

Business Plan outcome	Board/lead	What have we delivered and has it helped achieve the business plan outcome? Progress	
Funding for local government - reform of the finance system			
Lobby for fair funding for local government, including multi-year funding settlements	Nicola Morton Resources	£516m of additional funding in the 2016/17 final settlement	Green
Ensure that the consequences for local government of central government reforms are understood and adequately funded	Nicola Morton Resources	We produced the LGA's Budget submission and co-ordinated the on-the-day briefing process as well. Policy developments on finance that we secured are summarised in the business rates system section below.	Green
Actively engage in the detailed arrangements for 100 per cent business rates retention	Nicola Morton Resources	Joint work has started with the Department for Communities and Local Government. This has included drafting and clearance of three open discussions papers about various aspects and reforms and setting up a Steering Group of officers from across the sector to oversee the joint work. Overall, the process continues apace. We have submitted evidence to the Communities and Local Government Select Committee inquiry on <u>business rates reform, including oral evidence provided by Cllr Kober</u>	Green
Develop proposals to improve the business rates appeals system and modernise valuation and collection	Nicola Morton Resources	We have succeeded in getting the Government to accept that the move towards self-assessment of business rates bills should be explored further as an alternative which could introduce greater predictability into the business rates system.	Green
Lobby for local control over council tax and business rates and the right to determine new local taxes, and fees and charges which fully recover costs	Nicola Morton Resources	We submitted evidence to the independent review of council tax support led by Sir Eric Ollerenshaw and have contributed to the Government's independent review of the Community Infrastructure Levy, including restrictions on its use and the level of the charge.	Green
Lobby to free local government borrowing from Treasury restrictions	Nicola Morton Resources	Secured the ability of all councils to use future capital receipts to pay revenue costs for reform projects.	Green
Devolution - a radical re-think of governance and accountability			
Work with Councils to increase the number of devolution deals agreed with Government; including at least one deal with in a two-tier area	Rebecca Cox City regions People & Places	Three new deals were announced in the Budgets, including Greater Lincolnshire and East Anglia, both of which include two-tier areas. Extensions were also agreed to existing devolution deals. However, more work remains to be done on increasing the overall number of deals, and supporting councils as they move from deals to implementation.	Amber
Engage with every group of councils exploring a devolution deal	Rebecca Cox City regions People & Places	In April the LGA will be making a formal offer of support to all devo deal areas, as well as continuing the support available to all councils interested in devolution which has previously been reported.	Green
Produce three tools, events, or publications per quarter to support councils to develop and implement their ideas	Rebecca Cox City regions People & Places	In Q4, in addition to what was reported in February, we have produced a new 60-second explainer video, a 'Get In on the Act' publication for the Devolution Act, a report on early lessons from health and care devolution in Greater Manchester, and a briefing on health and care devolution.	Green
Make the case for councils and police and crime panels to be given the powers, tools and funding to enable them to build safe and resilient communities	Mark Norris Safer & Stronger	We have briefed in support of the provisions in the Investigatory Powers Bill that allow councils to access communications data as it has been considered in the House of Commons. We are drafting guidance for councils on the powers available in the Psychoactive Substances Bill. With Barnardo's we have secured transition funding from the DfE for the National FGM Centre to support its work over 2016/17. We are in discussion with the Home Office and CLG about developing a support programme available to councils and councillors in preventing terrorism and countering-extremism.	Green

