational Needs and Disabilities is highlighted and addressed by the Government	Ian Keating Children & Young People	We have continued to lobby the Department for Education to ensure that councils are sufficiently resourced to meet demand for SEND support and raised serious concerns about the impact of changes to school funding. We have held a number of positive discussions with charitable and third sector organisation on high needs funding pressures and how we can work collectively on this issue, something that will continue in the next twelve months. The LGA's Children and Young People Board has created a SEND Task and Finish Group to oversee this, as well as undertaking other projects, one of which will be the commissioning of research looking at the high needs funding gap facing councils.	Amber	Our work will help ensure that there is a robust evidence base that proves the need for additional high needs funding to meet rising demand. This evidence will be used to lobby both the Department for Education and Treasury both now and ahead of the next spending review.
CE4	As a result of the Children's social care and wellbeing campaign the financial pressures on council children's services are reduced and there is a renewed focus on investing in early intervention	Ian Keating Children & Young People	<p>Since launching Bright Futures in October, we have built a considerable coalition of support behind our key messages and asks. Our £2bn funding gap figure and rising demand statistics are now regularly referenced in media stories related to children's services funding / pressures, regardless of whether the story has originated from the LGA, and have also been aired in Parliament on several occasions, including in response to 2017 budget. We have recently been successful in bidding for a parliamentary exhibition in May 2018, which will further showcase the benefits of investment in early intervention services.</p> <p>We held a well attended event in March 2018 to share early findings from our Newton research into the causes of variation in council spend on children's social care, and have also put on bespoke briefings for Directors of Children's Services, Chief Executives, MHCLG and DfE. Cllr Richard Watts has also shared some key messages, particularly that over 50% of variation is caused by external factors largely outside council control (i.e. deprivation), with the new Children's Minister and a recent evidence session from the Children's APPG. The final report is scheduled for launch in June 2018, and a workshop session will be held at LGA Conference in July.</p> <p>We will shortly commission new action research into the factors that facilitate an effective local early help offer, with a particular focus on effective engagement with partner agencies. This will help to further build the case for stronger investment in these services to reduce the need for expensive child protection interventions later in life.</p>	Amber	Our work is building public and professional understanding of the growing pressures facing children's social care, and widening support for the importance of additional funding for children's services. Our Newton research will help to challenge the perception that more efficient practice from high spending authorities could close the £2bn funding gap without additional investment, and our upcoming research on early help services will further demonstrate the value of these services while also helping councils to leverage additional support from partner agencies.
Comms:		96 episodes of media coverage, of which 94% was positive			

Adult social care and health

P1	Make the case for a locally led place-based and person-centred approach to integration with councils as equal partners with the NHS.	Mark Norris Community Wellbeing	Integration continues to be a central priority for the Department for Health and Social Care (DHSC), MHCLG and National Health Service England (HSE), with the Better Care Fund (BCF) and the improved Better Care Fund as two of the main vehicles for driving integration locally. The LGA lobbied hard against the imposition of national targets for reducing delayed transfers of care attributable to adult social care (and the threat of withdrawal of funding or national direction of local action) within local BCF plans. Despite this we were not successful in our efforts and as a result, we withdrew our support from the BCF Planning Requirements. Despite this, we have continued to work closely with Government and NHSE to provide support to local systems to improve joint working, including on Delayed Transfer of Care (DTOC). We have also continued to press for the front runners in integration to 'graduate' from the BCF and from many of the national conditions and reporting requirements associated with the BCF. In terms of setting the policy agenda on integration, we secured agreement from ADASS, NHS Confederation, NHS Clinical Commissioners and NHS Providers to jointly review our shared vision of integration in order to influence Government policy, in particular the forthcoming Green Paper on Older People. Finally, we published at the LGA annual conference in 2017 the key findings of a survey to lead councillors on their involvement in and perceptions of sustainability and transformation plans.	Amber	We have continued to influence DHSC and MHCLG developing policy on integration, in particular the developing narrative on integration to feed into the Green Paper on Older People, due to be published before the summer parliamentary recess. However, we have had more limited success in influencing the actions or NHSE, which tends to drive the policy agenda for integration. NHSE has tended to focus on the role of adult social care, local government and integration in addressing immediate pressures facing the NHSE, in particular the performance and financial pressures of the acute sector. In reality, this has led to increased national pressure on local councils to make delayed transfers of care the focus on local activity on integration rather than investing in preventative, place based and person centred approaches. On a more positive note, the Cllr survey on Sustainability and Transformation Partnerships (STP) had a significant impact on NHSE, who have recognised the need to engage with councils and have recently agreed to fund a leadership development programme which brings together STP and HWB leaders.
P2	Make the case for additional investment in adult social care and support in the short term and influence and respond to the forthcoming green paper on care and support reform to reflect councils' key concerns and issues for long-term sustainability.	Mark Norris Community Wellbeing	Adult social care funding in the immediate and long-term remain key priorities for the Community Wellbeing Board (CWB). We secured the new Minister's (Caroline Dinenage) attendance at Cllrs Forum and CWB Lead Members met with the Minister (alongside colleagues from ADASS) shortly before Easter to feed in the sector's key points on the forthcoming green paper. Officers have been working with Lead Members to develop our position on funding reform and this has been set out in written evidence to an important joint Health/CLG Select Committee inquiry on long-term funding for social care. Sarah Pickup is due to give oral evidence to the joint Select Committee. Work has progressed on a new campaign to raise the profile of adult social care ('Why should I care?'), which will launch in the coming months. A series of think piece publications answering key questions at the heart of the green paper debate are planned and will include contributions from sector experts. The first in the series ('Why does adult social care matter?') includes contributions from Kate Kennally, Lyn Romeo, Caroline Abrahams, Martin Routledge and Rhidian Hughes. Our forthcoming conference on the future of care and support is nearly at full capacity (108 attendees confirmed). We continue to promote our policy positions in parliamentary briefings and in response to numerous media inquiries.	Amber	Securing the immediate and long-term sustainability of adult social care is vital to councils. It is therefore essential that local government's voice is heard loud and clear in discussions about the green paper (be that those organised by Government/officials or, more broadly, those organised by partners in the wider care and support sector). The LGA is both vocal and visible on this agenda and we continue to build a solid working relationship with Government, officials and the wider sector so that our headline positions are known and understood. Through our new campaign we hope to raise greater awareness - particularly amongst young people - of why adult social care matters so it has even greater profile in the forthcoming round of talks in preparation for the Spending Review.
P3	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	Mental Health - Launched "Being Mindful of Mental Health", a comprehensive resource for councils covering all aspects of councils' contribution towards mental wellness, a new vision for a joined-up and locally-led approach to mental health and new compelling case studies. Sleep ins - We successfully applied for permission to intervene in Royal Mencap Society's challenge of an Employment Appeal Tribunal decision on the law relating to payment of the national minimum wage for "sleep ins". While we support fair pay for all care workers, the financial consequences for councils could be significant if the court decides that the law requires sleep-in carers to be paid the National Minimum Wage for their entire shift. The judges hope to reach a decision as soon as possible. Supported housing - responded to the Government's consultation on future funding of supported housing, drawing upon an event in December 2017 attended by over 50 councils and continued to ensure councils are fully involved as MHCLG and Department of Work and Pensions (DWP) develop the proposals. Suicide prevention - we have ensured that local government's role is represented at national steering groups bringing together Government, Public Health England (PHE) and people with lived experience.	Amber	Mental Health - ensured that the Independent Review of the Mental Health Act Team understands councils' extensive role promoting mental wellness and the need to focus on prevention and early intervention by submitting evidence to the Review, senior members of the Review Team attended the Community Wellbeing Board in February and we secured representation on the Advisory Panel. The report will be published at the end of this year and we will continue to seek to influence it. Sleep-ins - we have consistently highlighted to Ministers the need for genuinely new funding to meet the historic, current and future costs arising from the confusion over sleep-in payments. Supported housing - the Government's response will be published this summer so it is too early to know whether or not our lobbying has been successful. We continue to press key points to MHCLG and DWP. Suicide prevention - we are working with ADPH on a new sector led improvement offer and headed off an attempt by DHSC to impose compulsory monitoring of a non statutory service.

P4	Support councils around the oversight and implementation of the Armed Forces Covenant.	Mark Norris Community Wellbeing	We have continued to promote "Our Community Our Covenant" and in particular supporting councils to implement the 'core infrastructure'. This included updated and sharing case studies about how councils are supporting the Armed Forces community locally.	Green	Through LGA membership of the MOD's Armed Forces Covenant steering groups, we have ensured that Government is aware of the work councils are leading locally to implement the Covenant. Cllr Nick Forbes presented to the MOD's Annual Community in the Covenant Conference in February 2018 which was well attended by councils.	
P5	Lobby for investment in public health and raise awareness of the impact of health inequalities and the links between health, work and worklessness.	Mark Norris Community Wellbeing	We held our annual Public Health Conference on the 1 March with sessions on Health, Work and Worklessness. The theme of the conference was tackling health Inequalities. We also published our 5th Annual public Health Report describing the challenges 5 years on since public health transferred to local government.	Green	The LGA continues to be a principle stakeholder for Public Health England and we have been crucial in promoting the role of Directors of Public Health and Elected Members in the delivery of local action in tackling health inequalities.	
P6	Fire & Rescue Authorities and councils to lead delivery of fire service reform, working with partners including police and crime commissioners and health.	Mark Norris	We held our Fire Conference on the 13-14 March with sessions on the fire reform programme, including inspection, contested PCC business cases, inclusion and diversity, standards and collaboration. We also published our Fire Vision 2024 setting out our key aims for the sector over the next 6 years, including a new target for the recruitment of women into the firefighter workforce. To support this work we also published a number of case studies on recruitment and inclusion in the fire and rescue service. Our second Fire Leadership Essentials took place in February, providing attendees with a range of key topics for discussion and learning. We have continued to support FRAs where PCCs have put in contested business cases to take on the Governance of fire and rescue services. We responded to the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) consultation on the inspection framework and have continued to engage with them through the external reference group. We responded to the Home Office's consultation on the new Fire Framework document. We have continued to engage with the Fire/Health Coordination Committee and the Standards Working Group. We have also engaged with the Home Office on their diversity work.	Green	The LGA continues to be seen as a key stakeholder by the Home Office in the delivery of the fire reform agenda, and have been able to influence government policy in a number of areas including the Fire Framework before it was put out to consultation as well as shaping HMICFRS's inspection process and the ongoing work about establishing a professional standards body for the fire and rescue service. The LGA's role and position has been recognised by the first Police Fire and Crime Commissioner with Roger Hirst the PFCC for Essex applying for associate membership of the LGA. The one area where we have been less successful is in persuading the Home Office to appoint a panel to provide the independent assessment of PCCs' business cases to take on fire governance where this is not supported by the relevant local authorities.	
Comms:		85 episodes fo media coverage, of which 88% was positive				

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 2018	Has the target been achieved?
Enabling Improvement in Local Authorities - Peer Support			
E1	Deliver at least 110 peer challenges over a range of subjects including: corporate peer challenges, finance reviews, fire peer challenges, service specific peer challenges and place based peer challenges (at least 70 challenges to be corporate or finance peer reviews.	We have delivered 115 peer challenges by the end of March 2018. These include corporate, finance, communications and a range of service specific reviews and challenges. Of these 64 have been Corporate or Finance Peer Challenges. .	Amber
E2	Continue to proactively market peer challenge to those councils with zero/low take up. Share the analysis of those areas that have not engaged with sector led support as part of the end of year monitoring report.	Of the 64 Corporate of Finance Peer challenges delivered this year, 38 were from councils who were undertaking one for the first time. Peer challenge continues to be proactively promoted by Principal Advisers and regional peers – particularly corporate or finance peer challenges. Councils that have not yet had, or signed up for, a corporate or finance peer challenge are regularly monitored by the Programme Manager and Principal Advisers, and shared with the Political Group Offices so engagement can be targeted. This has helped reduce the numbers of councils yet to take up the offer.	Green
E3	Provide tailored member/officer support to at least 75 councils e.g. one to one support for individual councillors.	We provided this support to 77 councils by the end of March 2018 including 15 in the last quarter. This work is a key part of the LGA's core offer brokered through our Principal Advisers.	Green
E4	Provide change of control support to 20 councils.	25 councils received this support by the end of March 2018 including 5 in the last quarter. 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 of this meeting and other local political changes since, peer and other forms of support have been put in place.	Green
E5	Provide support to at least 10 councils to manage and resolve issues between the political and managerial leadership.	This type of support was provided to 14 councils by the end of March 2018.	Green
E6	Provide top team development support to at least 10 councils	We delivered this support to 16 councils by the end of March 2018 including 6 in the last quarter.	Green
E7	Provide service based or subject support to at least 45 councils	We provided this support to 45 councils by the end of March 2018 including 11 in the last quarter.	Green
E8	Through CfPS provide a range of support for scrutiny, to include; continuing national support, 50 days direct support to individual authorities and options around guidance and advice on finance scrutiny.	CfPS continue to provide a range of scrutiny support to councils. CfPS have provided 50 days of direct bespoke support for scrutiny development and improvement in councils during 17/18, with a total of 15 days support in Q4. Councils which have received more concentrated support include a scrutiny review at Uttlesford DC, support for the LGR in Dorset, finance scrutiny support in Northampton and training support for N.Kesteven. In addition CfPS provides access to a helpdesk telephone and email service, which permits officers and councillors to contact CfPS to ask advice on issues relating to governance and scrutiny. 52 councils received support through this service during 17/18, providing advice and responding to queries. This support ranges from signposting and basic advice on common scrutiny practice to providing complex and ongoing advice to scrutiny officers on a wide range of issues.	Green
E9	Hold Regular meetings between LGA Principal Advisors (PA's) and all councils to discuss challenges and support.	Principal Advisers and their staff, often supported by national and regional member peers, meet regularly with senior politicians and officers in all councils.	Green
E10	Deliver a safeguarding adults programme to support councils in their lead roles and deliver a programme of support for children's social care.	Children: We have delivered three Children's Leadership Essentials courses in September and November of 2017 and in January 2018. They were attended by 58 Lead Members, their deputies and Chair's of Children's scrutiny. We have also delivered a bespoke one-day course for Lead Members in Children's Services in the West Midlands region and are planning a second for summer 2018. We launched two resource packs for councillors focusing on corporate parenting and support for care leavers. These outline the legislative and policy context that councils should be working in, highlight key lines of enquiry to support councillors in the oversight, scrutiny and development of services, and collate examples of best practice. During the year we have engaged in extensive discussions with Solace, ADCS and the DfE to develop an effective local, regional and national system to support sector-led improvement in children's services. Adults: We delivered a successful induction event for 13 new adult social care lead members from 8 regions in July followed by a Leadership Essentials course in November for adult social care lead members, attended by 19 members from 7 regions. A bespoke event on key issues was held in January for lead members in the North East and Yorkshire & Humberside, with regional lead member networks operating in four other regions. Our promotional material outlining all the current offers for local leaders was regularly updated throughout the year and a 'must know' on adult social care lead members' role in prevention was published in October. We published updated 'must knows' for new lead members of adult social care on integration, use of resources and performance and a new "must know" on Sustainability and Transformation Plans (STPs). The 'must knows' are a long-standing source of information and support that focus on the key issues facing portfolio holders, reviewed on a rolling basis. A guide for local authorities supporting Syrian refugees looking at the local authorities role in long term resettlement was published in November, focusing on key issues that support integration. Lead members with responsibility for adult social care report challenges around working with health and with reduced resources but the also the importance of sharing practice examples and experiences with other lead members in meeting these challenges.	Green

E11	Provide bespoke support for at least 10 councils with the most severe performance challenges.	We provided this support to 14 local authorities by the end of March 2018 including 3 in the last quarter.	Green
E12	Provide support to fire and rescue authorities, as required through a tailored peer challenge process which aligns with and complements the new independent inspection regime for fire and rescue services being introduced in Autumn 2017.	We delivered 4 OpA & Fire Peer Challenges in 2017/18. We also undertook a lot of work to engage the sector in the further development of the of a sector-led support offer but due to significant delays in rolling out the fire & rescue service inspection programme, development of a complementary sector led support and peer challenge programme was paused.	Green
E13	Provide support to at least 20 councils to improve the way they engage with their communities and establish a clear vision based on their residents' concerns about the priorities for the council.	We have provided support over 40 councils in 2017/18 plus support to both the West of England Combined Authority and West Midlands Combined Authority with media training and a comms review respectively during this year. We have delivered 6 three day communications reviews, 12 one day communication health checks, plus a range of more bespoke support to 23 councils including facilitating media training, providing on site strategy and crisis communications support, offering social media and place branding advice, and connecting councils with available online resources. In addition we delivered a free place branding event in London (attended by more than 100 delegates), and published the results of our latest heads of comms survey. We have continued to build our communications improvement best practice case study library.	Green
Efficiency and Productivity			
EP1	Develop opportunities for local authorities to enter more strategic procurement arrangements, saving councils at least £10m pa. To include: *Refreshing category strategies and/or support councils in implementing good practice in high spend areas, *Support 9 experts to strategically manage relationships with key suppliers on a national basis, *support councils to encourage innovation in local government procurement practice.	We have continued to provide support to councils on procurement in line with the Local Government Procurement Strategy. This has included publishing refreshed category strategies on Energy, ICT and Construction. We conducted research into the benefits, savings and developments in approaches to procurement that councils have achieved resulting from the national procurement strategy. We talked in-depth to eight councils of which four had identified savings of around £40m since 2014 as well as identifying additional social value and better outcomes from good procurement practice. We also commenced a process to refresh the national procurement strategy. Over 60% of councils responded to the diagnostic phase, providing a good understanding of key issues and challenges. Our publication Encouraging Innovation in Local Government Procurement has been extremely popular both in print and in download versions and there was huge interest in the publication at the LG procurement expo. We have been invited to join a cross government working group on this subject. We have started work on Phase 2 of the project. We organised a "procurement showcase" event in September with over 100 heads of procurement. We have engaged councils on a number of specific areas e.g. with Children's Services commissioners and procurement officers considering how we can work together on market sufficiency statements; learning the lessons from an annual benchmarking study on the provision and refurbishment of schools, where the current benchmark spend is £3.6bn combined capital value; etc. The collapse of Carillion in the final quarter of this year has helped to underpin our messages about strategic supplier relationship management and the importance of good contingency planning and sharing performance information. We started to engage with councils to identify contracts and strategic level issues for high-spend key suppliers and we have been working on high level contingency planning in relation to other key suppliers to local government particularly where financial and/or performance risks have been highlighted. Our fifth annual construction conference in February was very well attended by councils who were keen to share their experience of managing contractors/suppliers	Green
EP2	Oversee the sector-led body established to put in place national contracts for provision of external audit service to councils.	Contracts with six audit firms are now in place. These contracts provide external audit services to over 98% of eligible bodies and will deliver savings of approx. £8m in 2018/19, with a 23% reduction in audit fees to all councils opting in to the national scheme, with the quality of audit being maintained.	Green
EP3	Provide productivity and income generation experts to work with at least 25 councils, saving the councils or generating income of at least £25m .	This year experts have worked with 25 councils contributing towards efficiency savings and/or income generation of £39.9m . Councils have deployed experts on a range of projects including market shaping in adult social care, economic growth, contract re-negotiation, etc. During the year we produced a video to promote the programme and spread the learning from the most successful projects across the sector. Wolverhampton City Council won the 2017 MJ Award for Governance following their use of the Productivity Experts Programme.	Green
EP4	Help councils become more commercial and achieve savings or generate additional income of £10m . This includes advice, case studies, a commercial skills training offer and access to commercial expertise.	Commercial experts were commissioned to work with 5 councils this year, contributing towards an estimated £9.3m in additional income for these councils. The first four cohorts of the LGA/IOD Commercial Skills Training have been delivered. Officers from 35 councils have attended the LGA's commercial skills training offer which is assisting councils to run and develop commercial ventures worth £11.75m . Due to high demand for this offer we are running a waiting list of interested officers for next year. We have also designed and delivered a commercial skills masterclass for elected members and have delivered two of these sessions. We have updated the commercial page of the LGA website to include an interactive map of council commercial good practice and links to the LGA's commercial skills support offers. We launched updated LGA Enterprising Councils guidance at the LGA conference in July, hosting a workshop on council commercial activities at which speakers from Essex County Council and Nottingham City Council shared the learning from their commercial work so far. We continue to organise and host the quarterly meetings of the Advanced Commercial Group comprising of 25 councils.	Green

