

## LGA Performance Report 2016-17: April - September

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

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

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



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

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

## Sector Led Improvement KPI's: April - September

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

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



## Efficiency and Productivity

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

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



### Strong political and managerial leadership

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

### Strong Communities

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

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



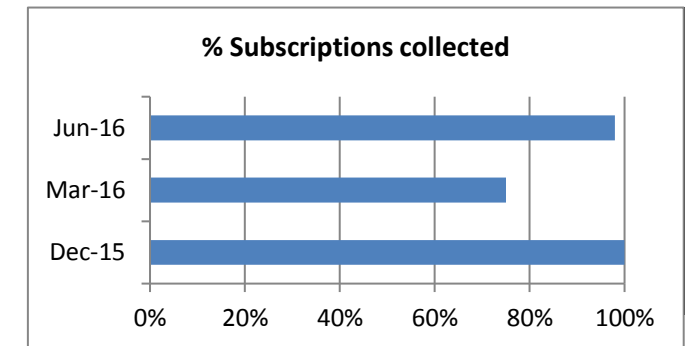
## Our own Efficiency & Effectiveness

### Membership

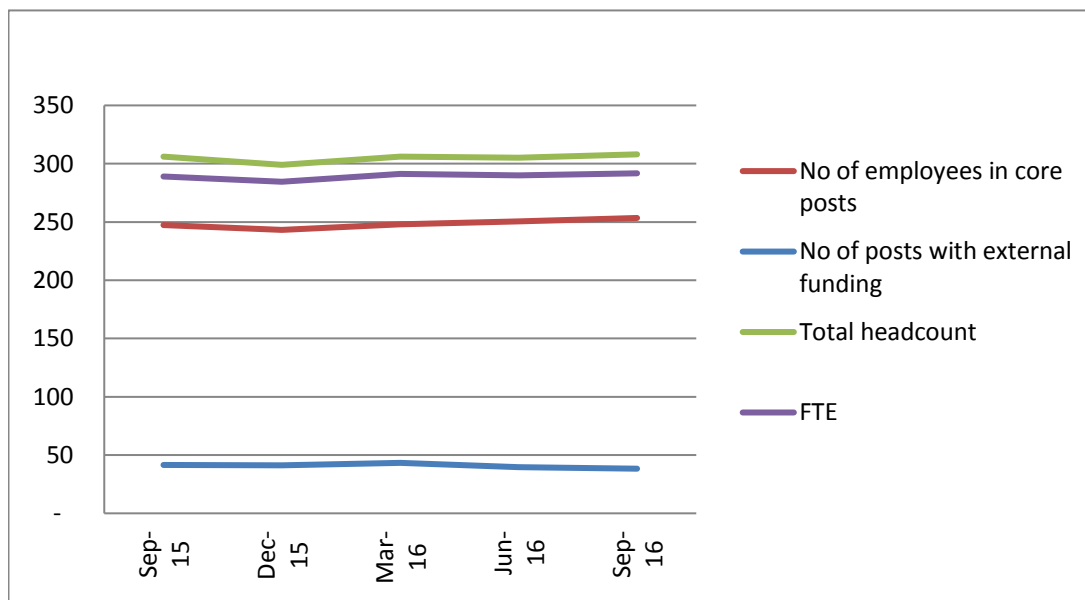
	Dec-15	Mar-16	Sep-16
Total membership	414	435	435*
No of councils out of membership	3	3	3
No of councils on notice to withdraw	9	7	6