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Produce guidance, tools and events to support councils and police and crime panels to reduce crime and protect their communities	Mark Norris Safer & Stronger	We have launched an e-learning tool for new members of police and crime panels to introduce them to their new role, and sought clarity from the Home Office on the future funding of police and crime panels over the current spending review. We have commissioned research on the impact domestic abuse has across council services in a range of different local authorities. We have drafted guidance for councillors on their role in planning for and responding to civil emergencies, and contributed to draft CLG/LGA guidance for councils on the Prevent Duty. We are preparing guidance for councils on the approval process for PSPOs.	Amber
Work with ADCS and Solace to reform the model of accountability for children's services to produce a sector-led improvement framework and a more proportionate Ofsted inspection regime	Ian Keating Children & Young People	Discussions with Ofsted are continuing to produce a more proportionate inspection regime for children's services from 2017. We are pressing them to introduce a new framework as soon as possible, rather than waiting until 2017	Green
Commission and disseminate research to highlight the pressures councils face in meeting increasing demand with reducing resources and put the case for greater flexibility and resource	Ian Keating Children & Young People	We recently published action research on improvement in children's services and an analysis of Ofsted inspection reports. We are commissioning further reports on the effectiveness of different models of children's social care improvement	Green
Establish a children's services productivity programme to help councils with cost pressures	Ian Keating Children & Young People	Programme was launched before the financial year end and 7 councils received grants of £20,000 to provide support to productivity and efficiency programmes in children's services	Green
Enhance our children's support offer and encourage councils not yet inspected to take it up	Ian Keating Children & Young People	Confidential discussions between LGA Principal Advisers and Children's Improvement Advisers are ongoing to identify the councils yet to be inspected that are at the highest risk of being judged 'Inadequate' by Ofsted. Discussions about enhancing the offer await decisions from DCLG about the RSG topslice	Green
Deliver a range of conferences, training, publications and lobbying activity to support fire and rescue authorities as they continue to transform the fire service and to respond to changes in fire governance and firefighters' terms and conditions.	Mark Norris Fire Service Management Committee	We held our annual fire conference in March, which was positively received. At the conference we released our booklet "Beyond fighting fires 2" showcasing a number of examples of innovation collaboration and transformation underway in the fire and rescue service. We have had a meeting with the Labour Shadow Fire Minister regarding the Policing and Crime Bill and have tabled a number of probing amendments. We will continue to work with the workforce team on issues around terms and conditions, and will be working with them to respond to the Thomas Review when it is published.	Green
Economic growth, jobs and housing - councils central to revitalising local economies			
Support at least 150 councillors to maximise the contribution of culture and sport to growth	Rebecca Cox Culture, Tourism & Sport	We have delivered three Sport Leadership Essentials Programmes, two Culture Leadership Essentials Programmes, three library peer challenges, one library seminar and an evaluation of our library improvement activity. We are finalising a new suite of library transformation case studies.	Green
Develop a programme of activity to increase councils' awareness of the range of broadband providers, ensuring they have the widest choice possible to secure value for money	Rebecca Cox Culture, Tourism & Sport	Delivered successfully a Superfast Broadband event on 17 March which received positive feedback from councillors and officers. Also developed a national campaign - Up to Speed - to raise awareness of those residents and businesses still without adequate broadband speeds. It will provide councillors and council officers with a set of resources including a speed test, case studies and a toolkit, to become more informed as to how they can help their residents improve their speeds. Finally, we continue to engage with Government on this agenda through consultation responses and separate lobbying, and also with digital and mobile infrastructure sectors looking to promote more joint working with local government.	Green
Work with groups of councils to explore new and sustainable approaches to regulatory service delivery, helping them to develop the structures and secure the funding necessary to support this	Mark Norris Safer & Stronger	Continued work on the survey of licensing costs as part of our campaign to localise fee-setting. Attended Year Ahead in regulatory services conference to promote findings of LGA TS review. Supported the Cabinet office 'Cutting Red Tape' launch to identify regulatory burdens on councils.	Green
Produce guidance, tools, events and deliver training sessions to support councils enhance their regulatory services	Mark Norris Safer & Stronger	Held a councillor event focusing on how regulatory services can support economic growth. Commissioned follow up work to the LGA trading standards review on effective trading standards services.	Green
Consult councils on their appetite for a strong continuing role in education following the Government announcement of its intention to end the role of councils in running schools and in school improvement	Ian Keating Children & Young People	Following consultation with LGA Executive and the CYP Board, there is strong support for a continuing role for councils in education and school improvement and a extensive programme of work has been agreed to lobby against the proposals in the Education White Paper to force all council maintained schools to become academies.	Green
Work with councils and key partners to respond to the forthcoming Government consultation on cutting £600m from the Education Services Grant and lobby during the passage of the Education Bill on the removal of council statutory education powers to achieve the saving	Ian Keating Children & Young People	The Education White Paper that was subsequently published proposed to end the council role in maintaining schools by forcing all schools to become academies. Following a high-profile LGA campaign the Government withdrew this proposal. The Bill to implement the proposal to end the statutory council role in school improvement is expected in the next Queen's speech and the LGA will continue to lobby for a continuing role, with adequate funding, for councils in holding local schools to account for educational standards.	Green