EP5	Increase the efficiency savings councils make through sharing services by continuing to support councils to share services, refreshing the annual national shared services map and continuing to run a matchmaking service.	The annual refresh of the Shared Service map was launched in June. It evidenced an increase in efficiency savings of over £150m (£657m) and identified an additional 190 (486) extra collaborations from the previous year. The match-making service and shared service expert programme provided information and support to over 20 councils, five councils are in the application process and two shared service expert placements were made at Blackpool (currently on hold) and the councils of the Liverpool City Region Combined Authority. A number of the larger, well established service delivery partnerships have shown an interest in expansion and bespoke support packages have been offered.	Green
EP6	Support 8 councils to manage demand for services by understanding the behaviour of their customers and staff and develop "top tips" guide to use of behavioural insights to manage demand.	A total of 10 councils have been supported to undertake Behavioural Insights projects this year. The latest phase of the programme has seen support put in place for the following 7 organisations: East Sussex Fire and Rescue Service, Hartlepool Borough Council, Knowsley Metropolitan Borough Council, London Borough of Croydon, North East Lincolnshire Council, Warrington Borough Council and Worcestershire County Council. On-site work continues in the three behavioural insights projects supported in phase 2 of this programme. We have produced a behavioural insights webpage which contains examples of council activity in this area, guidance and tools and also the reports and outputs from the LGA Behavioural Insights Programme phase 1 projects. In March 2018, the LGA hosted 100 council officers and members at an event entitled Using Behavioural Insights in Local Government. The main objective of the day was for Officers and Members to hear how behavioural insights has been applied to council services step by step, and to explain their lessons learnt. The event feedback showed that 93.8% of delegates were either very or fairly satisfied with the event. At the event we also launched the joint LGA/BIT guidance document providing practical "top tips" for how councils can use Behavioural Insights techniques to increase council revenue collection.	Green
EP7	Provide expert financial advice and assistance to 40 councils (as distinct from finance peer reviews) to help them address specific issues.	We have supported 40 councils through a combination of our Financial Improvement & Sustainability Advisers (FISAs), who are former finance directors charged with providing high level bespoke support to councils, and through various other means. This is in addition to the Finance Peer Reviews that have taken place during the year and further enhancement of analytical tools available free to councils on our LGA Inform data platform	Green
EP8	Working with FFL, CiPFA and others, help councils to be more proactive in dealing with fraud, to include supporting counter fraud initiatives in local government and researching and publicising learning from the DCLG Counter fraud pilots run in 2014/15 and 2015/16.	We have supported CIPFA in developing counter fraud guidance for local authorities. A contract was awarded to the Counter Fraud Centre to assess the impact of the Counter Fraud Fund. A draft report is currently being reviewed by the programme board (including MHCLG rep). The report includes 9-10 stand alone case studies of distinct areas of counter fraud initiatives, significant savings, innovative projects and good practice that can be replicated and shared across the sector.	Amber
EP9	Equip 10 councils to use design techniques to transform services and/or manage future demand including making use of digital or other opportunities.	We have worked with 20 councils this year. Over the past 12 months 7 councils have completed the London cohort of the DiPs programme helping councils to redesign the following services: young care leavers, customer services in planning, homecare services, engagement with private landlords and gang prevention services. In addition 13 councils (in two cohorts: northern and southern) have been supported to apply design processes and methods to tackle their public health challenges with a focus on prevention. Particular highlights from the northern cohort of the programme have included: Barnsley Council - working to reduce the rate of teenage pregnancy; Calderdale Metropolitan Borough Council - to improve health of patients prior to elective surgery; City of Bradford Metropolitan District Council - harnessing the built environment to support wellbeing across their communities for the future; North Tyneside Council to encourage the local over 55 population into physical activity. Particular highlights from the southern cohort include Epping District Council - reducing the A&E admissions from the over 75 population locally; West Sussex working to reduce the rate of teenage pregnancy amongst the local care leaver population by 10%; LB Southwark increasing the take up of healthchecks; and Huntingdonshire District Council using design methods to reduce the rate of obesity in Ramsey	Green
EP10	Maintain and improve LG Inform, including: *ensuring that key financial data from the Audit Commission VfM profiles is made available to councils, *produce at least 6 ready-made reports for councils, on a range of subject areas including; housing/homelessness and economy *explore with DCLG the possibility of creating community cohesion bespoke reports * provide DCLG with free access to LG Inform and LG Inform Plus.	Over the course of the year we continued to maintain and improve LG Inform, and have delivered the following: * the new LG Inform VfM tool, which replaces the Audit Commission VfM Profiles - this was successfully delivered on time and a large amount of financial data has already been updated * a total of six ready-made reports for councils - these were on sexual health, reproductive health, local demographics, fly-tipping, fire benchmarking and children in need and care; one on housing/homelessness is nearing completion and will be launched before the end of April 2018 * a community cohesion report - this was created in partnership with MHCLG, and they have indicated they would like us to launch it in June/July 2018 after the end of their consultation on the Integration Strategy * access to LG Inform and LG Inform Plus for MHCLG staff - this was provided and training for staff was also delivered. New data has been added throughout the year, with the database now containing over 8,500 metrics in total. We continue to support authorities to use the data, and have run a series of free training events in London and around the country, plus a series of webinars.	Green

EP11a	<p>Coordinate and promote open data standards. Develop at least 12 senior councillors through continuation of the data and digital leadership programme.</p>	<p>We have successfully delivered a programme of work to promote open data standards and better use of data. In relation to open data, we have supported a number of workshops and delivered several online tools and publishing aids for priority open data standards identified by MHCLG, DCMS and Cabinet Office - these were data standards for elections, library services, brownfield land and land plans.</p> <p>Following the pilot training event on data and digital leadership that we ran in April 2017, we have developed it further and now have a proposed approach and agenda for a councillor data and digital training event to be run in early 2018-19.</p> <p>Other work we have conducted to support the sector in making better use of data includes:</p> <ul style="list-style-type: none"> * Development of an online data maturity self-assessment tool to help councils think about how they might improve their use of data - we created a specification by working with groups of authorities, and have now commissioned the tool which is available in draft pilot form. * Development of an online knowledge sharing resource to bring together resources that will help councils use information intelligently for more informed, evidence-led decision making (stage one) - we commissioned work to gather the content, and an external scrutiny and planning workshop was held to develop the specification * Continued support for the sector preparing for GDPR - we ran a highly active Knowledge Hub group of 920 registered users from nearly 200 councils. We also ran three comprehensive briefing days involving sector and information governance experts, which were attended by 300 delegates. In addition, we released a podcast for every session and workshop of the local government GDPR briefing event held in London for those unable to attend in person. * Review of the data experts programme - we developed and published a number of case studies describing the data projects funded under last year's programme and the challenges and benefits accrued, in order to help other authorities learn from them. 	Green
EP11b	<p>Ensure councils are well prepared to make effective, efficient use of digital technology and play a full part in digital aspects of various government strategies including:</p> <ul style="list-style-type: none"> *continue to develop resources and good practice * work with the sector to build capacity in digital transformation of local authorities, *provide tailored support to councils promoting ambitious use of digital to provide efficient public services and local economic growth, *support the delivery of the National Cyber Security Strategy by widening digital and cyber resilience awareness across local authorities; hosting cyber security stakeholder group and developing by 31 July and coordinating the delivery, with others, of a plan to support cyber security work. 	<p>We have continued to work with and support those councils that received funding under the Digital Transformation Programme (15 council led projects to use digital tools and approaches to support their work on national programmes of transformation including; Troubled Families, the integration of health and social care and welfare reform) and the Digital Channel Shift programme (21 projects using digital technology to ensure that residents who choose to can access council services more quickly and easily). This included hosting a series of workshops to bring together projects to help share learning and to tackle common issues and working with some individual councils on bespoke digital projects. In addition we are helping the sector meet the challenges of the new homelessness legislation - using the digital assets and learning developed by the Kent councils (led by Tunbridge Wells) to create a funded programme to pilot these online forms in 2018/19.</p> <p>We continue to capture and publish detailed case studies and reusable assets from those projects completing their work - this will include case studies from the Digital Transformation programme. In addition we secured 106 places for officers on the GDS Digital Academy - these courses provide officers with an opportunity to learn about Agile project and programme management techniques helping them deliver digital projects in their own councils.</p> <p>We continued to support the delivery of the National Cyber Security Strategy. We produced and agreed a plan to increase awareness of the importance of cyber resilience to councils. This included the LGA's ongoing hosting of the LG Cyber Security Stakeholder Group, workshops at the LGA Annual Conference and our annual member Peer Conference, presentation to members on the Improvement & innovation Board, the creation of a webpage with case studies and links to existing resources (NCSC, CiSPs, etc.). We continued to host quarterly meetings of LGDC, the LG Cyber Security Stakeholder Group and the LG PSN Programme Board - all bringing together officers from councils to share good practice, lobby and influence government on issues that impact on councils. We also helped the sector respond to the WannaCry cyber security ransomware attack - this included getting advice and guidance out to councils, signposting councils to the NCSC and CiSPs.</p> <p>We prepared and submitted a successful bid to Cabinet Office for funding for a cyber security programme for 2018/19 - this funding will be used to map out existing cyber security arrangements in all English councils and then provide support to help those councils that need it.</p>	Green
EP12	<p>Update and further develop the on-line searchable database of innovation and other notable practice.</p>	<p>We continue to update the database of good practice with examples that are identified as a result of our improvement work with councils, particularly peer challenges. The database includes approx 1,000 examples. The examples of innovation featured in the innovation zone at the LGA annual conference in July have been added to the database. In the past 12 months the database has attracted the following: Total visits: 24,226, Page views: 71,336, Unique visitors: 19, 217 (of the 24,226 total visits) and Returning visitors: 2,160</p>	Green
EP13	<p>Run the Innovation Zone at the LGA Annual Conference, showcasing over 25 examples of innovative practice relevant to local authorities.</p>	<p>We successfully ran the Innovation Zone in July 2017, with 25 councils and 18 other organisations presenting their innovative practice directly, with other councils' and organisations' innovations referred to. Informal feedback from delegates and LGA colleagues suggests that this was our best Zone yet, and we are already looking at ways to better the Zone this year. In Quarter 4, we assessed the 117 entries to participate in the Zone for the coming year.</p>	Green

EP14	Work with the Cabinet Office to extend the One Public Estate programme until 2020 and with a sustainable funding model thereafter, with the aim of covering 95% of the country.	OPE has undertaken a major expansion on 2017/18 through two funded rounds. The expansion has seen the programme grow to include 318 councils/ 90% of councils. As part of efforts to develop a sustainable funding model for post 2020 the programme delivered a Sustainable Pilot Grant programme as part of its sixth phase. This saw c.£1.8m of funding issued to OPE partnerships on a repayable basis. An additional £4.7m of funding was sourced for the programme in February 2018 which enabled additional funding to be distributed to OPE partnerships, funding additional OPE projects and increasing outputs to be delivered. The additional funding also enabled the programme to work with the Department of Health to establish a pilot to support the delivery for homes for NHS staff on NHS land. The pilot was in response to an announcement by the Sec. of State for Health and Social Care who stated an ambition to delivery 3,000 new affordable homes for NHS staff its NHS Trust Land. Discussions are underway with HMCLG over a potential 7th phase of the programme which will have a greater focus on housing delivery.	Green
EP15	Jointly deliver, with the Cabinet Office, the Commissioning Academy Leadership Essentials courses attracting at least 20 councillors.	20 councillors attended the Commissioning Academy for Elected Members in October. We made arrangements to film the session and plan to make the content available through an e-learning package to reach more councillors.	Green
EP16	Work with Local Partnerships to help councils deliver efficiency savings, to include: 1. up to 10 councils receive help to arrange re-financing of their current PFI contracts and help realise up to £10m of annual saving, 2. help up to 15 councils achieve savings on the soft service elements of their PFI contracts with a target saving of £3-5m , 3. help up to 10 councils achieve guaranteed savings on current spend with a target saving of £5m , 4. work with 2/3 groups of Councils interested in considering new forms of governance etc. and/or achieve significant financial savings, 5. training officers in up to 5 Councils on effective project and programme management	Working with Local partnerships we have: 1) reached financial close on the refinancing of 2 PFI projects in Q4 saving £3.3m. We continue to support 9 councils through the refinancing of their PFI contract. During the 2017/18 financial year we reached financial close on 6 refinancing projects, saving in excess of £11.5m . 2) supported 5 councils achieve savings in excess of £2m relating to the calculation of PFI insurance premium risk share. This is an issue impacting a significant number of projects across the PFI sector, and therefore was the focus of the team replacing the savings in relation to soft services elements of PFI projects which is specific to each contract. 3) are currently working with 15 councils and are in early discussions with a further 32 on energy efficiency and renewable generation programmes. Likely savings/income identified with the 15 councils are circa £3.24m per annum 4) undertook an assurance review of two councils' transformation proposals (estimated savings £1m pa) and delivered, for a unitary council, a Business Case for strategic partnerships with neighbouring councils (estimated savings of £2.5m pa) 5) provided PFI contract management training to 15 officers; developed a second PFI training course (on lifecycle issues and contract expiry) which we will run in the 2018/19 financial year.	Green
LEADERSHIP AND CAPACITY			
Effective joint political and senior officer leadership:			
LC1	Provide training and support for at least 30 leaders and chief executives to develop their leadership roles	57 Leaders and Chief Executives have been developed through our programmes.	Green
LC2	Provide top team development support to at least 10 councils	See E6	Green
Strong Political leadership:			
LC3	Provide development opportunities for at least 700 councillors with leadership roles in their councils through a refreshed suite of leadership programmes.	798 councillors have participated on our political leadership programmes in 2017/18. This is another record year in terms of attendance figures.	Green
LC4	Support at least 60 ambitious and talented councillors with the potential to progress in their political careers through the Next Generation programme.	65 councillors have now completed the Next Generation programme for 2017/18. Applications for Cohort 13 in 2018/19 open at the LGA Annual Conference.	Green
LC5	Support and facilitate bespoke "Be a Councillor" programme with at least 20 councils and create a "toolkit" and diverse set of resources which councils could use to create their own local bespoke programmes to help attract new talent to stand for election	We are working with over 20 councils through the "Be a Councillor" programme, ranging from initial conversations to developing local bespoke campaigns, and in some cases working in partnership with councils and organisations which have a focus on under-represented groups. A toolkit has been created to support councils in their local bespoke programmes. We have developed partnerships with Parliamentary Outreach and organisations with a focus on under-represented groups such as women and young people. Further resources are in development and build on good practice from councils as well as organisations with a focus on under-represented groups.	Green

LC6	Review and provide new e-learning opportunities for all councillors - Ensure current offer reflects the needs of councillors. This includes a review of existing political leadership content for development into modules, identification of new material to be developed into blended learning and adaptation of modules from other providers.	During the year the suite of councillor workbooks, which lead onto e-learning modules where content is appropriate, has undergone thorough review. New modules on Data Protection, Anti Bribery and Fraud Prevention, Stress Management, Dealing with Residents with Difficult Issues and an introduction to Housing have been produced this financial year. A new GDPR module will be finalised shortly. A new workbook has been delivered on local government finance and the workbook on working with town and parish councillors has been revised. A workbook on commissioning of council services is in final format awaiting final signoff from Cabinet Office with a view to publication April 2018. We are considering whether the Commissioning workbook should be turned into an e learning module. Currently over 8250 "sign ups" access the material.	Green
Strong senior leadership and effective officer development:			
LC8	Continue to develop and support the cross public sector leadership development programme delivered in conjunction with SOLACE and central government and recruit at least 20 additional chief executives to the programme.	Over the course of the year we have delivered 2 full IGNITE programmes with a total of 23 CEXs taking part.	Green
LC9	Develop and introduce programmes to support the leadership development of managers in councils in partnership with SOLACE, including: *a programme for senior managers who aspire to be CEX's *a programme that recognises and develops rising talent *a management development programme aimed at "middle" managers	We have worked in partnership with SOLACE to develop three programmes to support the leadership development of managers in councils: - the Total Leadership programme for aspiring CEXs is ongoing with 12 delegates taking part. - the Springboard programme for rising talent, has taken the maximum of 20 delegates. - the Transform programme, for middle managers, has 11 delegates and is dealing with real life transformational projects in participants' own local authorities.	Green
Graduate Recruitment:			
LC10	Recruit at least 100 high calibre graduates in to local government	130 graduates recruited through Cohort 19 were appointed and started their positions in councils by the end of December. Recruitment is well underway for cohort 20, with around the same number of places applied for and a record number of applications	Green
LC11	Develop opportunities to create a trial interchange programme between NGDP and the Civil Service Fast Stream, with at least 5 graduates spending up to 6 months on each exchange.	There have been 5 secondments involving NGDP and the Civil Service Fast Stream. There has been feedback from councils that it is often not desirable for their trainees to leave the council for 6 months as part of an interchange programme. Clearer messaging to host authorities about the benefits of the interchange programme have been put in place but interest in an interchange from councils remains relatively low. We are introducing more options for councils to do interchanges/secondments between councils for 2018/19.	Green
LC12	Support a programme of trial secondments opportunities between central and local government, including less formal exchanges. The aim is to take forward at least 20 such opportunities by March 2018.	Progress on this deliverable stalled as a result of the Cabinet office withdrawing support for this as a priority. Further discussions have subsequently been held with MHCLG and at 31 March 18 we were awaiting a response. Nevertheless, there have been at least 13 such secondment opportunities in place in the current year.	Amber