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

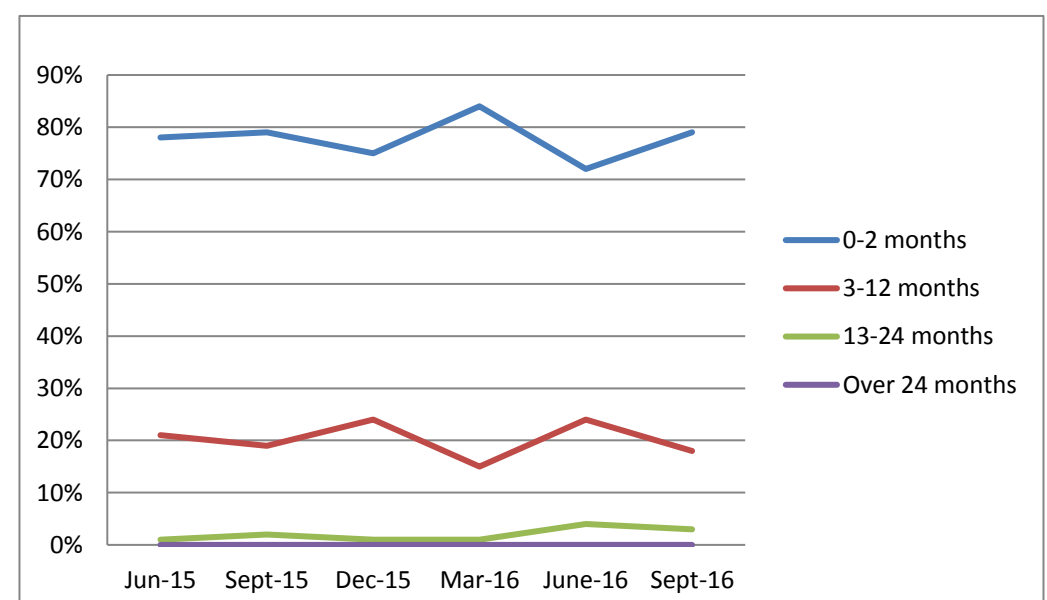
Our reputation	Mar-15	Mar-16	Target 16/17
Member authority satisfaction	75%	76%	>75%
Member authority informed	79%	83%	>79%
Member authority advocacy rating	82%	85%	>82%
Value for money	53%	56%	>53%