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Lobby at European and national level, based on the 2015 EU legislative programme, to ensure the optimum delivery of EU funds for Local Enterprise Partnership areas	Eamon Lally Strategic Infrastructure, EU	Lobbied to ensure maximum local decision making for 6bn 2014-20 ESIF programme, including influencing devolution deals to incorporate the greater autonomy over EU funds. . Successfully lobbied for a reversal of HMG policy decision to restrict local public bodies from applying for Co-Financing status in the 2014-2020 European structural programme. Launched well-received guidance publication for councils: "2014-20: A guide to EU funding which details how to access around 30 EU funds and loan schemes worth more than €20bn to local areas in England	Green
Support councils to work with partners to maximise the value of local and national infrastructure investment, including transport powers (with Local Partnerships).	Eamon Lally Environment, Economy, Housing & Transport	the EEHT board met with Lord Adonis, NIC Chair, to pres the nmeed fopr investment in local infrastructure and for full engagement of councils in national Infrastructure decisions. Lord Adonis has agreed to meet with the Board regularly to assess progres in these aims.	Amber
Support councils to work with government to ensure the new Work and Health Programme is designed in a way which is as locally flexible as possible (Deadline: October 2016)	Eamon Lally City Regions and People & Places	we continue to work with DWP on the details of design. WHP has now also become part of the discussion on BRR, which is both an opportunity and a complication.	Amber
Provide leadership in the devolution of adult skills funding and the development of local commissioning of provision (ongoing to 2017)	Eamon Lally City Regions and People & Places	The Government has agreed to devolve adult skills funding and we continue to work with government on how this can be done most effectively. Adult skills funding is also now part of the discussions on BRR. In addition the cities board and the P&P board have agreed a programme of work on employemnt and skills which includes work to understand a whole systems commissioning role for local government	Amber
Lobby Whitehall for the new apprenticeship policy – targets and levy – to be geared to local economic need with a lead strategy role for councils, and for the target to be based on full time employees rather than headcount (Deadline: April 2017)	Eamon Lally City Regions and People & Places	The entetprise Bill which introduces the apprenticeship levy is now Back in the Lords. As it stands the levy will apply to councils, despite intense lobbying by the LGA. The next stagte will be to continue to work with government to achieve local control over how the levy is used. we are working with councils adn teh government on how this might work.	Green
Influence the debate on the future of public employment service leading up to the expiry of Jobcentre Plus estate contracts in 2018 (from April 2017)	Eamon Lally City Regions and People & Places	The cities and P&P Boards have agreed to this work beign taken forward and in April a joint working group will set out the scope of ths work.	Green
Work through the housing commission to identify the measures that will unlock barriers to housing supply (July 2016) and work with the sector to see these measures implemented (ongoing)	Eamon Lally Environment, Economy, Housing & Transport	3 of the four evidence gatherign sessions have taken place. The final session will take place this month. We have received over 90 submissions and these have been summerised for members. We are still on course for publication on July.	Green
Work with councils, central government and other stakeholders to influence the next iteration of energy efficiency schemes from 2016 and we will coordinate our lobbying position with government to see sensible recycling targets introduced from 2020 (lobbying will influence decision-making in 2016/17)	Eamon Lally Environment, Economy, Housing & Transport	It is still not clear yet whether there will be a future energy efficiency scheme, but we continue to loby government on the basis that any such schemes will be more effectivelydevelopep and delivered at the lcoal level	Amber
Lobby to mitigate any negative imacts of the housing and planning bill	Eamon Lally Environment, Economy, Housing & Transport	We have had some significant successes in lobbying around Housing and Planning Bill which includes a commitment to allow councils to retain receipts for one to onme replacement. We are continuing to lobby and to work with partners on the details of amendments and government concessions.	Green