LC13	<p>Help councils meet their public sector apprenticeships target:</p> <ul style="list-style-type: none"> * running the Apprenticeship Campaign; *running the Apprenticeships Levy Khub, sharing learning and practice; * publishing an initial guide on apprenticeships standards for local government by July 2017, * work with key partners to assist the development of new standard where needed and update the guide by March 2018, * providing a guide on apprenticeship procurement frameworks by October 2017 and support councils, * Support councils with workforce planning; delivering 4 cohorts of training offering 60 places to councils by March 2018; provide support to help match existing apprenticeship standards/frameworks to skills and job roles required in local government; work with relevant partner agencies to monitor the number of apprenticeships delivered. 	<ul style="list-style-type: none"> * We supported 18 network events working with councils on shared procurement, workforce planning/skills mapping and sharing best practice approaches to increase take up. We have supported two-rounds of 7 national large employer roadshows in Qs3&4. We also delivered two national apprenticeship events in January in London and Manchester and had over 70 councils attending. * We have focused on supporting councils through the on-line knowledge platform KHUB where we now have nearly 250 active members. We have also launched a new 6-weekly newsletter providing information and updates to our KHUB members. * We developed the best practice guide and published knowledge bites of practice and progress on the KHUB. We have continued to support standards development and mapped the progress of trailblazers and shared on the KHUB. We have worked with SOLACE on a leadership training programme for middle manager apprenticeships at level 5. As IfA have developed an on-line standards guide and update service we have not continued to produce a specific guide for councils but we now encourage through skills audits the sharing of practice around the use of standards and the identification of the gaps (actual standards themselves and local provision). * The procurement guide was produced in draft form in August and finalised in October and circulated to all councils. * We have continued to support councils with workforce planning and work with partners to monitor delivery. <ul style="list-style-type: none"> a. We have mapped progress of 85% of large local authorities and identified barriers and blockages and are working with ESFA to provide additional targeted support. A second survey was launched in February/March 2018 to obtain more up-to-date figures on apprenticeship starts, including a breakdown of schools starts. Almost 60% of councils have responded so far and this work is ongoing in April/May. b. We have rolled out a self assessment tool "apprenticeship maturity model" to help councils to identify how they can make positive changes internally to increase apprenticeship take up and have had over 60 councils completed it. c. We have developed a bespoke consultancy offer to compliment the maturity model with ESFA which will help those councils who have the greatest need. We are awaiting additional funding to deliver this support. d. We have helped South West Councils become a regional End Point Assessment organisation for local authorities in the South West through funding the development of their online portal, with a view to potentially replicating this approach in other regions. 	Green
<p>Workforce: LC14</p>	<p>Support 80 councils to transform their workforce and modernise the way they are managed through a range of HR/OD initiatives</p>	<p>The LGA Workforce team has provided a range of support to 89 councils in the year to help them prepare for the workforce opportunities and challenges arising from their transformation activities.</p> <p>Our work also supported councils on technical developments (e.g. IR35, gender pay gap guidance linked to equalities and inclusion), organisational development using organisational design to support high performing teams (DMA), effective behavioural competencies (PACE), reviewing layers and spans of management, job evaluation, investigations, etc. We have also provided advice and analysis on future workforce trends and practices including the workforce opportunities and challenges arising from the digitisation of services and automation (robotics) of jobs and on Brexit.</p> <p>We have also provided a range of support to HR professionals to ensure their effectiveness to support and deliver organisational transformation (Aprire programme for HR Business Partners, Peer into the Future programme for future HR Directors).</p>	Green
LC15	<p>Directly negotiate a pay agreement for local government that addresses the challenge of the National Living Wage.</p>	<p>A pay agreement has been agreed covering the period April 2018 to March 2020. The key events stages were:</p> <ul style="list-style-type: none"> - Joint technical work to model options (June 2016 to June 2017; unions submitted pay claim (June 2017); - Employer consultation meetings (June-August 2017); - Employers' offer made (December 2017; and union consultation (Jan to March 2018). <p>Agreement was subsequently reached in early April.</p> <p>The learning from the whole process was that unlike 'typical' pay awards, the challenge of the NLW meant that the direct workforce costs for individual councils will vary to a greater degree as a result structure of the organisation, including the type of services that continue to be delivered in-house.</p>	Green
LC16	<p>Provide sector specific advice on a range of employee relations and pensions issues.</p>	<p>We have provided advice to local authorities on specific queries on a wide range of issues and employment law developments such as the definition of on-call time under the Working Time Directive and trade union facility time reporting. This advice service has involved producing employment law update advisory bulletins with tailored commentary for local authorities, including on the Taylor report on employment law reforms and it's outcome, as well as podcasts, for example on gender pay gap reporting. We have continued to support councils on the implications of the changes in case law with regard to sleep-ins and the NMW and have held, and presented at, our annual employment law update. We have also supported the local authority Health and Safety Practitioners Panel, facilitated its quarterly meetings and cascaded HSE consultations and safety alerts. We have provided information on proposed consultations on exit payments.</p>	Green

LC17	Build on the success of the "21st Century public servant" e-book "Walk tall" and support councils to take the work forward.	<p>We have worked with eight cross public sector organisations to promote take up of the 21st Century Public Servant principles across services and organisations.</p> <p>A successful roundtable attended by senior representatives across NHS, Social Care, Police, Fire, Civil Service and local government was held in October 2017 on supporting further collaboration cross public services. This led to production of a range of case studies which are now on the website and promotion through a national "21st Century Public Service" event in March 2018 attended by 77 delegates across 50 Councils, with representatives from NHS, Police and MH&LG. Evaluation was overwhelmingly positive with 100% satisfaction from respondents.</p> <p>We are currently evaluating the impact of the work and resources available, capturing the new learning in order to design the next phase of work in supporting increased productivity at a local level across public services.</p>	Green
LC18	Support 20 councils through the "Creating performing organisations" programme.	The "Creating performing organisations" programme has supported 21 councils in the use of the PACE toolkit in 2017-18. A further manager workshop was delivered in March 2018 to 43 managers and another workshop is planned for 2018-19. The PACE toolkit will be further developed in 2018-19 to improve access and widen participation.	Green
LC19	Promote flexible working to councils as a way of recruiting and retaining skills and knowledge.	We have continued to promote flexible working and flexible hiring to councils as a way of recruiting to hard to fill roles and improving retention. A tool has been developed for managers to assess the roles they have vacant for more flexible ways of operating in an attempt to improve recruitment of people with disabilities. This tool was promoted at an event which the LGA ran on Flexibility and Disability.	Green
LC20	Roll out the "Return to Social Work campaign" with an ambition to facilitate the retaining of 100 social workers to return to the profession.	The Return to Social Work Programme has now completed. The Campaign was successful in attracting over 300 applications for the Programme. Whilst not all had the level of experience we were looking for, we were able to recruit 61 onto the scheme. Candidates have finished their training and placements and are currently being matched for interviews with councils. Many candidates have already taken up job offers and the Programme is now being evaluated.	Amber
LC21	Work with Central Government and National Partners to advise and support councils in addressing the workforce changes associated with public sector reform.	<p>We have worked with a range of Govt Depts. and national partners over the year including MHCLG, DHSC, PHE, NHSE, HEE, Skills for Care, regional employers etc. The LGA has been closely involved in the development of Social Work England and we have joined the NHS Social Partnership Forum.</p> <p>During the year:</p> <ul style="list-style-type: none"> - an online consultation on the refreshed national workforce strategy has been launched and is active; the Employer Standards for Public Health have been finalised and published on the LGA website and the LGA is currently involved in the governance and drafting of the national health and care workforce strategy; - We published a guide to workforce challenges in integration with NHS Employers and Skills for Care. A report on comparisons of market pay levels in the private sector with comparable local government jobs has been prepared. A report on social worker pay levels has been prepared in partnership with the Epaycheck pay database. - The LGA has contributed to working parties on the sexual health workforce and a capability framework for people working with frailty. The LGA has contributed to development of a report on the economic value of social care work. 	Green

SC1	<p>Support areas with the development of their devolution bids as well as helping those areas where devolution deals have been agreed, capturing and sharing good practice, to include:</p> <ul style="list-style-type: none"> * holding at least 4 meetings of the network of combined authorities and devolution areas, * providing tailored capacity support in up to at least 6 combined authorities, * developing as part of our suite of peer challenges a self-evaluation diagnostic and trialling this in at least 3 areas, * producing a range of tools and web content to increase councils' understanding of and ability to successfully manage devolution, * provide bespoke support to new Mayors to ensure they are able to govern effectively, * work with NALC to identify principles and good practice for how principal authorities can work with local councils and jointly host a launch and workshop to present the outcomes and resulting guidance and/or recommendations by March 2018, * Deliver the second phase of the Leading Places programmes, supporting up to 5 partnerships to build and transfer best practice. 	<p>* The CA CEX network has met four times and future work programmes are in place to support this network on a quarterly basis. At its request we have also established three new thematic networks to share and support learning and improvement between CAs on finance, housing and planning and skills and employment and we are exploring the creation of further networks on Communications, Governance/Scrutiny and Economic Development.</p> <p>* The LGA continues to provide tailored capacity to support to 7 combined authorities: the West of England, Greater Manchester, the West Midlands, Cambridgeshire and Peterborough, Sheffield City Region, Liverpool City Region and the Tees Valley. This includes, for example, political leadership support, communications support and grant improvement support for projects and capacity for the elections. The LGA has also provided support to aspiring CA areas.</p> <p>* A decision was taken by the CA CEX network to update the self-evaluation diagnostic tool so that there are options for both established and aspiring CAs. The LGA is also working with the CAs to create a peer led improvement offer to complement the diagnostic. This peer led offer should be ready for late 2018/19.</p> <p>* The online Devolution Hub continues to attract approx. 2,000 visits a month. It is updated with the latest information on devolution and tools, including an updated register of the powers secured through devolution deals to date, a devolution area map, and the contact details of all combined authorities including websites and twitter handles. Linked to the Hub, the LGA sends out a devolution email bulletin with news as well as links to tools and events. It has a cohort of over 1500 subscribers that are part of 'The Devolution Network'.</p> <p>* The LGA has continued to deliver its mayoral offer. The Mayoral Forum has had two meetings - both of which were well attended by the Mayors and government departments. There are plans to continue these meetings, aiming for quarterly, with the addition of Ministers in 2018/19. We have procured research into combined authority financial freedoms and fiscal devolution on behalf of the CA CEX Network, which is currently underway.</p> <p>* A joint LGA and NALC guide titled "One Community - Supporting effective partnership working between parish and town councils and principal authorities" was completed by March 2018. It will be officially launched on 16th May at a joint event which, at the time of writing, has 83 attendees from a mixture of principal and town and parish councils signed up to attend.</p> <p>* Phase 2 of the Leading Places programme supported fifteen local partnerships across England to develop collaborative responses to shared challenges through a framework of action learning, external facilitation and national events. It concluded with a national event in March attended by two hundred delegates from across a range of sectors. An evaluation of Leading Places Phase 2 was carried out by Dr Peter O'Brien (available at: local.gov.uk/leading-places) and the programme provider is also developing a</p>	Green
SC2	<p>Develop an improvement offer based on the LGA Housing Commission's key findings to help councils put housing at the centre of solutions to wider public service challenges. Work alongside DCLG to support councils to take a strategic approach to homelessness prevention and the implementation of the Homelessness Reduction Bill.</p>	<p>We worked with councils supporting 41 projects through the Housing Advisers Programme, including support to increase housing delivery, to plan for particular populations (such as older people and students), and to prevent homelessness and source temporary accommodation.</p> <p>We completed a good practice project looking at how councils can ensure the timely build out of sites with planning permission - working with 10 councils.</p> <p>We completed a project looking at innovations by councils in delivering homes through Housing Revenue Accounts, working with 8 councils.</p>	Green
SC3	<p>Work with Local Partnerships to work with 3/4 Councils unsuccessful in the current bidding round and support them to achieve accelerated housing delivery in their area and publish a best practice guide.</p>	<p>We supported a number of local authorities in pulling together and submitting HIF bids in Q3 2017. This led to a number of successful HIF bids, with all of the bidding authorities supported by Local Partnerships securing successful outcomes in a very competitive bidding round.</p> <p>We also undertook a range of other work to support housing delivery, including:</p> <ul style="list-style-type: none"> • We provided a methodology for generating a Growth Board led Housing Deal, together with early consensus building between the eight councils in a County, on shared objectives. • We provided capacity and capability to enable the delivery of housing development schemes, together with detailing mapping of capacity deficits for GMCA and its constituent councils. • We defined a blended package of 10 council owned brownfield sites, undertook soft market engagement and advised on routes to market for a Met Council. • We have provided capacity and technical expertise to support a Metropolitan council currently undertaking direct development of house building • We have updated the housing delivery toolkit launched at the LGA conference - 175 councils have now downloaded the toolkit. <p>Andrew to come back re any estimated savings etc on this housing work</p>	Green
SC4	<p>Work with Local Partnerships to work with 2 waste consortia with a particular focus on Combined Authorities. Hold best practice regional network events and aim to save £4m per consortia</p>	<p>We have worked with the East Midlands Waste consortium involving 38 councils in the region. The EM regional efficiencies report is finished and signed off internally and by the authorities. It has identified £8 million in savings p.a., derived from 19 authority case studies. The report will be launched in May.</p> <p>During the year preparatory work was undertaken to develop a second consortia which will figure in our 2018/19 spend.</p> <p>A successful Chartered Institute of Waste Management (CIWM) launch event to promote the previous six regional waste efficiency report was held in November.</p>	Green

SC5	Support officers and members to strengthen councils' licensing and regulatory functions.	<p>During the year we worked with the Gambling Commission to ensure councils are supported in updating their gambling statements. We updated our councillor handbook on gambling licensing ahead of councils' updating their statements of principles.</p> <p>We continued to develop the new national register of taxi/PHV refusals and revocations and to contribute to a DfT taxi/PHV Ministerial working group.</p> <p>During the year officers attended a number of regional workshops to update councillors and officers on licensing issues and delivered a successful annual licensing Conference in February.</p> <p>Officers have also supported councils with a range of ad-hoc issues relating to regulatory issues</p>	Green
SC6	Provide support to councils to assist them in tackling modern slavery	<p>In December we published a comprehensive guide for councillors on modern slavery, produced with the Independent Anti Slavery Commissioner and with input from an Expert reference group. The aim of the guide is to help councils recognise modern slavery in their area, refer it appropriately, support victims and work in partnership on the issue. After publishing the guide we held five regional events in London, Newcastle, Manchester, Bristol and Nottingham to promote the work. We engaged with approximately 300 attendees from around 100 councils. We are now considering how we can capture the learning coming out of these events.</p>	Green
SC7	Ensure that councils are making an effective contribution to the public health system.	<p>This year we have developed a series of best practice publications, showcasing the best in public health activity with over 230 local authorities featured. Case studies include: childhood obesity, digital public health, working with developers to create healthy communities, social prescribing and tackling drug related deaths and suicide prevention.</p> <p>The LGA launched its fifth annual public health report in March, a description of the opportunities and challenges 5 years since public health transferred to local government from the NHS.</p> <p>The LGA held its annual public health conference and exhibition in March. Over 250 delegates and speakers were in attendance, with key speakers and local authorities presenting on how they are addressing the key public health challenges in their areas.</p>	GREEN
SC8	<p>Develop a programme to support councils to strengthen community cohesion and counter extremism, to include:</p> <ul style="list-style-type: none"> * developing a leadership offer for councillors * bespoke training for councils * refreshed guidance around community cohesion and integration * identification and sharing of good practice * advice to support effective scrutiny 	<p>We have delivered a programme of work to help councils on community cohesion and counter extremism</p> <ul style="list-style-type: none"> • A session was held at the LGA conference on councils' leadership role in building community cohesion. Five leadership essentials courses ran between September and March in Leeds, Coventry and Crewe; two on counter extremism and three on Prevent. A new masterclass on emergency planning and civil resilience was launched in March. A peer Champions Network of elected members has been set up to provide councillors with support around Prevent and counter-terrorism work. • A successful pilot community cohesion event for council officers took place in Birmingham in September. • Updated community cohesion guidance is being finalised in the light of the publication of the Integration Strategy Green Paper. • We have worked closely with Leeds and Luton Councils to support the development of the Special Interest Group on Countering Extremism, which will facilitate sharing of good practice amongst local authorities, including via setting up and hosting the online Knowledge Hub • Scrutiny guidance on Prevent and counter-extremism will be finalised with the anticipated imminent publication of the revised Contest strategy. 	Green
SC9	Strengthen fire and rescue authorities ability to drive up efficiency, increase collaboration with other emergency and the health services.	<p>We have undertaken a range of activities to support FRSAs, including:</p> <ul style="list-style-type: none"> • Launched our vision for the fire and rescue service setting out ambitions for the service, including greater collaboration. We contributed to the Fire Health Co-ordination Committee which seeks to support collaboration between fire and health. • We held our Annual Fire Conference showcasing examples of collaboration, both with other FRSs and other partners. There were also sessions on how greater collaboration could be achieved. We also published a series of case studies on inclusion and diversity • We have held two fire leadership essentials courses that were very well received and a masterclass for FRA members on equality and diversity issues • We will shortly be holding a summit with the other signatories of the MoU on equality, diversity, behaviours and organisational culture in the Fire Service that we produced last year. This will help us to determine what's happened since the MoU was signed as well as further develop our work on this issue and what other support FRAs may need to help embed diversity and inclusion further. • We have provided bespoke support for Avon Fire and Rescue Authority, which includes a training package for FRA members and has been in discussion with South Yorkshire FRA about delivering a training session for their members. 	Green
SC10	Work with DCLG to ensure that the national Troubled Families Programme is effectively implementing service transformation across Early help services. Explore with DCLG the possibility of developing a peer led methodology to self assess progress.	<p>We have worked with colleagues in DCLG to advise on the development a peer-led Action Learning approach. Troubled Families peers have been offered access to LGA-led training, with an understanding these peers may then be available for LGA peer reviews. We have participated in the advisory group for the Evaluation of the TF programme.</p> <p>With the knowledge and involvement of TF colleagues we held a conference in January on 'Improving Children's Lives' which looked across all early help services and their impact on children and young people, building on work that early Intervention Foundation have done with both DCLG and DWP.</p> <p>Work is also underway on a joint project with the Centre for Responsible Credit on 'reshaping financial support'. The final report is in draft format to be finalised at the CfRC conference on the 25th April. Pilot work with 8-10 councils will contribute to a pathfinder programme in 2018/19. This work is of interest to both TF and DWP's 'children, families and disadvantage' teams, as well as DfES work on improving social mobility, and contributes to aspirations set out in the Government's publications on 'improving lives'.</p>	Green

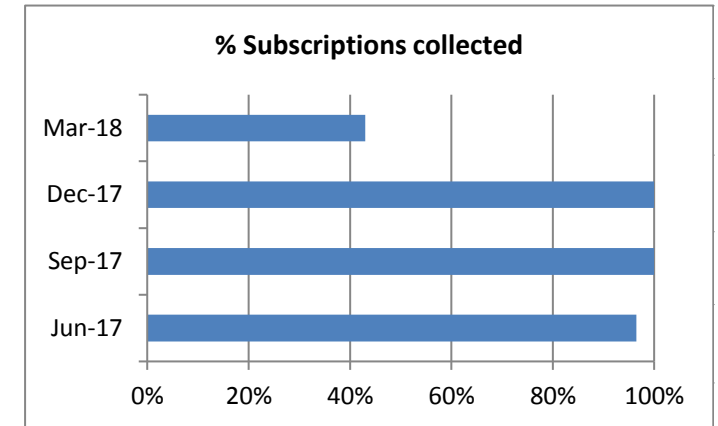
SC11	<p>Increase opportunities for the business community to work with local government at various levels, including:</p> <ul style="list-style-type: none"> * establishing a forum for the CBI and other leading business organisations to meet with representatives, * establish a Town Centre Regeneration Network and promote examples of good practice. 	<p>Discussions have taken place with business organisations including CBI and BCC on matters of common interest with councils, including on topics such as closer collaboration on skills and also Low Emission Zones.</p> <p>The first town centre event took place on 29th November with approximately 25 councils taking part. Participants sought further support through online toolkit and guidance for elected members. There appeared to be little appetite for ongoing formal forum or network. A good practice handbook and complementary online resources have been commissioned. The materials are currently being finalised and expected to launch at a national LGA town centre conference on 14th May. We promoted good practice around town centre regeneration at the LGA Annual Conference Innovation Zone.</p> <p>Joint LGA study visit with BPF and development industry took place at Derby City Council on 23rd November to provide independent reflection on the city's plans for the town centre. We will continue to have dialogue with BPF on further visits and exploration of further good practice advice on commercial development.</p>	Green
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Our own Efficiency & Effectiveness

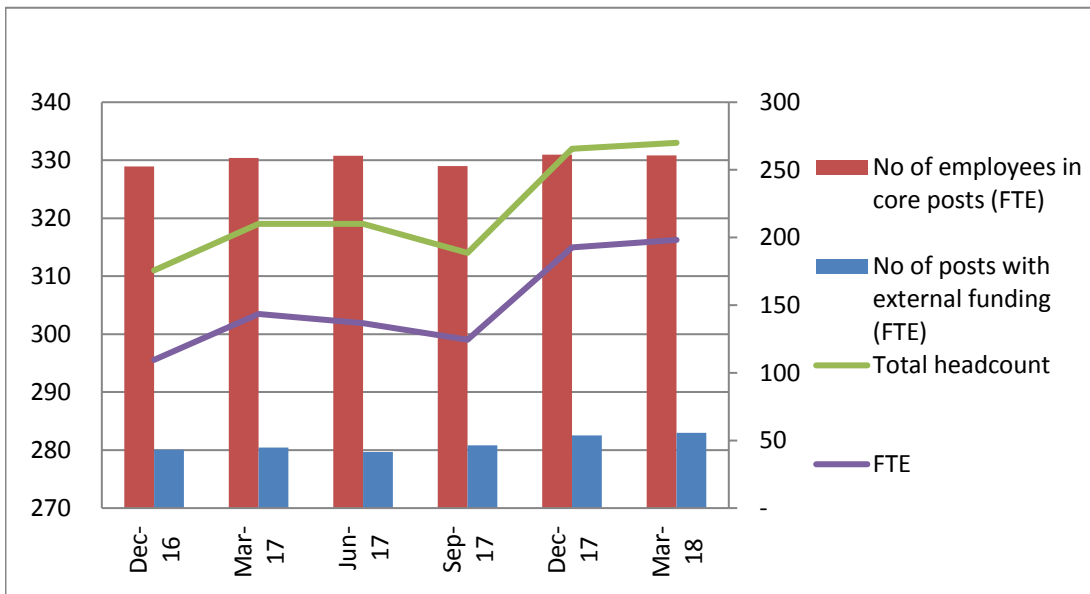
Membership

		Sep-17	Dec-17	Mar-17
Membership	English Councils	349	349	349
	Other	65	65	65
No of English councils out of membership		4	4	4
No of English councils on notice to withdraw		8	8	6

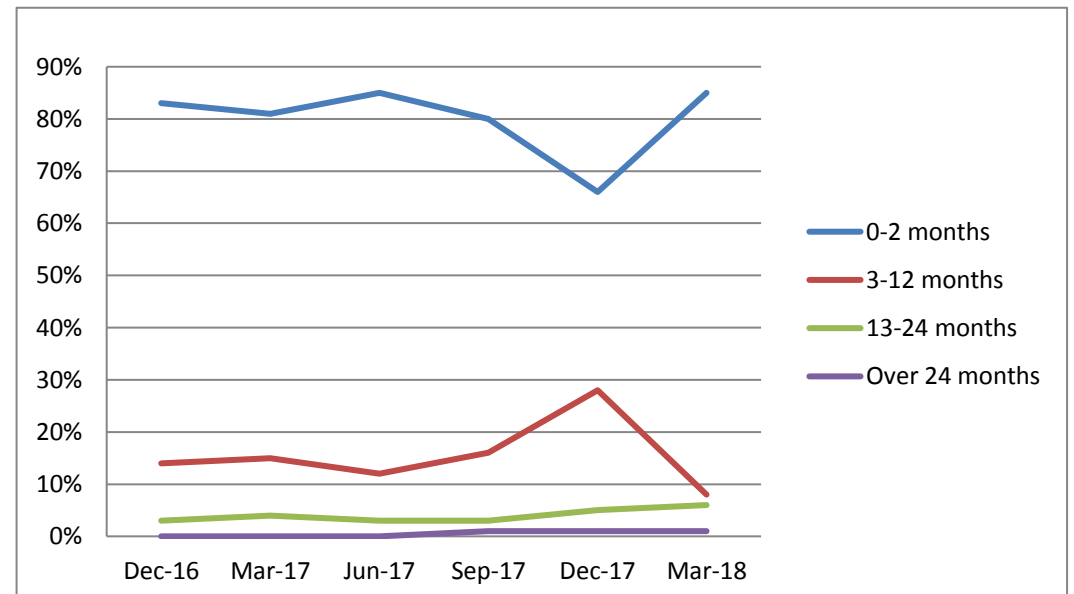
Our reputation	Mar-17	Mar-18	Target 17/18
Member authority satisfaction	73%	73%	>75%
Member authority informed	83%	80%	>79%
Member authority advocacy rating	74%	73%	>82%



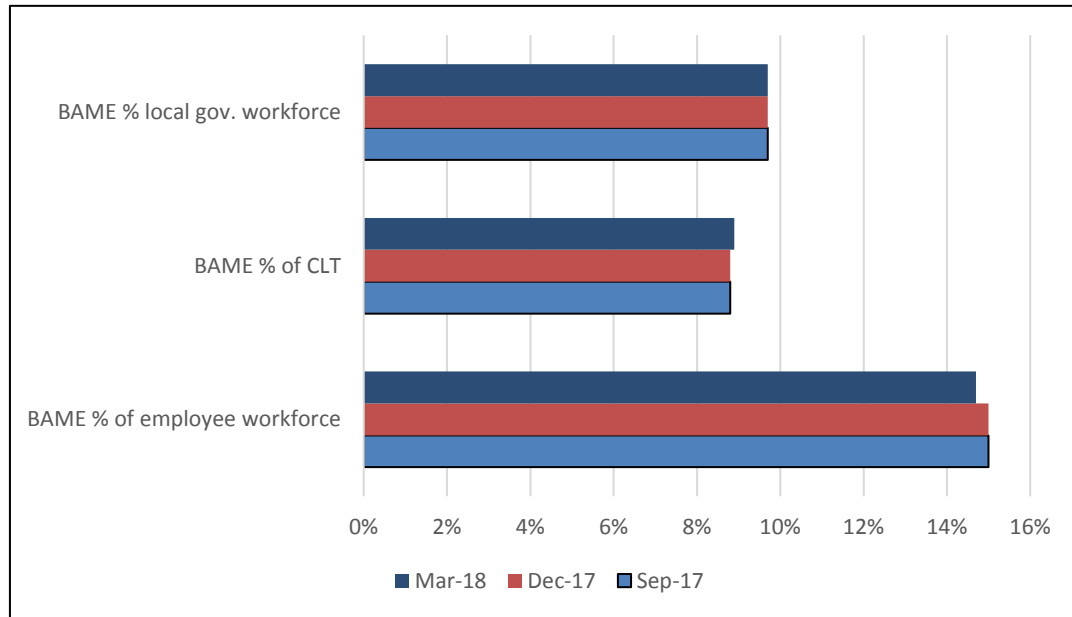
Financial Sustainability



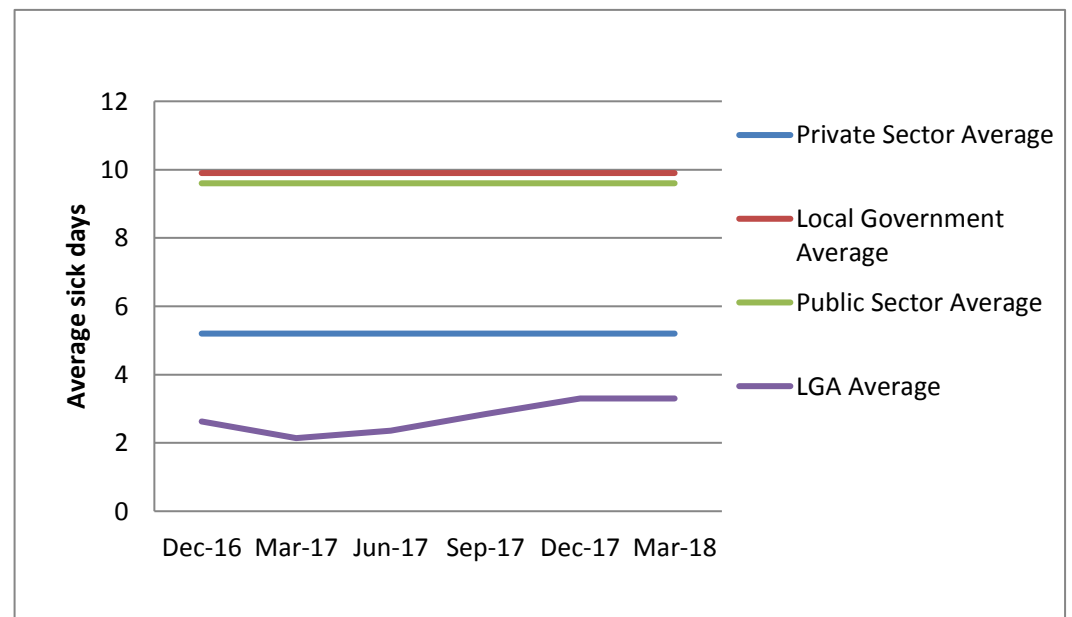
Debtors



Workforce profile with percentage of BAME employees

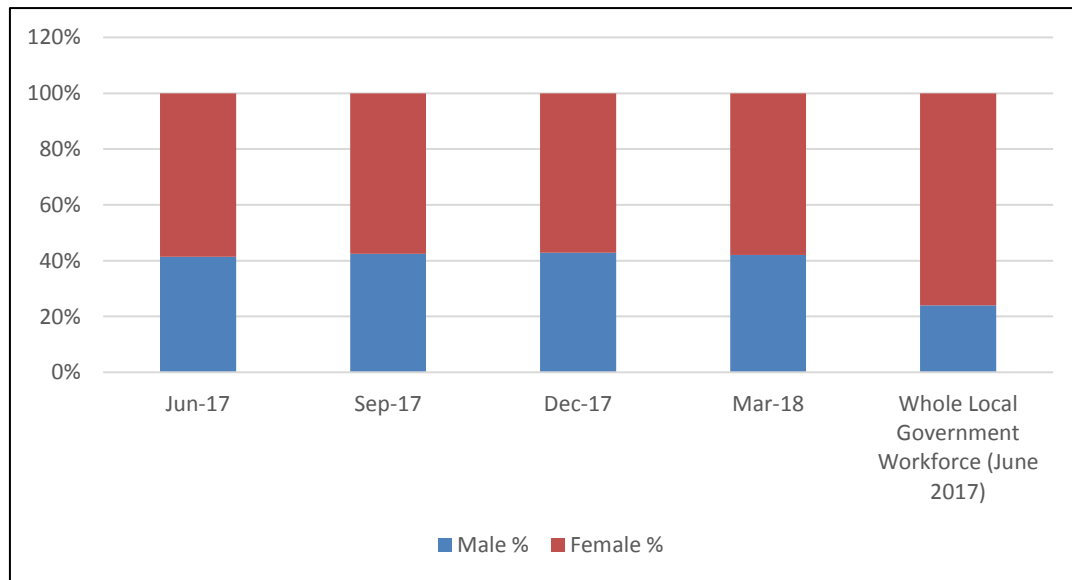


People Management/Sickness Information

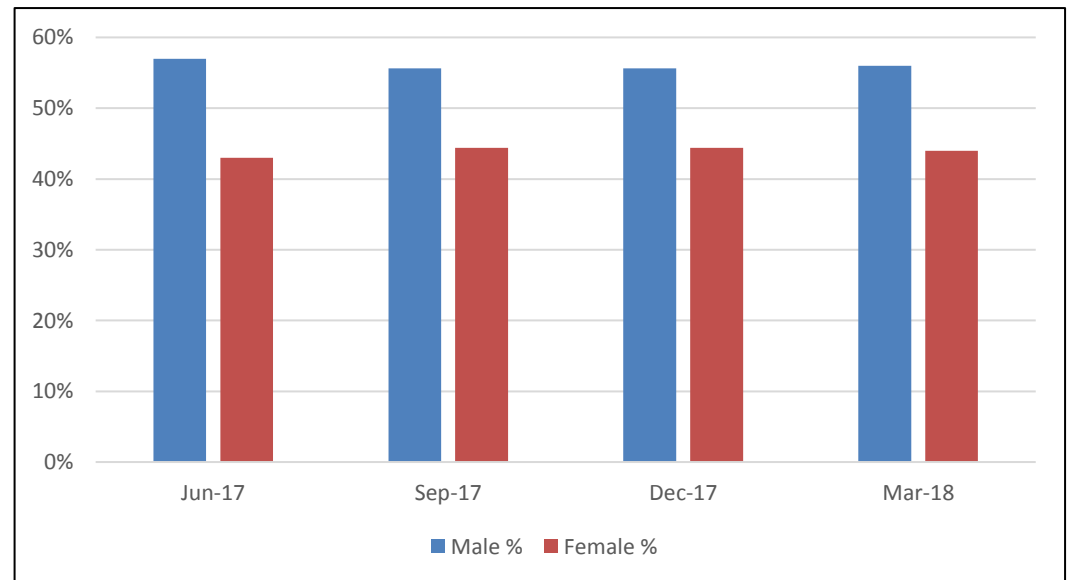


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Organisational gender split

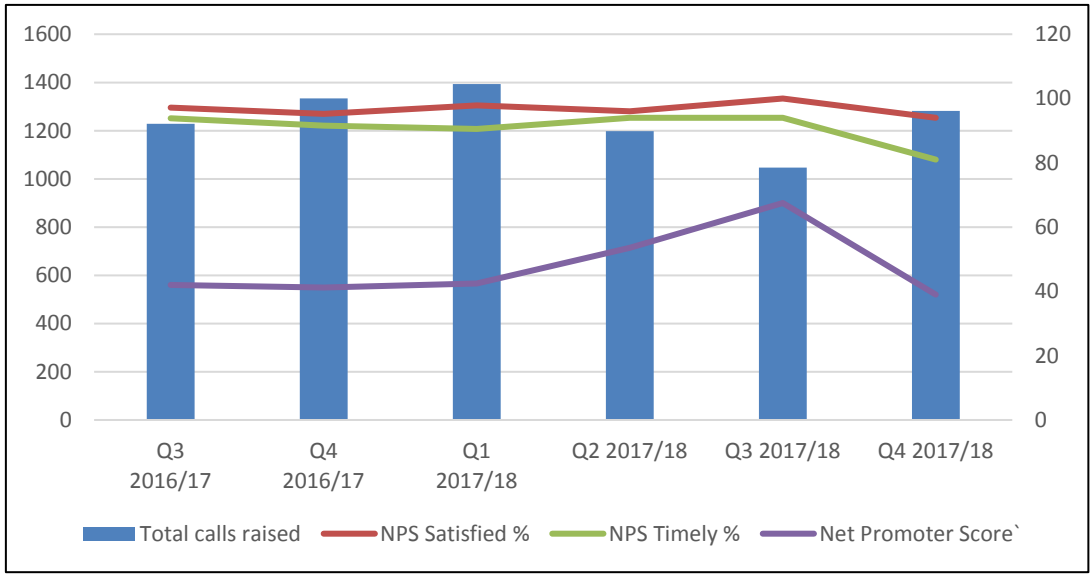


Corporate Leadership Team gender split











Agenda Item 7a

Brent IT service desk resolution times



Major Projects Summary

Project	Overall Status	Milestones	Budget	Risks	Headline
Layden House refurbishment					Gilbert Ash appointed main contractor; building handed over end November 2017 under pre-contract services agreement (PCSA), now extended to end May pending discharge of planning conditions and secural of licences. Underground vaults discovered that require filling. Completion scheduled for July 2019 but may be extended due to extended PCSA. Main risks: 1.Unexpected issues could cause increase in construction costs. 2. Delays in securing London Underground licence and discharge of pre-contract planning conditions 3. Continued issues with neighbouring landowners.
18 Smith Square refurbishment					Works complete subject to snagging and LGA back in occupation. Floor 1 let to Local Partnerships and NFU.Managing agents marketing floors 2-3. Main risks 1. Outstanding snagging causes delays in securing tenants for remaining commercial floors. 2. Conitnued issue with front lift and heating/air con impacting on member/visitor experience. 3. Issues with water ingress on seventh floor and side elevation may require substantial works to address.

- 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	Completed	●
	Review tender returns	Mar-16	Apr-17	Completed	●
	Issue ITT to shortlist	May-16	Jul-17	Completed	●
	Appoint stage 2 contractor	Aug-16	Sep-17	Completed	●
	LGA decant from Layden House		Oct-17	Completed	●
	Start on site	Jun-16	Nov-17	On track	●
	Project completion	Feb-17	Jul-19	On track	●
	Overall				
18 Smith Square	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	Oct-17	Completed	●
	Decant to LG House	31/08/2017	Oct-17	Completed	●
Overall					●

LGA STRATEGIC RISK REGISTER – SUMMARY - March 2018

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 DH 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	CHo 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	2	8	Monitor through PA's and Performance Support Panel (PSP) which meets 5 times a year. Regular updates to MHCLG, Chief executive and updates to perm sec.	DS
SR9	Reputation	The LGA could suffer financial and/or reputational loss as a result of Fraud, through ineffective financial and/or personnel controls	5	2	10	Ongoing oversight and regular testing of core controls by Finance and HR.	JG
SR10	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	1	4	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

SR11	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
SR12	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 JG
SR13	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 CHo JG
SR14	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
SR15	Organisation	ICT systems failure means that LGA is unable to deliver its priorities and services and flexible working model breaks down	5	2	10	The Brent service is monitored on a weekly, monthly and quarterly basis through company and contract boards and service review meetings. There is an out of hours number for P1 incidents . A new three year strategy is being developed to take account of changing requirements and technologies	CHa
SR16	Organisation	The LGA is subject of a cybersecurity attack which could cause system failure leading to business disruption, loss of data and associated ICO fines.	5	2	10	Cybersecurity policy is up to date and managed, LGA continues to improve security and ensure assurances are adhered to.	CHa

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.