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Promoting Health and Wellbeing - support citizens to live healthy, active lives			
Develop a joint vision for an integrated health and care system with local accountability and provide councils and health partners with a toolkit to develop their own vision by August 2016.	Mark Norris Community & Wellbeing	We have made significant progress on working with our partners on a shared vision. An LGA Member-led working group recently discussed and agreed the headline messages of the document and the Health Transformation Task Group also discussed and made comments on a draft. We have shared early drafts of the document with Senior DH and DCLG officials and are working with them to maximise the alignment between our system-wide vision for integration and the forthcoming DH guidance on 2017 integration plans. A joint meeting of CWB Lead Members and NHSCC Board Members will discuss and agree the key messages of the report on 28 April 2016.	Green
Influence the requirements local areas need as a minimum to 'graduate' from the Better Care Fund to an integrated system.	Mark Norris Community & Wellbeing	We have had further discussions with DH, DCLG and with the HTTG about minimum requirements for graduating the BCF. Early indications are that the 'minimum requirements' favoured by DH are very similar to the 'essential components' of integration outlined in the Vision document (see above for details). We will be working with DH on their guidance on the 2017 Integration Plans, which will set out the framework for graduating from BCF	Green
Launch a narrative at NCASC setting out the continued pressures facing adult social care and demonstrating the role councils play in alleviating pressure on the NHS.	Mark Norris Community & Wellbeing	Major written and oral evidence given to the Health Select Committee inquiry on the impact of the SR on adult social care – this was a good marker for what the NCASC publication will cover. Document scoped out and will feature important commentary on the state of the provider market. In support of this, a high-profile LGA-provider 'urgent summit' is scheduled for mid-May to discuss relevant issues. Also planning high-profile work with council Leaders re letter to the PM.	Green
Contribute to the LGA's work on business rates retention by developing our position on the potential transfer of attendance allowance to councils.	Mark Norris Community & Wellbeing	Conversations progressing internally and an initial 2-pager completed setting out the LGA's position on Attendance Allowance. Cross-Whitehall working group established with LGA Head of Policy/Senior Adviser involvement. Meeting scheduled for w/c 25 April between SA and relevant DCLG colleagues to discuss proposals in more detail, including how to secure greater local government reps in the discussions.	Green
Identify the components that improve and hinder good health and produce case studies and guidance to help councils adopt lifecourse and whole systems to this approach.	Mark Norris Community & Wellbeing	We continue to publish documents covering a range of health policies, Teenage pregnancy, Loneliness and Isolation, Oral Health in Children and the role of Community Pharmacy in PH. Delivered the final Health Champions Regional Event.	Green
Collate and produce case studies, to support councils deliver the public health agenda effectively.	Mark Norris Community & Wellbeing	We have published a trio of case study documents covering aspects of obesity and child obesity in partnership with others. On 17th March we held the Child Obesity Conference	Green
Influence the forthcoming Department of Health draft strategy on carers, the Prime Minister's 2020 Dementia Challenge Implementation Plan and national action plans on autism and learning difficulties and support councils in their delivery.	Mark Norris Community & Wellbeing	We have been meeting with stakeholders to develop our position on the Carers Strategy. We have supplied a second round of comments on the draft Learning Disabilities Strategy and we are planning an Autism Event with the Autism Alliance. There will be a focus on employment at this event. The PHE joint conference on Mental Health was very successful, with Norman Lamb speaking, and the main focus of the event was on children's mental health and prevention. We are discussing a children's mental health campaign with the media and campaigns team. The first meeting after the publication of the implementation plan of the PM's 2020 Dementia Challenge Programme Board is meeting on 20th April.	Green
Develop a toolkit to that enables councils to meet the capacity and financial demands, and maximise the opportunities, of an ageing population.	Mark Norris Community & Wellbeing	A first draft of the report has been finished and is being reviewed. Meetings have been held with the Centre for Ageing Better, and they will be attending the next People Policy Group (CWB Board) meeting.	Green
Survey councils and publicise good practice around the armed forces community covenant, and develop guidance to support councils by August 2016	Mark Norris Community & Wellbeing	Shared Intelligence has been co-commissioned with Forces in Mind Trust to deliver this piece of work. They are on-target to deliver for August 2016.	Green