Document is Restricted

Document is Restricted



LGA Leadership Board

06 June 2018

Fair Funding Review and Business Rates Retention Update

Purpose

For comment.

Summary

This report updates members on progress on the Fair Funding Review and Business Rates Retention reform including the LGA's work on these policies.

Recommendation

That the LGA Leadership Board comment on the report.

Action

Officers to proceed with delivery of the LGA work programme on business rates retention and the Fair Funding Review in line with Leadership Board's comments.

Contact officer: Sarah Pickup
Position: Deputy Chief Executive
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Email: Sarah.Pickup@local.gov.uk

Fair Funding Review and Business Rates Retention Update

Introduction

1. This report updates members on progress on the Fair Funding Review and Business Rates Retention reform, since the April meeting of the LGA Leadership Board, including the LGA's work on these policies.
2. Since the previous meeting of the LGA Leadership Board, James Brokenshire MP has become the Secretary of State for Housing, Communities and Local Government. At the time of writing, this has not resulted in a change to the Government's work on these two reforms.

Fair Funding Review

Delivery of the LGA's Fair Funding Review work programme

3. A high level update on work towards the LGA work programme on the Fair Funding Review and Business Rates Retention is attached as Appendix A and the following paragraphs provide more detail. Members of LGA Executive will receive a more detailed update at the 7 June meeting as Executive last met in March.
4. As a result of discussions at the April meeting of Leadership Board, [the template for evaluation of future Fair Funding Review proposals](#) has been finalised and adopted and will be used when new proposals emerge as part of the Fair Funding Review. It will be used by officers and the LGA's Task and Finish Group to evaluate future proposals emerging from the Fair Funding Review and provide recommendations to members of Leadership Board and Executive on whether the model, or aspects of it, could be supported by the LGA.
5. Separately, the University of Essex has published a working paper on its work on updating the data used in the 2013/14 funding baselines. This analysis led to the recommendation by the Task and Finish Group on Business Rates Retention and the Fair Funding Review, endorsed by Leadership Board, to use population projections in future funding baselines.
6. Since Leadership Board met, the University of Essex was able to access data from the schools census and update that in the formulae. This led to even greater divergence of relative needs than was previously presented to LGA Leadership Board and the Task and Finish Group, with the range now between a reduction of relative needs of 27 per cent and an increase of relative needs of 19 per cent. The greater divergence further reinforces the Leadership Board's decision to use population projections in the formulae.
7. LGA officers presented these two pieces of work to a meeting of the LGA/MHCLG joint technical working group on the Fair Funding Review in May and they are now on the [LGA business rates retention hub](#). This work was well received by members of the group.

8. The Business Rates Retention and Fair Funding Review Task and Finish Group will be receiving a demonstration of the relative needs and council tax adjustment models at its June meeting. As per the procedure agreed by Leadership Board, the Chairman and Group Leaders will then be asked to sign off the publication of these technical pieces of work.
9. As agreed with Leadership and Executive, officers have started the commissioning process for an analysis of options for implementing the transition of funding allocations from one pattern to another, to help develop LGA policy on this issue.

Other Fair Funding Review updates

10. The Fair Funding Review Technical Working Group met on 18 May and discussed the following matters:
 - 10.1. The group noted a summary paper from MHCLG regarding the key issues that were raised during the consultation on relative needs which was published in December 2017. The overall pattern of responses was reflective of the LGA's own response. For example, stakeholders stressed the importance of transparency and fairness, noted the need to explore the inclusion of a specific formula for non-HRA housing services, to consider inclusion of both population density and population sparsity in funding formulae where there is an evidence base to do so, and to 'sense check' the results of the statistical analysis with service delivery experts.
 - 10.2. The group discussed a paper from the Department for Health and Social Care on the Public Health Grant. The Department's current preferred approach is to use the funding formula which was consulted on, but never implemented, in 2016. The Advisory Committee on Resource Allocation will review the case for this model, and there is an opportunity for members of the technical working group to provide more detailed comments on the substance of the formula after consulting their respective membership groups. It was agreed that this work needs to be more closely aligned with the Fair Funding Review.
 - 10.3. The group had an update on the development of a specific fire and rescue formula, which is being created through a partnership of the National Fire Chiefs' Council, the Home Office and MHCLG officers.
 - 10.4. As noted above, LGA officers provided an update on the LGA Fair Funding Review work programme, in particular the evaluation template and the work on divergence of relative needs. This work was well received by members of the group.

The next steps of the review

11. The Government's work is building towards a wider consultation on the Fair Funding Review, expected in autumn 2018. The consultation is likely to cover:

- 11.1. The Government's preferred options for the relative needs assessment, in particular the foundation formula and the number and types of service-specific formulae including the cost drivers being explored for each of the formulae.
 - 11.2. The Government's emergent thinking on adjusting for relative resources.
 - 11.3. Potentially, initial thoughts on the transition mechanism.
12. This is in line with the LGA's work programme on the Fair Funding Review, with the core LGA work programme and meetings of the Business Rates Retention and Fair Funding Review Task and Finish Group all helping explore policy options ahead of the publication of the consultation document.

Business rates retention

Commissioning a business rates retention model

13. Following the decision of the Leadership Board at its April meeting to commission a business rates retention model to enable the effect of possible systems design changes to be estimated, this work is in the process of being commissioned. Further updates will be given to LGA Leadership Board at a future meeting.

Other business rates retention updates

14. The Business Rates Retention Steering Group and the Systems Design Working Group continue to meet regularly to oversee the programme of further business rates retention and the Fair Funding Review. Since the last meet of Leadership Board the groups have discussed:
 - 14.1. Retained growth in business rates in 2018/19, which the Government estimated as £1.3 billion above the baseline at a national level. MHCLG were asked to provide further information on trends in retained business rates, the effect of the levy and pools on retained rates. This more complete work will be published on the LGA website when it is available.
 - 14.2. Tier splits, safety nets and levies in the 75 per cent system. MHCLG is working directly with the County Councils Network, the District Councils Network and county and district treasurer associations, on developing a proposal for a future tier split for consideration by the Working Group and Steering Group.

- 14.3. Funding appeals centrally. MHCLG is seeking views on a paper on dealing with appeals which appears to suggest that there is concern about the level of complexity within the business rates retention system and that, though addressing appeals losses is desirable, the level of complexity created will need to remain a consideration. As the impact of appeals on local authorities is one of the key concerns with the business rates retention system, we are encouraging all authorities to respond to the MHCLG request for comments by 1 July 2018. We have brought this to the attention of our members through the Chief Executives and Chairman's bulletins and the LGA Finance bulletin in May. The LGA is also seeking opportunities to stress the importance of finding a better way to deal with the impact of appeals directly with Government.
15. Further discussions at the Systems Design Working Group leading up to a consultation paper later in 2018 will concern resets, measuring growth and revaluation, transitional arrangements and pooling, data and accounting and operationalisation.
16. MHCLG is expected to publish a prospectus shortly inviting bids for 2019/20 pilots. At this stage no further details are known. MHCLG is working with 17/18 and 18/19 pilots to consider their experiences and will be commissioning external work on lessons to be learnt from the existing pilots.
17. Officers have continued to press MHCLG colleagues to provide feedback to areas which were unsuccessful in their bids to become a 2018/19 pilot.

Implications for Wales

18. There are no direct implications for Wales arising from this report. The distribution of funding to Welsh local authorities, is a devolved matter in Wales.

Financial implications

19. Members of Leadership Board have previously approved spending of LGA reserves on the LGA work programme on the Fair Funding Review and commissioning of a business rates model.
20. Other work outlined in the paper above is part of the LGA's core programme of work and as such has been budgeted for in 2017/18 and 2018/19 budgets.

Appendix A - High-level progress update on the LGA Fair Funding Review and Business Rates Retention work programme

Project	Purpose and description	Quick update
Criteria for assessing proposed distribution models and methodologies	To give the LGA a structured and consistent way to assess new distribution models.	Complete
Formula grant: update the data	<p>Update the data in the current distribution model (where updated data is available) to see the impact of this on individual allocations separate to any methodology changes. In effect this would provide an updated baseline to inform a discussion on how long the formulae remain 'future proof' without any review of weightings.</p> <p>To help the LGA and member authorities form policy on the data used in the formulae and the frequency of distribution resets, or other ways to 'future proof' the mechanism.</p>	Complete
Distribution model: develop a distribution model	A model to allow local authorities to see the impact of different key cost drivers and differential weightings. To help the LGA and member councils evaluate the impact of various Government and stakeholder proposals on their council and to allow them to put forward their own proposals	<p>Demonstration to the members of the Business Rates Retention and Fair Funding Review Task and Finish Group in June;</p> <p>Final clearance by LGA Chairman and Group Leaders shortly thereafter</p>
Council tax equalisation: develop an equalisation model	A model to identify the impact of adjustments for council tax and council tax support on individual authorities. To inform LGA policy and to help individual member councils evaluate Government proposals.	<p>Demonstration to the members of the Business Rates Retention and Fair Funding Review Task and Finish Group in June;</p> <p>Final clearance by LGA Chairman and Group Leaders shortly thereafter</p>
Damping /transition mechanisms	An analysis of historic damping / transition mechanisms and a model to inform discussions on the guiding principles of transition. To inform LGA and member authorities' policy.	Request for quotation published, suppliers invited to bid



Project	Purpose and description	Quick update
Business Rates Retention model	<p>A model to enable LGA and local authorities to assess the impact of system design choices in areas including:</p> <ul style="list-style-type: none"> • The setting of business rates baselines; • The extent and frequency of business rates resets; • Dealing with losses due to appeals; • The level of the safety net and how it is funded; and • The split of business rates income in two-tier areas. 	Commissioning process started

National Association of Police, Fire and Crime Panels – Application to form a Special Interest Group

Purpose of Report

For decision.

Summary

John Gili-Ross (Lay member of Essex Police and Crime Panel and Chair of the National Association of Police, Fire and Crime Panels) has written to the LGA to request that the LGA Leadership Board consider an application to form an LGA Special Interest Group to further the specific interests of Police, Fire and Crime Panels.

A copy of the application, including the purpose of the National Association of Police, Fire and Crime Panels, and list of members committed to joining, is attached at **Appendix A**.

Recommendation

That the LGA Leadership Board approves the application to form a Police, Fire and Crime Panels LGA Special Interest Group.

Action

Officers to action in accordance with the Board's decision.

Contact officer: Claire Holloway
Position: Head of Corporate Services
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Email: Claire.Holloway@local.gov.uk

National Association of Police, Fire and Crime Panels – Application to form a Special Interest Group

Background

1. The LGA Constitution provides for 10 or more member authorities with common features, interests or concerns to form a Special Interest Group (SIG). The LGA's Statement on Special Interest Groups (SIG) is attached at **Appendix C**.
2. An application (**Appendix A**) and minutes of the inaugural meetings of the National Association of Police, Fire and Crime Panels (NAPFCP) (**Appendix B**) have been received from John Gili-Ross, lay member of Essex PCP and Chair of NAPFCP, acting on behalf of 16 authorities in membership of the LGA, proposing to establish a SIG to better represent the interests of police and crime panels / police, fire and crime panels, which are hosted by local authorities and on which all English and Welsh authorities outside London are represented.

Purpose of the Group

3. The following terms of reference for the National Association of Police, Fire and Crime Panels were agreed at the inaugural meeting:
 - 3.1 To provide a forum for collaborative discussion of issues relating to and impacting on Police and Crime Panels and Police, Fire and Crime Panels (PCPs / PFCCPs);
 - 3.2 To share ideas and experience in response to the expanding role of PCCs and PFCCs and thereby PCPs / PFCCPs;
 - 3.3 To create a mechanism for direct liaison between PCPs / PFCCPs and the Home Office;
 - 3.4 To provide an opportunity for dialogue with relevant bodies such as the Association of Police and Crime Commissioners, Association of Police and Crime Chief Executives and others;
 - 3.5 To support the development of joint PCP /PFCCP responses to relevant consultations;
 - 3.6 To promote professional standards;
 - 3.7 To share good practice and create guidance and other supporting materials for PCPs /PFCCPs;
 - 3.8 To ensure stability and collective memory in a landscape where PCPs / PFCCPs can have significant changes in membership;
 - 3.9 To provide capacity for horizon scanning across all PCPs / PFCCPs; and
 - 3.10 To promote better public understanding of the role of PCPs / PFCCPs.

4. At the Inaugural meeting on 19 April 2018 the Association agreed the following focus areas for development over coming months were agreed as:
 - 4.1 Meetings with relevant partner organisations and the Home Office;
 - 4.2 The development of guidance for PCPs /PFCPs on handling complaints;
 - 4.3 Updating the existing suite of LGA / Centre for Public Scrutiny guidance for PCPs / PFCPs;
 - 4.4 Exploring the impact of changes to FRA governance and the enhanced role for PCCs, and therefore PFCPs, in this area;
 - 4.5 A review of Panel resourcing;
 - 4.6 Promoting and sharing best practice; and
 - 4.7 Increasing the public's understanding of the role of Panels.

Financial/ Resource Implications

5. Should NAPFCP wish to utilise the support offer open to SIGs (as set out in paragraph 3 of the LGA's Statement on SIGs), there would be minor budgetary and resources implications as a result of lost revenue from hireable meeting rooms and cost of providing secretariat support services.

Appendix A
Application to create an LGA Special Interest Group (SIG)

<p>Name of SIG</p>	<p>National Association of Police, Fire and Crime Panels</p>
<p>Purpose of the SIG</p>	<p>To represent the views of panels constituted under section 28 of the Police Reform and Social Responsibility Act 2011.</p>
<p>Nature of the common feature or interest <i>(Applicants must undertake to admit to membership all authorities who share this interest)</i></p>	<p>The National Association of Police, Fire and Crime Panels will represent the views and interests of police and crime panels / police, fire and crime panels, which are hosted by local authorities and on which all English and Welsh authorities outside London are represented</p>
<p>Authorities who have committed to join the SIG <i>(must be a minimum of 10 authorities in full membership)</i></p>	<ul style="list-style-type: none"> • Barnsley MBC (South Yorkshire PCP) • Bedford BC (Bedfordshire PCP) • Birmingham CC (West Midlands PCP) • Broxbourne BC (Hertfordshire PCP) • Derbyshire CC (Derbyshire PCP) • Dorset CC (on behalf of Dorset PCP) • Essex CC (Essex PCP) • Gateshead MBC (Northumbria PCP) • Kent CC (Kent and Medway PCP) • Knowsley MBC (Merseyside PCP) • Norfolk CC (Norfolk PCP) • Northamptonshire CC (Northamptonshire PCP) • Nottinghamshire CC (Nottinghamshire PCP) • West Sussex CC (Sussex PCP) • Stockton MBC (Cleveland PCP) • Wakefield MBC (West Yorkshire PCP) <p>At the inaugural meeting of the Special Interest Group held on Thursday, 19th April 2018, the above named Authorities committed to form the National Association of Police, Fire and Crime Panels. At this meeting there were other additional Authorities represented by support Officers and Panel Members but on the day these did not have delegated authority to vote on behalf of their lead Authority in England or Wales.</p> <p>All Lead Authorities for PCP or PFCP in England and Wales will be admitted into membership of the National Association of Police, Fire and Crime Panels if they apply.</p>
<p>Lead Authority</p>	<p>Essex County Council Essex Police Fire and Crime Panel members agreed at its meeting on 12 April 2018 that its Independent Member John Gili-Ross should represent the panel at the inaugural meeting and put his name forward as a nominee for Chairman or Vice Chairman of the NAPFCP if formed.</p>

<p>Contact details for main contact <i>(member or officer)</i></p>	<p>Name: Robert Fox Essex County Council Role: Senior Democratic Services Officer (PFCP) Telephone number: 03330134585 Email address: Robert.fox@essex.gov.uk</p>
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NAPFCP Terms of Reference Agreed at the Inaugural Meeting

The following terms of reference for the National Association of Police, Fire and Crime Panels were agreed at the inaugural meeting.

1. To provide a forum for collaborative discussion of issues relating to and impacting on Police and Crime Panels and Police, Fire and Crime Panels (PCPs / PFCPs)
2. To share ideas and experience in response to the expanding role of PCCs and PFCCs and thereby PCPs / PFCPs
3. To create a mechanism for direct liaison between PCPs / PFCPs and the Home Office
4. To provide an opportunity for dialogue with relevant bodies such as the Association of Police and Crime Commissioners, Association of Police and Crime Chief Executives and others
5. To support the development of joint PCP /PFCP responses to relevant consultations
6. To promote professional standards
7. To share good practice and create guidance and other supporting materials for PCPs /PFCPs
8. To ensure stability and collective memory in a landscape where PCPs / PFCPs can have significant changes in membership
9. To provide capacity for horizon scanning across all PCPs / PFCPs.
10. To promote better public understanding of the role of PCPs / PFCPs.

NAPFCP Initial Focus Areas

At the Inaugural meeting on 19th April 2018 the Association agreed the following focus areas for development over coming months were agreed as:

- Meetings with relevant partner organisations and the Home Office.
- The development of guidance for PCPs /PFCPs on handling complaints.
- Updating the existing suite of LGA / Centre for Public Scrutiny guidance for PCPs / PFCPs
- Exploring the impact of changes to FRA governance and the enhanced role for PCCs, and therefore PFCPs, in this area.
- A review of panel resourcing.
- Promoting and sharing best practice.
- Increasing the public’s understanding of the role of panels.

National Association of Police, Fire and Crime Panels
Inaugural meeting – Thursday 19 April 2018
Local Government Association, London

Present

- | | |
|------------------------|---|
| • Bedfordshire PCP | Paul Cain (Chair) PC |
| • Cleveland PCP | Cllr Norma Stephenson (Chair) NS |
| • Cleveland PCP | Margaret Waggott (Support officer) MW |
| • Derbyshire PCP | Vicky Newbury (Vice Chair) VN |
| • Dorset PCP | Cllr John Adams (Vice Chair) JA |
| • Essex PCP | John Gili-Ross (Independent member) JGR |
| • Hertfordshire PCP | Cllr Tim Hutchings (Chair) TH |
| • Hertfordshire PCP | Cllr Isy Irmani (Vice Chair) II |
| • Kent and Medway PCP | Mike Campbell (Support officer) MC |
| • Lancashire PCP | Sian Roxborough (Support officer) SR |
| • Leicestershire PCP | Cllr Joe Orson (Chair) JO |
| • Leicestershire PCP | Euan Walters (Support officer) EW |
| • Merseyside PCP | Cllr Carla Thomas (Chair) CT |
| • Norfolk PCP | Cllr Dr Christopher Kemp (Vice Chair) CK |
| • North Wales PCP | Cllr Julie Fallon (Chair) JF |
| • Northamptonshire PCP | Cllr Gill Mercer (Chair) GM |
| • Northumbria PCP | Cllr Joyce Welsh (Member) JW |
| • Nottinghamshire PCP | Cllr Debbie Mason (Vice Chair) DW |
| • South Yorkshire PCP | Cllr Stuart Sansome (Vice Chair) SS |
| • Staffordshire PCP | Julie Plant (Support officer) JP |
| • Sussex PCP Chair | Cllr Bill Bentley (Chair) BB |
| • Warwickshire PCP | Cllr Derek Poole (Vice Chair) DP |
| • West Midland PCP | Cllr John O'Shea (Lead, City of Birmingham) JOS |
| • West Yorkshire PCP | Mrs Jo Sykes (Independent member) JS |
| • LGA | Ellie Greenwood EG |
| • Frontline Consulting | Dave Burn DB |
| • Frontline Consulting | Ann Reeder AR |

Minutes

1. Welcome and introductions

- 1.1. TH welcomed the group to the meeting, and those present introduced themselves.
- 1.2. It was agreed that the meeting should operate on a one panel, one vote basis. There was a discussion about whether it was appropriate for support officers to vote on behalf of their panels; the group agreed that anyone asked to represent their panel at a meeting was entitled to vote on its behalf, but that this was a matter for individual panels and officers to determine.
- 1.3. Panel members from Warwickshire and Leicestershire, as well as support officers from Staffordshire and Lancashire, noted that they would not be voting at the

meeting but were in attendance to observe and provide a report to their full panels to reach a view on.

2. Agreement to form a Special Interest Group and requirements for LGA SIGs

2.1. TH invited the group to reach agreement on establishing an LGA special interest group (SIG) for police and crime panels (PCPs), noting that ten LGA members are required to do so.

2.2. The following PCPs confirmed their commitment to establishing a PCP SIG:

- 2.2.1. Dorset
- 2.2.2. Kent and Medway
- 2.2.3. Northumbria
- 2.2.4. Derbyshire
- 2.2.5. Essex
- 2.2.6. West Midlands
- 2.2.7. Nottinghamshire
- 2.2.8. Hertfordshire
- 2.2.9. Sussex
- 2.2.10. Norfolk
- 2.2.11. Bedfordshire
- 2.2.12. Northamptonshire
- 2.2.13. Cleveland
- 2.2.14. South Yorkshire
- 2.2.15. West Yorkshire
- 2.2.16. Merseyside

2.3. The meeting discussed a name for the new group, with a general preference for the 'National Association of Police and Crime Panels.' It was suggested that the title should also incorporate fire, given that several Police and Crime Commissioners, and therefore panels, will include this in their remit. The group therefore agreed the name **National Association of Police, Fire and Crime Panels.**

2.4. For the purposes of the application to the LGA to become a SIG, the group agreed the 'nature of the common feature or interest' proposed at paragraph 12.1 of the supporting paper for the meeting (attached as an appendix to these minutes), that is: *'the National Association of Police, Fire and Crime Panels will represent the views and interests of police and crime panels / police, fire and crime panels, which are hosted by local authorities and on which all English and Welsh authorities outside London are represented.'*

2.5. The group also agreed that the local authority which hosts the police and crime panel should normally become the formal member of the SIG, except where local circumstances dictate a different approach.

3. Terms of reference

3.1. The group discussed the proposed terms of reference provided at paragraph 15 of the background paper. TH emphasised the need to avoid any suggestion of lobbying the Home Office, which would contravene the terms of the grant provided to PCPs.

EG clarified that the Home Office had not approved the proposed terms of reference, but that they had been developed with their concerns in mind. It was suggested that if the group did want to actively lobby the government, it would need to find alternative sources of funding to support this.

3.2. One panel raised a query regarding whether raising the public profile of PCPs was appropriate. Others felt that this was relevant, although the difficulty in doing so locally was noted. It was suggested that 'To promote better understanding of the role of PCPs' was a better description of this objective, reflecting the need to ensure PCPs have adequate recognition to enable them to fulfil their role effectively.

3.3. The following terms of reference were therefore agreed:

1. To provide a forum for collaborative discussion of issues relating to and impacting on Police and Crime Panels and Police, Fire and Crime Panels (PCPs / PFCPs)
2. To share ideas and experience in response to the expanding role of PCCs and PFCCs and thereby PCPs / PFCPs
3. To create a mechanism for direct liaison between PCPs / PFCPs and the Home Office
4. To provide an opportunity for dialogue with relevant bodies such as the Association of Police and Crime Commissioners, Association of Police and Crime Chief Executives and others
5. To support the development of joint PCP /PFCP responses to relevant consultations
6. To promote professional standards
7. To share good practice and create guidance and other supporting materials for PCPs /PFCPs
8. To ensure stability and collective memory in a landscape where PCPs / PFCPs can have significant changes in membership
9. To provide capacity for horizon scanning across all PCPs / PFCPs.
10. To promote better understanding of the role of PCPs / PFCPs.

4. Management / support structure and subscriptions

4.1. The group discussed the level of subscription required to join and support the NAPFCP. TH noted that two proposals had been put forward, £200 and £500. He suggested that it would be preferable to start off at a higher level and reduce future subscriptions if appropriate, rather than risk setting up the group without sufficient funding, but the group recognised that a sum above £500 may deter some PCPs and PFCPs from participating. TH stated that subject to the discussion about the terms of reference and lobbying, it was felt that it would be possible to support the work of the group in promoting best practice and collaboration.

4.2. It was suggested that understanding what the subscription income would be used for would help to clarify what was required. EG clarified that there was limited LGA support available to host and minute meetings (subject to meeting room availability, for which early booking would be required). AR confirmed that Frontline Consulting would be willing to support the NAPFCP, but the cost of this would depend on what the group wanted to do.

4.3. While it was recognised that the £500 sum had not been based on specific costings, the group agreed that this was an appropriate starting point, subject to the

development of a costed workplan. The meeting noted that it was a matter for PCPs and PFCPs, rather than host authorities, to determine whether this was an appropriate use of the budget, and agreed on the importance of panel members being sighted on how the overall budget is spent.

- 4.4. It was agreed that the membership subscription should be set at £500 initially, and that this should be banked by the host authority for the Chair of the NAPFCP, which would also be responsible for invoicing panels which are members of the SIG.

5. Election of interim Chair and Vice Chair

- 5.1. TH noted that there had been one nomination to be interim Chair of the NAPFCP, and two proposals to be interim Vice Chair. Given the work that would be required to establish the Association, he proposed making these three appointments to run up to the Annual Frontline Consulting Conference for PCPs and PFCPs in November, when a full vote could be taken.
- 5.2. The meeting accepted this recommendation. John Gili-Ross (Independent member, Essex PCP), John Adams (Vice Chair, Dorset PCP) and Alison Lowe (Chair, West Yorkshire PCP) were agreed as Chair and Vice Chairs respectively. Cllr Joyce Welsh of the Northumbria PCP noted that her panel had submitted a late nomination for her to be Vice-Chair, but that she was content to defer at this stage.
- 5.3. JGR took over the chairmanship of the meeting, thanking TH for his work in getting the Association to this stage, and the group for accepting his nomination.

6. Suggestions for initial work plan and next steps

- 6.1. JGR sought suggestions for an initial work plan for the NAPFCP, suggesting that he felt that it would be important to develop a constitution to govern the workings of the group. CK volunteered to lead this process in order to present something at the November Frontline Consulting Conference for PCPs and PFCPs, which CT offered to support.
- 6.2. A number of attendees suggested that the proposals put forward in paragraphs 30 and 31 of the background paper provided a comprehensive basis on which to move forward, with two additions 6.3.6 and 6.3.7 (highlighted in italics below).
- 6.3. Issues to focus on in the first year:
 - 6.3.1. Meetings with relevant partner organisations and the Home Office.
 - 6.3.2. The development of guidance for PCPs on handling complaints.
 - 6.3.3. Updating the existing suite of LGA / Centre for Public Scrutiny guidance for PCPs.
 - 6.3.4. Exploring the impact of changes to FRA governance and the enhanced role for PCCs, and therefore PCPs, in this area.
 - 6.3.5. A review of panel resourcing.

6.3.6. *Promoting and sharing best practice.*

6.3.7. *Increasing the public's understanding of the role of panels.*

6.4. Next steps for the newly elected Chair:

6.4.1. *Encourage other panels to get involved in the NAPFCP.*

6.4.2. Submit an application to the LGA Leadership Board formally to establish a SIG.

6.4.3. Commit to working with group members further to develop the work plan.

6.4.4. Further develop proposals for how the SIG could operate, in terms of the involvement of panel support officers as well as panel members [*the constitution*].

6.4.5. Develop a comprehensive set of proposals in each area, for consideration at the AGM of the group to be held at the Frontline Consulting Conference for PCPs and PFCPs on Monday 12 November. The LGA's annual PCP workshop, to be held on Wednesday 11 July, provides an opportunity for a group meeting and update on progress, if required.

6.5. JP sought confirmation of the queries at paragraphs 22 and 23 of the background paper, on who would be providing support to the Chair and wider NAPFCP. JGR felt that there were advantages to both options; TH suggested that the Chair would need to justify how money had been spent but at this stage it would be better not to be too prescriptive about how it was spent. JGR confirmed that Essex has agreed that they will be able to provide some support to this work.

6.6. Attendees put forward a range of other areas of possible work for the NAPFCP and issues for it to consider:

6.6.1. Whether it would be appropriate for the SIG to become a designated body for the purpose of dealing with 'super complaints', by putting forward an application in the next round of this process. It was noted that the issue of complaints is confusing and that as per the suggested work plan it would be useful to provide a briefing on this.

6.6.2. How PCPs and PFCPs can hold PCCs and PFCCs to account on the issue of reoffending, and sharing good practice on this.

6.6.3. How PCPs could undertake joint scrutiny on the use of shared police resources (eg helicopters, armed response). It was noted that there already has been some work on regional collaboration and joint scrutiny by PCPs.

6.6.4. The role of metro mayors as PCCs, as some areas move to this model, and other regional challenges (eg, police force areas merging in different footprints to local fire services).

- 6.6.5. Undertaking a survey of PCPs and PFCPs to identify and share common factors on how PCPs and PFCPs are funded and operate, to help share best practice. AR noted that a meeting has been set up for support officers of the new PFCPs to learn from Essex's experience of incorporating fire into the work of the PCP.
- 6.6.6. How the NAPFCP constitution can link into the regional networks of PCPs and PFCPs, and how the networks can act as advocates for it.
- 6.6.7. The need to invite the views of other PCPs and PFCPs on what issues they would find useful for the NAPFCP to consider (including issues they had previously raised with the Home Office) and whether they would be willing to join.
- 6.6.8. Whether it would be possible to develop a website for the NAPFCP to promote understanding of PCPs and PFCPs, including a members only area that could be used to share best practice. It was recognised that this could be prohibitively expensive, and that the LGA knowledge hub could provide an information sharing forum, and the Frontline Consulting PCP website a publically accessible resource.
- 6.6.9. The meeting recognised there would be a need to prioritise this list given the resources available.

7. Other PCP and PFCP business

- 7.1. NS suggested that the letter to other PCPs and PFCPs inviting them to join the NAPFCP should include a list of those that have already signed up, to help encourage more to join. JGR agreed, adding that he would write to other PCPs and PFCPs with the outline work plan, and invite them to put forward other items and join the NAPFCP. He also agreed that introductory letters to other bodies, such as the APCC, would be useful. TH offered to facilitate a meeting with his local PCC, David Lloyd, the Chair of the APCC.
- 7.2. CK sought a steer on the constitution, suggesting an executive committee would be required to work with the Chair and Vice Chairs, as well as a Treasurer to be responsible for the NAPFCP's funding. PC put himself forward and was agreed as the Treasurer.
- 7.3. CT proposed setting up a NAPFCP WhatsApp group and agreed to take contact details to set this up: cllrcarlathomas@gmail.com

8. Any other business

- 8.1. EG clarified that the LGA PCP workshop would now be held on Wednesday 11 July.
- 8.2. EG suggested that the support function for the NAPFCP should maintain lists of PCP support officers and Chairs. She noted occasional issues with ensuring that communications reached panel officers, and suggested that liaising with both groups or a wider distribution list, should address this issue.

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 LGA Leadership Board, may establish a Special Interest Group (SIG) for such authorities. 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 LGA 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 LGA Leadership Board. Each Special Interest Group shall report annually on its activities to the LGA 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;
 - ✓ free use of commercial meeting rooms in 18 Smith Square for up to 6 meetings a year (any additional bookings will be at LGA membership discounted rate);
 - ✓ 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 or memberservices@local.gov.uk
LGA
18 Smith Square
London
SW1P 3HZ

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
- 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.



Chief Executive's Report – June 2018

Purpose

For discussion and direction.

Summary

The LGA business plan for 2018/19 centres on six external priorities:

- Britain's exit from the EU;
- Devolution and funding for local government;
- Inclusive growth, jobs and housing;
- Children, education and schools;
- Adult social care and health; and
- Supporting councils.

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 June 2018.

Action

As directed by members.

Contact officer: Mark Lloyd
Position: Chief Executive
Phone no: 020 7664 3213
Email: mark.lloyd@local.gov.uk

Chief Executive's Report – June 2018

Achievements against our external priorities

Priority 1 – Britain's exit from the EU

- 1.1 **European Structural Investment Fund:** Cllr Kevin Bentley, Chairman of the LGA Brexit Task Force presented the Local Government perspective on the share of the UK Shared Prosperity Fund, regional development and the needs of small businesses at ESIF Policy Breakfast aimed focused on support SMEs in London.
- 1.2 **Local government consultative rights following Brexit:** following our successful campaigning MHCLG Minister Lord Bourne has written to members of the House of Lords to tell them that the Government envisages replacement arrangements will include twice-yearly meetings between ministers and the LGA and the equivalent associations in Wales, Scotland and Northern Ireland and the opportunity for local government to provide written opinions on proposed legislation and policies, with a guarantee of a Government response before Parliament.
- 1.3 **In Parliament:** we have continued to lobby on the EU (Withdrawal) Bill in the House of Lords, briefed MPs ahead of an Opposition Day Debate and questions on Brexit.

Priority 2 – Devolution and funding for Local Government

- 2.1 **Public Accounts Committee:** we provided evidence to the Public Accounts Committee as part of their [inquiry](#) into the NAO's report on the financial sustainability of local authorities. We were questioned by MPs alongside Martin Reeves, Chief Executive of Coventry City Council representing SOLACE, and colleagues from CIPFA and the Association of Local Authority Treasurers' Societies (ALATS). [During the session](#) I was pleased to be able to praise the amazing work of councils in managing £16 billion of central government funding reductions over this decade. I also highlighted the over £5 billion funding gap facing the sector by 2019/20, alongside the pre-existing pressure to stabilise the adult social care provider market. We know that demand-led pressures facing adult social care, children's services and homelessness are particularly acute, and I called for further business rates retention to be implemented without new duties to allow our funding gaps to be plugged. Going forward, these priorities will be central to our campaigning work on your behalf ahead of the next Spending Review.
- 2.2 **Business Rates Retention:** the Housing, Communities and Local Government Committee published a report into business rates retention, following evidence from our Vice-Chairman, Cllr Simmonds. The positive recommendations included urging the Government to ensure the additional revenue available through further retention is used to meet the funding gap facing local government rather than transferring in grants, to provide additional funding to compensate authorities for significant losses due to appeals, and to devolve further fiscal powers to local government.
- 2.3 **In Parliament:** We briefed MPs and submitted evidence on the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Bill 2017-19, which includes measures on the "staircase tax" and empty homes. We also briefed MPs ahead of the debate on concessionary bus passes, focussing on the funding pressures faced by local bus services.

Priority 3 – Inclusive Growth, Jobs and Housing

- 3.1 **Fixed odds betting terminals (FOBTs):** the Government has recently announced its intention to reduce maximum stakes on FOBTs from £100 to £2. The announcement is extremely welcome as this

has been an issue of concern for many councils and the LGA has been actively campaigning for stakes to be reduced to £2 for several years. Changes are expected to come into force from next year, although an exact timeline has yet to be published.

- 3.2 **Building Safety:** the government announced that £400 million would be made available to councils and housing associations to fund the removal of dangerous cladding from high-rise buildings. This funding may be coming from the current Affordable Homes Programme. We are seeking clarification on this.
- 3.3 **Hackitt Review:** in responding to the publication of the final report from the Hackitt review of building regulations and fire safety the government announced it will consult on banning the use of combustible materials in cladding on high-rise residential buildings – the position the LGA has been lobbying for. The Hackitt review’s final report agreed with the LGA’s view that the current regulatory system is not fit for purpose and fundamental reform is needed to improve building safety.
- 3.4 **Housing First and Rough Sleeping:** the Government have [launched](#) three Housing First pilots in Greater Manchester, the West Midlands, and the Liverpool City Region. The programme will be allocated £28 million of funding and include an evaluation to help inform any expansion of the programme. This project forms part of the Government’s effort to end rough sleeping by 2027, further details of which will be set out in a Rough Sleeping Strategy in July. We continue to support MHCLG as they develop this strategy, and I am using my role on the Advisory Panel to push councils’ priorities.
- 3.5 **Private Rented Sector:** the Housing, Communities and Local Government Committee published their report into the private rented sector. This included positive recommendations for local government, including giving councils greater flexibility to introduce selective landlord licensing.
- 3.6 **Land Value Capture:** as part of the Housing, Communities and Local Government Committee’s inquiry into land value capture, we provided written evidence and the Chairman of our Environment, Economy, Housing and Transport Board, Cllr Tett, provided oral evidence to the committee.
- 3.7 **Serious Violence:** the Home Secretary has [announced](#) a coalition of Government Ministers, cross-party MPs, police leaders, local government and the voluntary sector will make up the new Serious Violence Taskforce to ensure sustained, swift and decisive action against violent crime. The Chair of our Safer and Stronger Communities Board, Cllr Simon Blackburn, attended the first meeting of the Taskforce, and agreed to work with partners to take forward the Strategy’s commitments to tackle serious violence.
- 3.8 **In Parliament:** we provided written evidence for the Work and Pensions Committee’s inquiry into Universal Support and we briefed MPs ahead of the debate on the Government’s skills strategy and the Second Reading of the Tenant Fees Bill in the House of Commons.