Theme	Deliverables	2015/16 Target	Number delivered per quarter				Total	% achieved	Commentary/forecast
			Q1 Apr - June	Q2 July - Sept	Q3 Oct - Dec	Q4 Jan - Mar			
Peer Work in Local Authorities									
	Deliver at least 100 peer challenges (corporate, service specific, place based)	100	18	13	34	37	102	102%	
	Tailored support to at least 40 local authorities, or groups of authorities, with the most severe performance challenges	40	19	8	10	9	46	115%	
	Support at least 10 local authorities to manage and resolve issues between their political and managerial leadership	10	6	6	1	1	14	140%	
	Support at least 20 local authorities to develop their scrutiny skills	20	16	5	16	4	41	205%	
Efficiency & Productivity									
	Productivity experts to work with at least 20 local authorities	20	4	6	2	12	24	120%	
	Support at least 5 local authorities to pilot new way of delivering learning disability services	5	5	5	5	5	5	100%	<i>not a cumulative figure</i>
	Work with at least 10 local authorities to make their waste and recycling contracts more efficient	10	0	60	60	60	60	600%	<i>not a cumulative figure</i>
	Bespoke political and officer support for at least 25 local authorities to address financial sustainability; integrated budgets, management of risk and new delivery models	25	6	5	11	7	29	116%	
	Develop and publish a practical guide for local authorities to identify and manage the causes and triggers of demand and provide support for up to 20 councils.	20	10	10	0	0	20	100%	
Strong Political Leadership									
	Training for at least 500 councillors with leadership roles in their local authorities	500	137	187	216	224	764	153%	
	Support at least 50 talented councillors to progress their political careers through the Next Generation programme	50	58	58	65	65	123	246%	
	Recruit up to 100 high calibre graduates in to local government	100	n/a	98	0	0	98	98%	
Strong Local Economies									
	Tailored support to at least 15 local authorities to deliver their growth plans	15	4	11	0	9	24	160%	
	support at least 150 councillors to maximise the contribution of culture and sport to growth.	150	n/a	35	36	86	157	105%	
Workforce, Transformation and Integration									
	Support at least 15% of local authorities to transform their workforces and modernise the way they are managed	52	25	17	7	14	63	121%	
	Support at least 15 local authorities to develop a more commercial approach to their activities to deliver services differently	15	15	15	15	15	15	100%	<i>not a cumulative figure</i>
	Roll out tools to at least 10 local authorities to help review and reduce their management layers and spans	10	4	3	3	2	12	120%	

**Major Projects
Overview**

Project	Overall Status	Milestones	Budget	Risks	Headline
Layden House refurbishment	●	●	●	●	City of London acting as LGA client, with a professional services team appointed in April 2015. Concerns over planning consent for rear extension and proposed development by adjacent landowner which may adversely affect LGA proposal. Revised plans are due to go to Planning Committee in July 2016. Vacant possession of the office floors achieved on 31 March 2016 and a Consent Order to remove the T-Mobile & Hutchinson telecoms masts on 30 Sept 2016 has now been agreed. The first stage of the tender process to secure a main contractor for both the Layden and LGH projects has been completed and only one supplier from the Southern Construction Framework expressed an interest which is insufficient. It is now likely that a full OJEU tender process will have to be run which will delay the projects. A further assessment of procurement options including other Framework Agreements available and the programme is being reviewed by the professional services team and City of London.
Local Government House Refurbishment	●	●	●	●	Stage 2 designs complete - includes (a) straight refurbishment, (b) improvements to basement, (c) seventh floor extension, (d) air conditioning. Initial cost estimates are high - subject to final decision on scope once tenders received. Start date now subject to review of main contractor procurement options. Potential decant options for a November 2017 move have been identified. Tenants and other users of the building being kept informed.

- 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

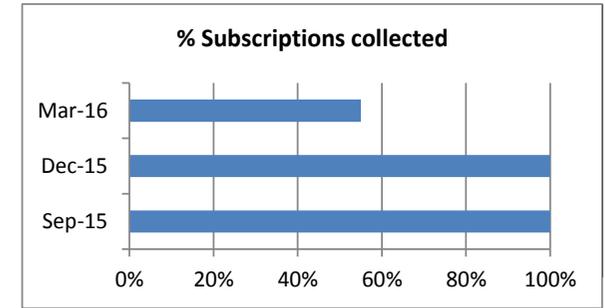
**Major Projects
Milestones**

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	wc/ 2/11/2015		LGA sign off	●
	Issue planning applications options 1 & 2	11/12/2015		Note	●
	Issue 1st stage tender	Jan-16		Note	●
	Likely planning approval	18/04/2016		LGA sign off	●
	Review tender returns	Mar-16		LGA sign off	●
	Detailed design (stages 3 and 4)	Apr-16		Note	●
	Appoint main contractor	May-16	TBC	LGA sign off	●
	Start on site	Jun-16	TBC	Note	●
	Project completion	Feb-17	TBC	Note	●
	Overall				●
Local Government House	Procurement of consultant team	Jul-15		Completed	●
	LGA approval of concept design	Jul-15		Completed	●
	Completion of stage 1 feasibility study	Oct-15		Completed	●
	Completion of stage 2 concept design	24/12/2015		LGA sign off	●
	Progress to stage 3 - funding to be agreed	Jan-16		LGA sign off	●
	Stage 3 report submission	08/02/2016		LGA sign off	●
	Issue 1st stage tender	Jan-16		Note	●
	Detailed design (stages 3 and 4)	Apr-16		Note	●
	Review tender returns	Apr-16		LGA sign off	●
	Appoint main contractor	May-16	TBC	LGA sign off	●
	Start on site	Jun-16	TBC	Note	●
	Project completion	Feb-16	TBC	Note	●
	Overall				●

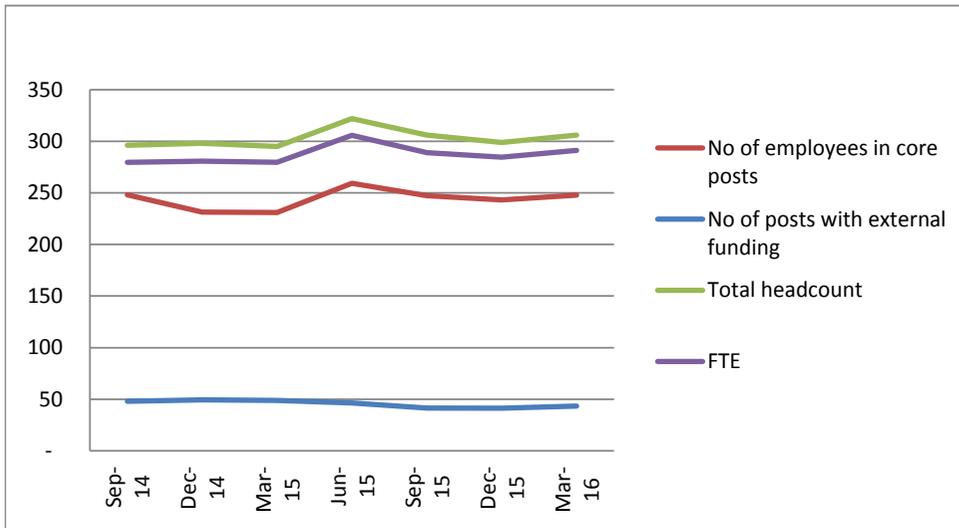
Membership

	Sep-15	Dec-15	Mar-16
Total membership	414	414	435
No of councils out of membership	3	3	3
No of councils on notice to withdraw	9	9	8

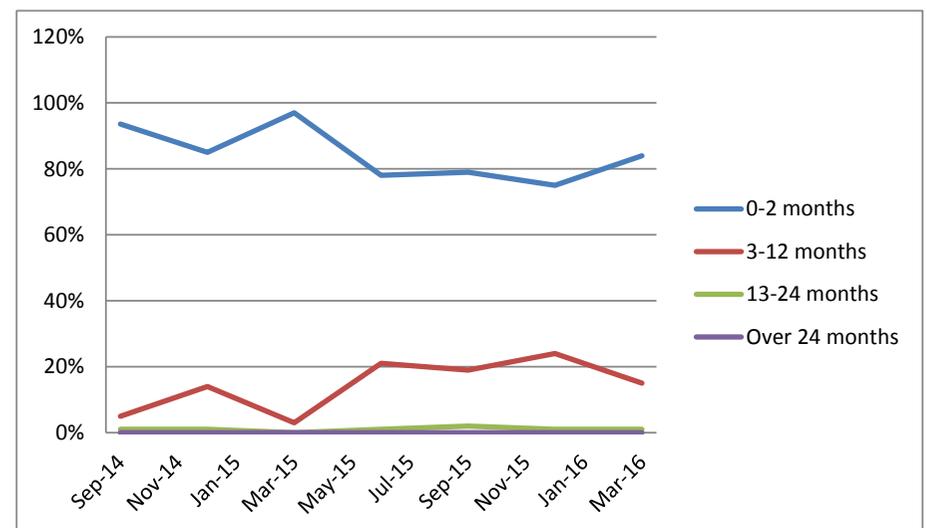
Our reputation	Mar-15	Mar-16	Target 15/16
Member authority satisfaction	75%	76%	>75%
Member authority informed	79%	83%	>79%
Member authority advocacy rating	82%	85%	>82%
Value for money	53%	56%	>53%