Priority 4 – Children, education and schools

- 4.1 **Bright Futures:** LGA Vice-President Wera Hobhouse MP (Liberal Democrat, Bath) hosted a parliamentary exhibition to engage MPs and Peers in our Bright Futures campaign. Council representatives and external stakeholders visited throughout the week. Speakers at the launch included our Chairman Lord Porter, Children and Families Minister Nadhim Zahawi MP, and mental health campaigner Hope Virgo.
- 4.2 **Early years peer review programme:** we are pleased that the Department for Education has announced £8.5 million for a new Early Years Social Mobility Peer Review programme. This is part of the Government’s plans to improve social mobility through education, and will see councils working together to improve outcomes for disadvantaged children.
- 4.3 **Special guardianship orders:** the Local Government and Social Care Ombudsman [published](#) a report relating to special guardianship orders. The Ombudsman’s work provides a valuable opportunity for councils across the country to consider their own local practice. Special guardians are a vital part of the

care system and, as we said in our [response](#), we have long argued for stronger national oversight of the needs of this group of children and carers. It is therefore positive that the Government heeded this call and recently extended the remit of the Adoption Leadership Board, the adoption support fund and virtual school head support to also cover special guardianship orders.

- 4.4 **Special Educational Needs and Disability:** Cllr Richard Watts, Children and Young People Board Chairman attended a roundtable organised by the Children's Minister, Nadim Zahawi, to discuss Special Educational Needs and Disability. Discussions focused on the progress of councils to date in implementing reforms set out in the Children and Families Act, tackling rising demand and the need for additional funding.
- 4.5 **Apprenticeships:** the Public Sector Target reporting period is now open following the end of the first year of the Apprenticeship Levy and Target – our current estimates suggest there will be between 10,000 and 12,000 apprenticeship starts in local government, up from 6,000 last year but well short of the 31,500 target for the sector.
- 4.6 **Apprenticeship Support Offer:** we have launched our support offer for the sector for 2018/19. We will provide a general support offer to all councils, including webinars, workshops, guidance and a 'queryline' in addition to a bespoke offer for up to 20 councils, who will receive two days of consultancy support to help grow their apprenticeship programmes. This builds on the Apprenticeships Maturity Model self-assessment tool we launched in January.
- 4.7 **In Parliament:** we provided a briefing to MPs for the Opposition Day Debate on schools, briefed MPs on children's services funding and submitted written evidence to the Education Committee's inquiry on schools and college funding and their inquiry on life chances.

Priority 5 – Adult Social Care and health

- 5.1 **Adult Social Care Green paper:** Ahead of the green paper on the future of adult social care, we are publishing a series of think pieces where sector experts address issues at the heart of the debate to help define what a system fit for future generations might look like. In the first of series we start with first principles and answer the question, 'Why does adult social care matter?'. The think pieces are available on our [website](#).
- 5.2 **Health and social care funding:** there has been a great deal of parliamentary and media activity on health and social care funding in the run up to NHS70 and the publication of the green paper on adult social care this summer. The LGA has been very active in promoting our messages. Cllr Izzi Seccombe wrote to all Portfolio holders for adult social care to highlight the LGA's policy messages on adult social care funding with a request that they use every opportunity to promote them with parliamentarians and other key stakeholders. We are also seeking our members views on the policy messages to ensure that they resonate with local government.
- 5.3 **Housing, Communities and Local Government Committee & Health and Social Care Committee:** On 24 April Sarah Pickup gave evidence to the joint HCLG and HSC committee on adult social care funding and followed this up with a Citizens' Assembly discussion on 29 April. The focus of Sarah's evidence was calling on the Government to give adult social care with the same parity as the health service.
- 5.4 **Darzi Review:** On 25 April the Institute for Public Policy Research published the interim report of Lord Darzi's review of health and social care, which forecasts a £10 billion shortfall for adult social care funding by 2030. The LGA are co-sponsors of Lord Darzi's review and Cllr Izzi Seccombe and I are members of the Advisory Panel for the review.
- 5.5 **Dementia 2020 Conference:** On 17 April Sarah Pickup spoke on local authorities role in providing Post Diagnosis Support for people with Dementia at the Dementia 2020 Conference.

- 5.6 **Prime Ministers Challenge on Dementia 2020:** we contributed to the stocktake review of the Prime Ministers Challenge on Dementia 2020.
- 5.7 **Dementia: Post Diagnosis Support. Guide for councils:** we, in collaboration with the Dementia Action Alliance, have published 'Dementia: Post Diagnosis Support. Guide for councils'. This showcases a number of good practice case studies by councils and partners.
- 5.8 **Care and Support Alliance survey response:** we have responded to the Care and Support Alliance survey into the standard and quality of care and support. The response can be found [here](#).
- 5.9 **Public Accounts Committee:** On 9 May the LGA responded to a Public Accounts Committee report on adult social care workforce, the response can be found [here](#).
- 5.10 **Voluntary Organisations Disability Group survey response:** On 8 May the LGA responded to a VODG survey on sleep-in costs, the response can be found [here](#).
- 5.11 **Care Market Information:** work is underway to capture local care market information on the provision of care for older people and those with learning disabilities. The resulting national dataset will inform thematic and trend identification. It will allow local and regional analysis and, along with bespoke support packages, will support councils to improve their social care commissioning, market position statements and plans for dealing with provider failure.
- 5.12 **Social Care Digital Innovation Programme:** we have secured a further three years' funding from NHS Digital to continue the [Social Care Digital Innovation Programme](#) into 2020/21. A prospectus inviting expressions of interest is available. Designed to help councils develop local digital solutions to improve social care by providing up to £100,000 of support. The first wave of the programme in 2017/18 provided support to 19 successful bidders.
- 5.13 **In Parliament:** the Deputy Chair of Community Wellbeing Board, Cllr Kemp, provided evidence to the Health and Social Care Committee's inquiry on childhood obesity. We also briefed Peers on the reforms that are needed to help local government tackle childhood obesity and briefed MPs ahead of the Opposition day Debate on social care.

Priority 6 – Supporting Councils

- 6.1 **Allied Healthcare:** we have supported councils to put in place contingency plans to ensure the continuity of care, following the financial restructuring of Allied Healthcare who provide home care services to over 90 councils and around 13,500 people
- 6.2 **Post local elections support:** we are providing our usual support to new and other councillors, and councils undergoing change of control, eg our councillor [training](#), mentoring for new leaders and portfolio holders, our updated [guide for new councillors](#) and other support via councils' [Principal Adviser](#).
- 6.3 **Highlighting Political Leadership:** our 2018/2019 Highlighting Political Leadership programmes information and dates are now available on our [website](#). One of this year's new programmes is the [Women Councillor's Development Day](#) taking place on 22 June 2018 at Warwick Conferences. Our Be a Councillor campaign's Women's Network brings together female councillors and women considering standing for election to provide support in achieving their political aspirations, and create new resources. Email beacouncillor@local.gov.uk to join. Our new [workbook](#) helps councillors understand the signs of stress, develop coping strategies and build up personal resilience in their role. [Another](#) provides insight and help with key, necessary facilitation and conflict resolution skills to be effective councillors.
- 6.4 **ngdp council registrations:** a record number of 59 councils have signed up for Cohort 20 to take graduates in 2018/19, an increase of six on last year. We are already working to increase numbers for

Cohort 21 with councils who have never taken part already expressing an interest.

- 6.5 **Cyber security:** having secured funding, we are commissioning a stocktake of councils' arrangements from governance and leadership to information and incidence management, after which, councils can bid for funding to address issues they identify. Further information is [available](#).
- 6.6 **Capita PLC:** we have facilitated a discussion between Capita's CEO and some of their larger council clients to explore ways to improve service delivery for councils.
- 6.7 **Productivity experts programme:** in 2017/18, programme experts worked with 25 councils on efficiency savings and/or income generation of nearly £40 million. Further information including how to apply for expertise to skill councils to realise ambitious efficiency savings and income generation is [available](#).
- 6.8 **Housing advisers programme:** this programme supports councils seeking to innovate in meeting the housing needs of their communities. This year's [programme](#) is now open and will accept applications until 26 June 2018.
- 6.9 **General Data Protection Regulation (GDPR) support:** LG Inform Plus now offers enhanced data and tools to enable users to meet the GDPR to maintain a Record of Processing Activity (RoPA) via our [RoPA File Exchange](#).
- 6.10 **My Local Metrics service:** this newly launched [service](#) lets LG Inform Plus subscribers add their local data to LG Inform, LG Inform Plus or the API (direct data feed). This can be data relevant to a range of geographies, such as local authority, ward and defined neighbourhood levels.
- 6.11 **JNC for Youth & Community Workers:** the National Employers have received a pay and conditions claim from the Youth and Community Trade Unions for 2018 and 2019. Local authorities will be consulted on the claim during May and June.
- 6.12 **Gender Pay Gap:** we are supporting councils in dealing with the gender pay gap by providing an analysis of recently published [data](#) and access to individual council data for benchmarking through [LG Inform](#)
- 6.13 **Communications and Parliamentary Network:** we hosted a Communications and Parliamentary Network to share best practice with council communications officers and update on the work of the LGA.
- 6.14 **Overview and Scrutiny:** we briefed MPs ahead of a debate on the Communities and Local Government Committee's report on overview and scrutiny committees. We previously provided written and oral evidence to this inquiry, and our briefing highlights the LGA's support offer to councils.
- 6.15 **Town centres:** At a fully packed conference for member councils on 14 May, we launched a [good practice handbook](#) for council leadership on town centre revitalisation. The handbook provides advice how to approach town centre challenges and signposting to expert resources. A more extensive online resource will follow.
- 6.16 **Future transport:** we published "[Clean, connected and in-control – what tomorrow's transport technology could mean for councils](#)" on 14 May. It summarises the main trends in transport technology and challenges members to think about the implications that this technology could have on their areas. We call for evidence on councils' experiences of trialling these new technologies and overcoming barriers to their development.

Internal Priority – A single voice for local government

LGA Membership

7. The total number of councils on notice to leave the LGA on 31 March 2019 is six. These are;
 - East Staffordshire Borough Council
 - London Borough of Richmond
 - Leicestershire County Council
 - Lincolnshire County Council
 - Southend Borough Council
 - West Sussex County Council
8. Four councils remain out of membership – the London Boroughs of Bromley, Wandsworth and Barnet and Gosport Borough Council.
9. As a result of local government reorganisation, we have been informed by a further fifteen authorities that they wish to give notice to leave LGA membership on 31 March 2019 as these councils will cease to exist. These are;
 - Poole Borough Council
 - Bournemouth Borough Council
 - Christchurch Borough Council
 - North Dorset District Council
 - West Dorset District Council
 - Weymouth & Portland Borough Council
 - Purbeck District Council
 - East Dorset District Council
 - Dorset County Council
 - Forest Heath District Council
 - St Edmundsbury Borough Council
 - Suffolk Coastal District Council
 - Waveney District Council
 - West Somerset District Council
 - Taunton Deane Borough Council
10. We have been informed that their successor authorities intend to take up LGA membership on 1 April 2019.

New LGA Company

11. Further to the meeting of the Board of Directors of the LGA company on 7 March 2018, and the Special Resolution passed by the first General Meeting of the company on the same day, the Articles of Association were lodged with Companies House, directors' details submitted and the accounting date changed to 31 March. The new LGA came into effect on 1 April 2018.

12. All member authorities have been sent an application for admission as a member authority to the new LGA. At the time of writing 303 completed applications have been received. We continue to work with the remaining authorities to ensure full membership. A verbal update will be provided to Leadership Board.

General Assembly – 3 July 2018

13. The General Assembly is Member Authorities' opportunity to consider strategic policies of national significance to local government by submitting a Motion for debate by the Assembly. All Authorities in membership were invited to submit Motions for consideration, but none were received this year. Other agenda items for the General Assembly were approved by the Leadership Board at the previous meeting, and the agenda will be circulated to Members in due course.

Membership engagement by the Strategic Management Team

11 April – 6 June

Chief Executive	
12 April	Cambridge City Council
17 April	Luton Council
19 April	District Councils Chief Executives
26/27 April	MJ Spring Forum
30 April	Brighton and Hove Council
3/4 May	Association of County Chief Executives Spring Seminar
23 May	Brent Council
24 May	Capita Roundtable
<i>Forward plan</i>	
11 June	NE Regional Chief Executives
13 June	LGA Parliamentary Reception
19 June	Barking and Dagenham Council
20 June	LGA finance workshop
21 June	District Councils Chief Executives
22 June	Dorset Chief Executives
22 June	Poole Council
Deputy Chief Executive	
12/13 April	ADASS Spring Seminar
19 April	Health and Care Chief Executive call
29 April	Citizen's Assembly on Social Care
15 May	Future of Adult Social Care Conference
24 May	Digital Government Conference 2018
Director of Communications	
27 April	National Communications Academy 2018
5 June	Manchester City Council

Media

Britain's Exit from the EU
Need to speed up UK's registration process to appoint nominees to EU's Committee of the Regions, ahead of Brexit (BBC Online)
Devolution and funding for local government
Council tax increases for 2018/19 (FT, Times, Mail, Express, i paper, Sun, Star, Metro, Telegraph Online, Guardian Online, BBC Online)
Resources Board Vice Chairman Cllr John Fuller on BBC Radio 4's You and Yours about council investment in shopping and town centres
Cllr Martin Tett on BBC Radio 4's iPM programme on funding needed for local roads repairs following harsh winter (Telegraph, Times, Mail, Mail Online, Mirror Online)
Government should invest portion of existing road duty into local roads (Times, Sky News, Talk Radio)
Tackle disparity in funding between national and local roads (Telegraph, Express, Mail Online)
LGA support for 49 local authorities involved in business rates legal challenge with NHS hospitals (Express, Mail Online)
Almost 60p out of every £1 of council tax collected in 2020 will be spent on social care (Sunday Times)
Call for Treasury to consider changing borrowing rules to lessen pressure on councils (Times)
Inclusive growth, jobs and housing
Lord Porter on BBC Victoria Derbyshire Show, Sky News, ITV News, BBC News with response to Hackitt Report into building regulations (BBC Radio 4's Today programme, BBC Radio 4 news bulletins, LBC, Guardian, FT, Mail, Mail Online, Independent, Independent Online, Mirror Online, Sky News Online, Huffington Post)
Response to government funding £400 million cost of replacing dangerous cladding (Guardian, Sun, Mirror Online, Independent Online, Huffington Post)
EEHT Chairman Cllr Martin Tett on BBC Radio 5 Live's Breakfast and on BBC Radio 2 news bulletins about work of councils to tackle potholes (Times, Mirror, Independent Online, Mail Online, Express Online, BBC Online, Sky News Online, ITV Online, LBC Online, BBC local radio)
Cllr Martin Tett interviewed on LBC about Homelessness Reduction Act (Guardian, Huffington Post)
Cllr Marianne Overton on Talk Radio about response to annual Homelessness Monitor
Drivers spend 'one million years' on the road highlighting need for more investment in local roads (Sun, Star, Express Online, Sky News, BBC Radio 2 news bulletins, Talk Radio)
Response to Housing, Communities and Local Government Committee report on the draft Tenant Fees Bill (Telegraph Online)
Warning about entire communities may not get connected to high speed broadband (Telegraph)
Response to £30 million fund to tackle homelessness (Sun)
Call for adoption of Fibre to the Premises Kitemark for new builds (Sun, Mail Online)
Councils enforcing the law on bus lane fines to ensure smooth running of services (Mail, Telegraph, Times, Express, ITV Online)
14 years to fill nation's potholes, £9.3 billion local roads repair backlog (Times, Mail, Sun, Mirror)
Call to change rules so cladding has to be non-combustible (Guardian, BBC Radio 5 Live)
Response to proposals to help shale fracking projects through planning system (Telegraph, Guardian Online)

Call for councils to be able to borrow to build new homes and keep 100 per cent of Right to Buy receipts (Mail)
Rise in online shopping increasing congestion and wear-and-tear on our roads (Star)
Call for common sentencing guidelines for rogue landlords and improve standards (Times, Mail Online)
More than 55,000 homes sold under Right to Buy over the last five years (Independent)
Increased cost of waste disposal facing local authorities (BBC Radio 4's You and Yours)
Centreport report on homelessness (Mirror Online)
Calls for freedom and flexibility for councils to establish landlord licensing schemes (Mirror Online)
Desktop studies to be banned for approving compliance for high rise buildings (Mail Online)
Government funding key to resolving housing shortage, ahead of NPPF consultation closing (Sunday Times)
Call for junk food advertisements near schools, nurseries and children's centres to be banned (Independent Online)
Minimum stakes on FOBTs to be cut (LBC)
LGA figures on 30,575 homes created from offices without having to go through the planning system (Telegraph)
Children, education and schools
Call for increased planning powers to curb rise in fast food outlets (Telegraph, Independent, Talk Radio)
Support for councils to open new schools (BBC Online, Mail Online, ITV Online)
ONS report on loneliness more likely to affect young people (Times, BBC Online, i paper online)
Call for councils to have powers and funding to enter premises to check child's schooling (Times, BBC Online)
A child is referred to a local authority's children's service every 49 seconds (Independent, ITV Online)
Children's teeth rotting because of sugar, need for urgent investment in oral health education (Guardian, Telegraph, Times)
Educational support for deaf children (BBC Online, Guardian Online, Independent Online)
Response to the Government's Serious Violence Strategy, youth justice grant allocations for councils (BBC Online, Guardian Online)
Quarter of five-year-olds have signs of tooth decay (Mail, Express)
Extra 600,000 primary school places created by councils in recent years (Telegraph Online)
Temporary accommodation for children has tripled in last three years (i paper online)
LGA's joint running of National FGM Centre (Mail Online)
Need for greater funding for SEN children (Mirror)
Half of council areas could be unable to meet rising demand for secondary school places (Guardian)
Adult social care and health
Care home businesses entering insolvency, £2 billion social care funding gap (Express, BBC Radio 5 Live's Wake up to Money, BBC local radio)
Robust contingency plans in place following Allied Healthcare's application for Company Voluntary Arrangement (Guardian, Times, People, FT Online, BBC Online)
Rise in potentially unnecessary hospital admissions among dementia patients due to lack of social care (i paper, Express, Independent Online)
£1.3 billion gap between what councils can afford to pay and the true cost of social care (Telegraph)
LGA's submission to the joint parliamentary committee into future of social care (Guardian Online)
Inadequate housing for elderly and disabled, greater planning powers and resources needed (Telegraph)

Response to Darzi review into health and social care (Mirror Online)
Public health programmes spending (Independent, Independent Online, Sun)
Disability care sector threatened by sleep-in costs liability (Times)
Public Accounts Committee report on adult social care workforce (Express Online)
New LGA guidance calling for drug addicts to be given anti-overdose medication to keep at home (Sunday Express)
Supporting councils
Lord Porter live on Sky News and BBC News channel with reaction to local elections results (Guardian Online)
Cllr Martin Tett on BBC News, ITV News, Sky News Radio about fly-tipping crisis (Sky News, BBC Radio 2, BBC Radio 4, BBC Radio 5 Live, LBC, BBC local radio news bulletins, Telegraph, Express, Sun, Mirror, Star, Independent, Mail Online, ITV Online)
Cllr Marianne Overton interviewed live on BBC Radio 4's Women's Hour about role of women in local government
Cllr Marianne Overton interviewed on Sky News about gender pay gap published by councils
Cllr Peter Fleming interviewed on BBC News in response to voluntary scheme by manufacturers to reduce the amount of plastic used in products entering the environment
EEHT Chairman Cllr Martin Tett on BBC Radio 2 about new, increased on-the-spot fines up to £150 for littering (Independent on Sunday, Mirror Online, Express Online, BBC Online)
Councils switching to LED streetlights to help environment and manage funding pressures (Telegraph, Times, Mail, Mirror, Express Online)
Response to government plans to introduce refundable deposit scheme to tackle litter and boost recycling (Telegraph, ITV Online)
Pavement parking fines could increase and powers expanded outside of London (Sun, i paper online)
Councils use fines to ensure the most effective waste collection process (Telegraph, Express Online)
Previous call for mandatory traffic light labelling on food products (BBC Radio 4's Farming Today)
Best practice example of running local library services (i paper)
LGA's response to Public Accounts Committee report on modern slavery (Independent)



LGA Forward Plan

Purpose of report

For discussion and direction.