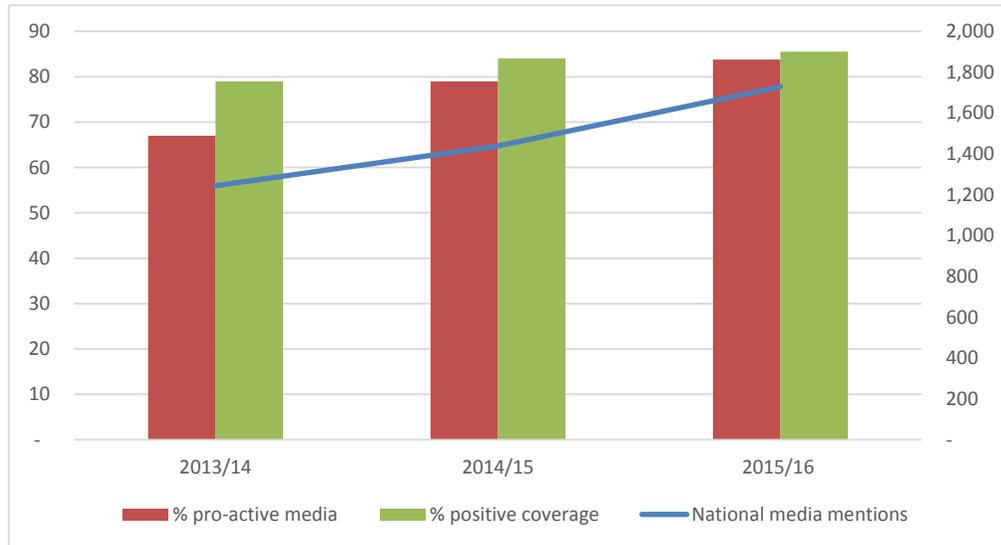
Financial Sustainability



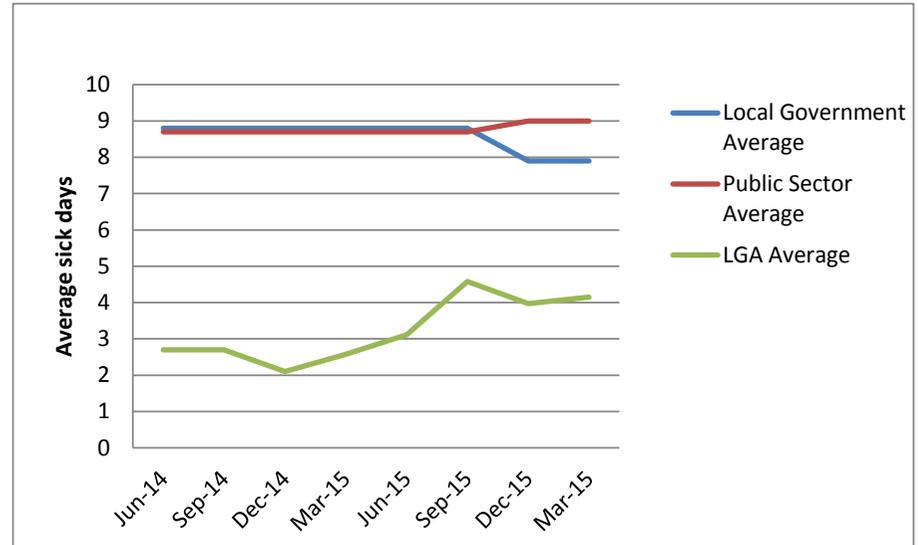
Debtors



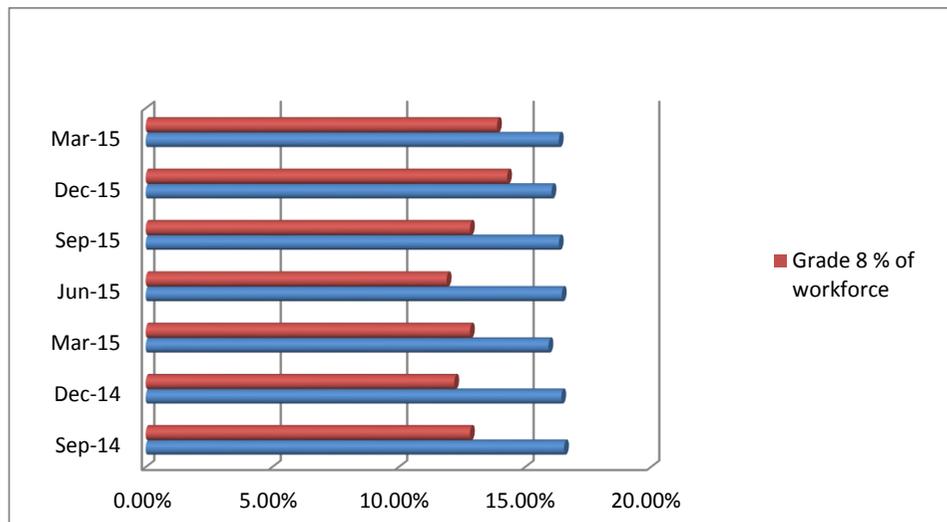
Media Coverage



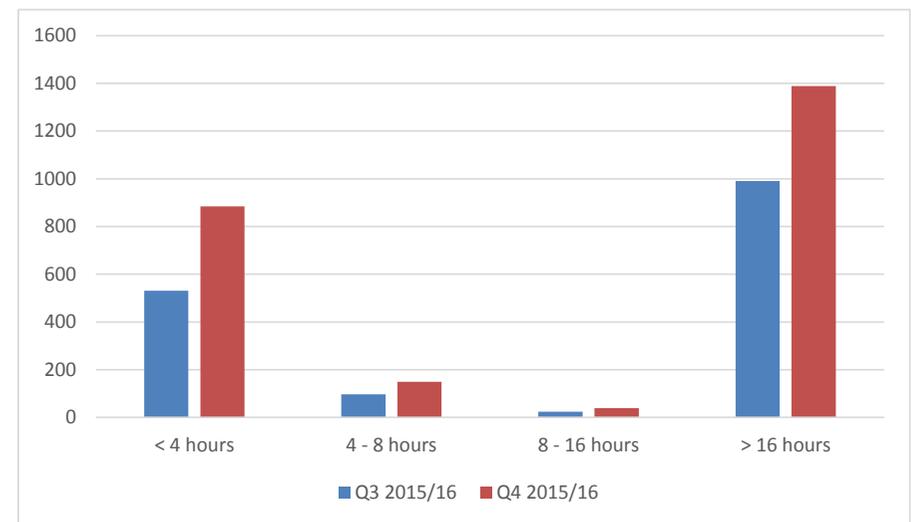
People Management



Workforce profile



Brent IT service desk resolution times



LGA STRATEGIC RISK REGISTER – SUMMARY - May 2016

Ref	Category	Description of risk	Score (1-5)		RAG	Dir	Mitigation	Owner
			I	L				
SR1	Effectiveness	The LGA's dependence on central government grant undermines its ability to lobby and represent the sector effectively.	4	3	12		Continue to develop commercial income streams to reduce dependence on RSG	SP
SR2	Effectiveness	The priority to maintain membership levels reduces the LGA's ability to drive sector led improvement.	4	3	12		Pro-active marketing of improvement and leadership programmes; political intelligence to enable early targeting of support.	DS HGOs
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 manage 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	3	12		Monitor through HGOs Ongoing political engagement programmes	HGOs
SR7	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	3	12		Involve emerging CAs/metro mayors in design and delivery of governance and other arrangements that reflect their priorities	CH IH
SR8	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 model impact; consider options to retain FRAs; increase associate membership scheme. Monitor through HGOs and PAs. Membership benefits packs	CH Pas HGOs
SR9	Resource management	Further reductions in RSG and subscriptions, failure to deliver against commercial targets, combined with the pension deficit, make the LGA/IDeA financially unsustainable.	5	3	15		Action to manage pension funds; Use property assets and returns to minimise revenue contributions to fund deficits; prioritise commercial activity and property investments; cultural change programme to engender greater commercial understanding with visible senior and political champions;	SP CH PB

SR10	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	3	12		Close monitoring of costs and project risks for refurbishment projects; continued focus on other commercial opportunities.	SP CH PB
SR11	Organisation	Loss of key staff reduces the LGA's ability to delivery on the expectations of its membership.	3	3	9		Succession planning and staff appraisal and development	CH
SR12	Organisation	ICT systems failure means that LGA is unable to deliver its priorities and services and flexible working model breaks down	5	3	15		Brent disaster recovery plan regularly reviewed and updated. Close monitoring of ICT contract	CH

KEY

Score	RAG	Management action
1-5	Green	Accept and monitor periodically
6-10	Yellow	Monitor regularly and take action if becomes more serious.
11-15	Amber	Management action to address. Regular reports to SMT.
16-25	Red	Urgent action to address. Ensure political leadership briefed.