Summary

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

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

Recommendation

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

Action

Officers to brief members and officers in line with steer.

Contact officer: Paul Goodchild
Position: Member Services Manager
Phone no: 020 7664 3005
E-mail: Paul.Goodchild@local.gov.uk



LGA Forward Plan

LGA Leadership Board LGA Executive Councillors' Forum

July

LGA LEADERSHIP BOARD 18.07.18	
Item	Summary / Purpose
LGA Business	
SIGs Annual Reports	To note the Annual Reports of the LGA's Special Interest Groups
Report of the Independent Remuneration Panel	To receive a report and recommendations from the Independent Remuneration Panel on Members' allowances and expenses.
Membership, Terms of Reference and future meeting dates.	To note the new membership, terms of reference and dates of future meetings.
Leadership Board: Review of the Year	Summarises the work of the Board since 1 September and its key achievements.
Future Business Plan Priorities	To provide a steer on the high level priorities for business planning prior to full report in September.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
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	
Commercial Advisory Board Minutes	To note the minutes of the previous Commercial Advisory Board
Audit Committee Minutes	To note the Minutes of the Audit Committee
LGA Collective Legal Actions – Property Searches	To receive an update on LGA collective legal actions.
Layden House Update	To update on the Layden House refurbishment project.

COUNCILLORS' FORUM 19.07.18	
Item	Summary / Purpose
Guest Speaker TBC	TBC
Chairman's Report	To present the Chairman's monthly report.
Chairs of Boards Reports	To present the Chairs of Boards' monthly reports.
Digest of the last meeting	To note the digest of the last meeting.

LGA EXECUTIVE 19.07.18	
Summary / Purpose	
LGA Boards: Annual Review of the Year	To note achievements against the objectives and deliverables agreed for the year.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
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.

September

LGA LEADERSHIP BOARD 12.09.18	
Item	Summary / Purpose
LGA Business	
Centre for Public Scrutiny	To submit an annual report on CfPS's activity.
Local Partnerships	To submit an annual report on Local Partnership's activity.
Review of Annual Conference	To review feedback from the 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.
Business Rates Retention and Fair funding	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
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	
Commercial Advisory Board minutes	To note the minutes of the previous Commercial Advisory Board
Layden House Update	To update on the Layden House refurbishment project.

There is no Councillors' Forum in September as the LGA's annual Councillors' Briefing (induction) day takes place instead.

LGA EXECUTIVE 13.09.18	
Summary / Purpose	
Membership, Terms of Reference and Appointments to Governance Structures	To note membership, terms of reference and appointments
LGA Business Plan	To agree the Business Plan as recommended by the Leadership Board.
Autumn Budget Submission	To discuss and approve the Autumn Budget submission to the Treasury.
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.

October

LGA LEADERSHIP BOARD 17.10.18	
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.
Communications Update	To consider communications activity in the first and second quarters.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
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	
Commercial Advisory Board minutes	To note the minutes of the previous Commercial Advisory Board
Layden House Update	To update on the Layden House refurbishment project.

COUNCILLORS' FORUM 18.10.18	
Item	Summary / Purpose
Guest Speaker TBC	TBC
Chairman's Report	To present the Chairman's monthly report.
Chairs of Boards Reports	To present the Chairs of Boards' monthly reports.
Digest of the last meeting	To note the digest of the last meeting.

LGA EXECUTIVE 18.10.18	
Summary / Purpose	
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
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.

Note of last LGA Leadership Board meeting

Title:	LGA Leadership Board
Date:	Wednesday 11 April 2018
Venue:	Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

Attendance

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

Item	Decisions and actions
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1 Apologies and Declarations of Interest

No declarations of interest were made.

Apologies for absence were received from Cllr Nick Forbes, Cllr Paul Carter CBE, Cllr Sean Anstee, and Cllr Peter Reeve MBE.

2 General Assembly 3 July 2018: Outline Programme

Claire Holloway, Head of Corporate Services, introduced the report which set out the draft agenda for the 2018 General Assembly to be held at the LGA's annual conference and exhibition in Birmingham on 3 July 2018.

Members noted that member authorities had been asked to submit any motions to the General Assembly by 2 May, and on 7 June the LGA Executive would decide on which would be debated by the General Assembly. It was also noted that the General Assembly would endorse the next decision on the new LGA company at the meeting in July.

Decision

The LGA Leadership Board **agreed** the proposed agenda for the 2018 General Assembly.

3 LGA Proportionality for 2018-19

Claire Holloway, Head of Corporate Services, introduced the report which set out the timetable for confirming changes to LGA proportionality, as well as agreement of allocation of Chairs and Vice-Chairs and seats on governance structures, following the local government elections on 3 May 2018. It was confirmed that the new proportionality figures would include all changes as a result of elections, including any by-elections.

Decision

The LGA Leadership Board **agreed** the LGA proportionality process and timetable for 2018.

4 Pay Policy Statement

Claire Holloway, Head of Corporate Services, introduced the report which set out changes to the LGA's Pay Policy Statement. Amendments for 2018 included updates to the pension contribution rates; clarification of policy on non-standard grades and spot salaries; amendment to how senior salaries were published; and clarification of the process for temporary appointments.

Members requested that more detailed wording be included in the Statement to reflect the LGA's policy on relocation expenses and special reward payments.

Decision

The LGA Leadership Board:

- a) **Approved** the LGA Pay Policy Statement and noted the inclusion of the updated pension contribution rates;
- b) **Agreed** that additional wording be included to reflect the LGA's policy on relocation expenses and special reward payments; and
- c) **Noted** that the next annual review was scheduled for April 2019.

Action

Pay Policy Statement to be updated in line with Members' comments and published.
(**Claire Holloway**)

5 Fair Funding Review and Business Rates Retention Update

Nicola Morton, Head of Local Government Finance, introduced the report which set out a number of updates on the LGA's work related to the Fair Funding Review and business rates retention reform. This included work on the delivery of the LGA's additional Fair Funding Review work programme, including the assessment of how relative needs changed over time, relative needs assessment models, and modelling of transition options. The report also included updates on the commissioning of a business rates retention model, and the work of the Fair Funding Review and Business Rates Task and Finish Group.

Members noted that the proposed template for evaluating future Fair Funding Review proposals made by the Government or other stakeholders was based on a range of criteria and would be produced for all authorities. It was also noted that the Task and Finish Group had proposed that population data projections be used to in the relative needs formulae; these would be updated, and would reflect need and provide certainty to local authorities, while also being understandable to residents.

Leadership Board were asked for approval to use LGA reserves to commission and fund work on an LGA business rates retention model, which could be used by the LGA and shared with member authorities.

Members also noted that the Secretary of State for Housing, Communities and Local

Government had recently published a written statement setting out an error made in calculating the size of allocations of the specific grant to compensate local authorities for caps of the business rates multiplier. This would impact 2017/18 and 2018/19 business rate retention pilot areas.

In the discussion which followed, Members raised the following points:

- Members welcomed the progress which had been made over recent months. It was highlighted that MHCLG was speaking to District Councils on the tier split, and further consideration would need to be given to how this would work in London, and with the mayoral model. It was confirmed that the split would be wider than counties and districts, and the LGA's model would acknowledge that point. London Councils were represented on all working groups with MHCLG, and the LGA continued to liaise with them on a monthly basis.
- Regarding the evaluation form, Members queried if local residents would understand how the funding level was arrived at.
- Members supported the view of the Task and Finish Group that population projections should be used to develop the relative needs formulae, although it was noted that there were other demographic pressures. It was confirmed that this would take into account all population elements, and would reflect different age groups.

Decisions

The LGA Leadership Board:

- a) **Noted** the update on the LGA's Fair Funding Review business rates retention work programme;
- b) **Approved** the proposed template for evaluating future Fair Funding Review proposals made by the Government or other stakeholders;
- c) **Endorsed** the view of the Task and Finish Group to support the use of population projections in the relative needs formulae;
- d) **Delegated** to the LGA Chairman and Group Leaders the sign-off of the final version of the relative needs and relative council tax models;
- e) **Approved** the use of LGA reserves for the commissioning of a business rates retention model; and
- f) **Noted** the forward plan of meetings of the LGA Fair Funding Review and Business rates Retention Task and Finish Group.

6 Communications Report (October 2017 to March 2018)

David Holdstock, Director of Communications, introduced the report which provided an update on the LGA's communications activity and progress with corporate campaigns between October 2017 and March 2018.

Members noted that 38 pieces of written and oral evidence had been submitted to parliamentary inquiries, and 53 briefings had been given for Parliamentary debates in the House of Commons and the House of Lords. Following the launch of the new LGA website in 2017 page views had increased by 12%, and visitors had spent more time on pages which indicated that they were able to find the information they were looking for in the first instance. This work had saved the organisation £60,000 per year.

Decision

The LGA Leadership Board **noted** the communications activity for the period October 2017 to March 2018.

7 LGA Perceptions Survey 2017/18

David Holdstock, Director of Communications, introduced the report which provided the Leadership Board with a summary of the findings of the annual perceptions survey of the LGA's membership. Members noted that this was the sixth consecutive year that the survey had been undertaken, and that an action plan to support key findings had been developed for the Leadership Board's approval.

Highlights of the survey included an 8% rise in satisfaction with the LGA's sector-led improvement offer, and a 2% rise in the LGA's value for money. There had been a 3% reduction in keeping the membership informed about the LGA's work, and this would be addressed through the action plan. There was, however, a high awareness of the LGA's work among Council Leaders and Chief Executives.

The LGA activities which were found to be most useful were the provision of a single voice for local government (+3% from 2016), and the provision of advice and information through the political group offices (+3% from 2016). There was a drop in negotiating national pay (-6%) but although the LGA provided support for this function it was undertaken independently.

In the discussion which followed the following points were raised by Members:

- There was a -4% drop in provision of conferences and events, but it was hoped that now the LGA was back in refurbished premises at 18 Smith Square, with new conference facilities, this would increase again next year.
- It was confirmed that the responses were taken from a random sample of groups from the LGA's membership.
- It was suggested that interested parties would be shortly reminded of their subscriptions to various LGA bulletins as part of work on GDPR legislation, and this would mean bulletins would be better targeted to their audiences.

Decision

The LGA Leadership Board:

- a) **Noted** the results of the 2017/18 perceptions survey; and
- b) **Agreed** the draft action plan.

8 Chief Executive's Report - April 2018

Mark Lloyd, Chief Executive, introduced the report which set out the LGA's main achievements against the Business Plan since the last meeting in March 2018. He drew particular attention to: issues around local elections in 2019 and Brexit, the National Audit Office report on financial sustainability of councils, the Government's announcement of £30m investment to tackle rough sleeping, sector-led improvement for children's services, the Adult Social Care Green Paper, and the local government pay settlement.

Members agreed that the report was useful in providing an overview of the LGA's work, particularly work to support councils, and suggested that it be circulated to a wider audience.

Decision

The LGA Leadership Board **noted** the Chief Executive's report for April 2018.

9 LGA Forward Plan

The Chairman introduced the Forward Plan, which set out the agendas for the LGA Leadership Board, LGA Executive and the Councillors' Forum for the next three months.

Decision

The LGA Leadership Board **agreed** the Forward Plan.

10 Note of the last meeting

Decision

The LGA Leadership Board **agreed** the minutes of the previous meeting held on 7 March 2018.

11 Minutes of the Board of Directors of LGA

Decision

The LGA Leadership Board, as the Board of Directors of the Local Government Association, **agreed** the minutes of the previous meeting held on 7 March 2018.

12 LGA Annual Conference and Exhibition Forward Planning

David Holdstock, Director of Communications, introduced the report which set out options and prices for venues which could be used for the LGA conference and exhibition between 2021 and 2023. It was noted that options balanced geographical location with cost, and that all suggested preferences were suitable for the scale of the conference and exhibition.

It was highlighted that the ICC in Birmingham had been suggested for 2022, but as Birmingham was due to host the Commonwealth Games in 2022 the costs would be higher for the LGA and for delegates. Following discussion Members decided that it would be better to hold the conference and exhibition in Harrogate International Centre in 2022. It was also agreed that the conference would be held in Liverpool Arena and Convention Centre in 2021, and Bournemouth International Centre in 2023.

Decision

The Leadership Board agreed that the LGA Annual Conference and Exhibition should be held at Liverpool Arena and Convention Centre in 2021, Harrogate International Centre in 2022, and Bournemouth International Centre in 2023.

Action

Conference venues to be booked as agreed. **(David Holdstock)**.

**13 Committee on Standards in Public Life Review of Local Government Ethical Standards
Developing an LGA Response**

Ellie Greenwood, Senior Adviser, presented the report and highlighted that in January 2018 the Committee on Standards in Public Life had launched a review of local government ethical standards. The report set out a potential starting point for the LGA's response to the review, based on the LGA's previous response to the Casey Review.

Members noted that initial feedback had been sought from the LGA's Political Groups and Group Leaders. Regarding the disqualification process for councillors, the LGA had previously strongly advocated for parity of approach between holders of different types of elected office, and it did not make sense for there to be more stringent standards to apply to councillors compared to Members of Parliament, Members of the European Parliament, or Police and Crime Commissioners. There currently appeared to be more issues occurring at Town and Parish Council level. The Committee were also seeking the LGA's views on harassment of councillors, and what the LGA could do to promote best practice.

The final response would be cleared by the Chairman and Group Leaders before submission to the Committee.

In the discussion that followed Members raised the following points:

- The split in complaints against Town and Parish Councillors and councillors from other local government structures was evident.
- There was also an evident increase in intimidation and harassment against local elected representatives, particularly female councillors and MPs, and the response from local police was often lacking. Cases where there had been serious breaches were investigated, but these often took a long time. The police should have a better understanding of local government and how it interfaced with criminal law.
- Current sanctions which could be raised against councillors, available locally for failure to comply with local codes, were considered to be effective. The role of a councillor was very different to the role of an MP, and there was an argument for them to be treated differently.
- The LGA should be robust in defending the sector against disqualification by unelected officials. The option of recall elections for local councillors, in the same way as MPs could be recalled, could be investigated further.

Decision

The LGA Leadership Board **noted** the report and noted that comments would be taken into account as part of the LGA's response to the review by the Committee on Standards in Public Life.

Action

LGA response to be drafted and cleared by the Chairman and Group Leaders prior to submission **(Ellie Greenwood)**.

14 Layden House Update

Claire Holloway, Head of Corporate Services, provided the Leadership Board with an update on progress with the refurbishment of Layden House. The Leadership Board had appointed Gilbert Ash as the main contractor in October 2017, and they had subsequently stripped the building. Unfortunately there were some delays in Transport for London's response to the LGA's licence application, and London Borough of Islington's final planning approvals.

Members noted that the contractor has unearthed some vaults underneath Turks Head Yard, some of which extended beyond the boundaries of the Layden House site, and there would be a further delay whilst licences to fill the void were negotiated. The LGA was working closely with Cushman and Wakefield on marketing of the building, and a brand consultant had been appointed to create a marketing brochure. It was hoped that a single tenant would be secured for the office floors, in addition to the ground floor retail and restaurant tenancies. The date for sign off on funding of the project by Westminster City Council had been delayed pending the formal adoption of Articles of Association for LGMB.

Members also noted progress with 18 Smith Square. Most major issues since the LGA had moved back into the building had been addressed, but discussions around boiler performance and heating in some areas, and AV equipment in Bevin Hall were still ongoing. The first floor of the building had been fully let, and the NFU were currently fitting out their office space. Viewings of the second and third floors were ongoing.

Decision

The LGA Leadership Board **noted** the updates regarding Layden House and 18 Smith Square.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Lord Porter of Spalding CBE	South Holland District Council
Vice-Chairmen	Cllr David Simmonds CBE Cllr Howard Sykes MBE Cllr Marianne Overton MBE	Hillingdon London Borough Council Oldham Metropolitan Borough Council Lincolnshire County Council
Deputy-Chairmen	Cllr Sue Murphy CBE Cllr Peter Box CBE Cllr Michael Payne Cllr Lib Peck Cllr Ruth Dombey OBE Cllr Peter Fleming OBE Cllr Izzi Seccombe OBE	Manchester City Council Wakefield Metropolitan District Council Gedling Borough Council Lambeth London Borough Council Sutton London Borough Council Sevenoaks District Council Warwickshire County Council
Apologies	Cllr Nick Forbes Cllr Sean Anstee Cllr Paul Carter CBE Cllr Peter Reeve MBE	Newcastle upon Tyne City Council Trafford Metropolitan Borough Council Kent County Council Huntingdonshire District Council

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LGA location map

Local Government Association
 18 Smith Square
 London SW1P 3HZ

Tel: 020 7664 3131
 Fax: 020 7664 3030
 Email: info@local.gov.uk
 Website: www.local.gov.uk

Public transport

18 Smith Square is well served by public transport. The nearest mainline stations are: Victoria and Waterloo: the local underground stations are **St James's Park** (Circle and District Lines), **Westminster** (Circle, District and Jubilee Lines), and **Pimlico** (Victoria Line) - all about 10 minutes walk away.

Buses 3 and 87 travel along Millbank, and the 507 between Victoria and Waterloo stops in Horseferry Road close to Dean Bradley Street.

Bus routes – Horseferry Road

- 507** Waterloo - Victoria
- C10** Canada Water - Pimlico - Victoria
- 88** Camden Town - Whitehall - Westminster - Pimlico - Clapham Common

Bus routes – Millbank

- 87** Wandsworth - Aldwych
- 3** Crystal Palace - Brixton - Oxford Circus

For further information, visit the Transport for London website at www.tfl.gov.uk

Cycling facilities

The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also available at 18 Smith Square. Please telephone the LGA on 020 7664 3131.

Central London Congestion Charging Zone

18 Smith Square is located within the congestion charging zone.

For further details, please call 0845 900 1234 or visit the website at www.cclondon.com

Car parks

Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park
 Horseferry Road/Arneway Street. Visit the website at www.westminster.gov.uk/parking