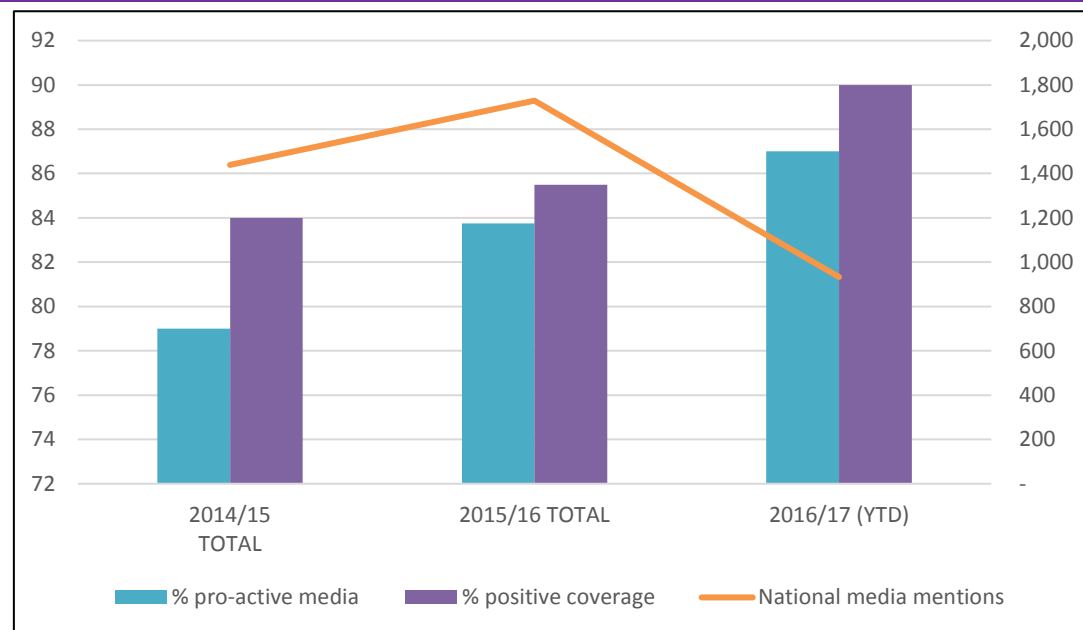
### Financial Sustainability



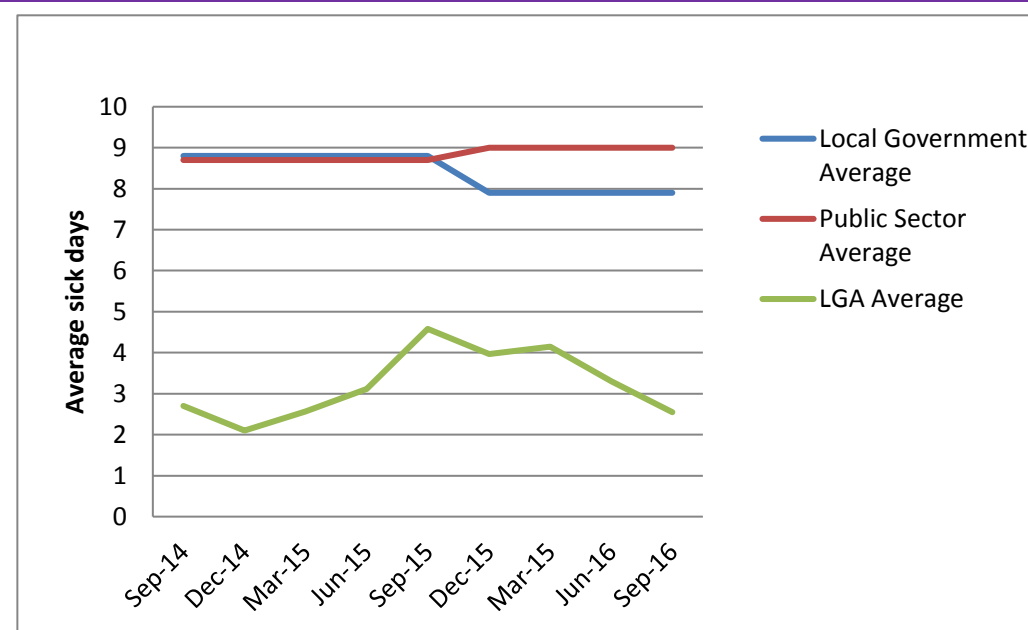
### Debtors



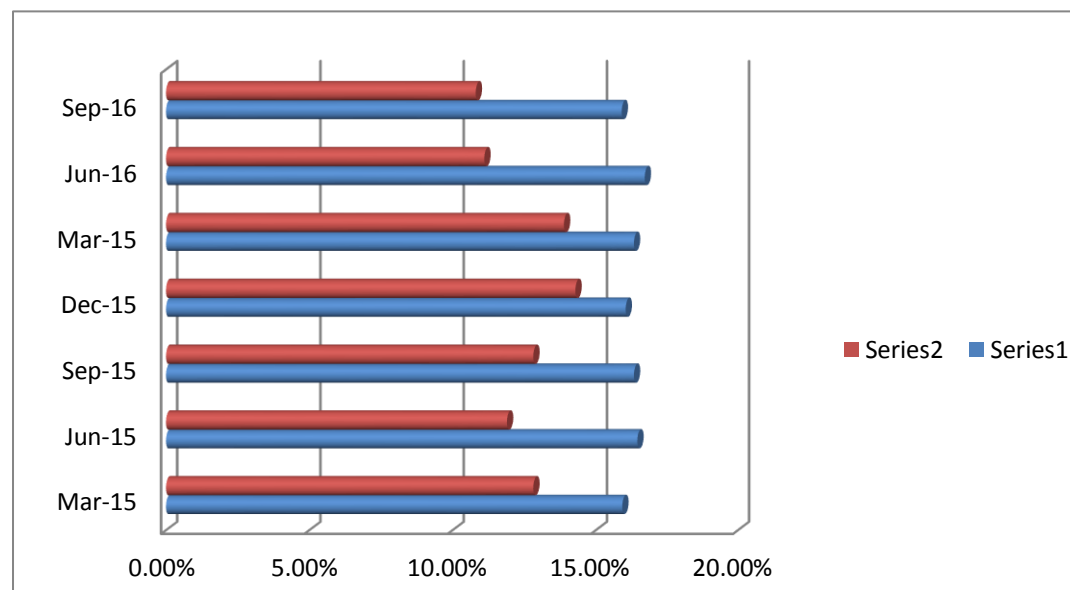
## Media Coverage



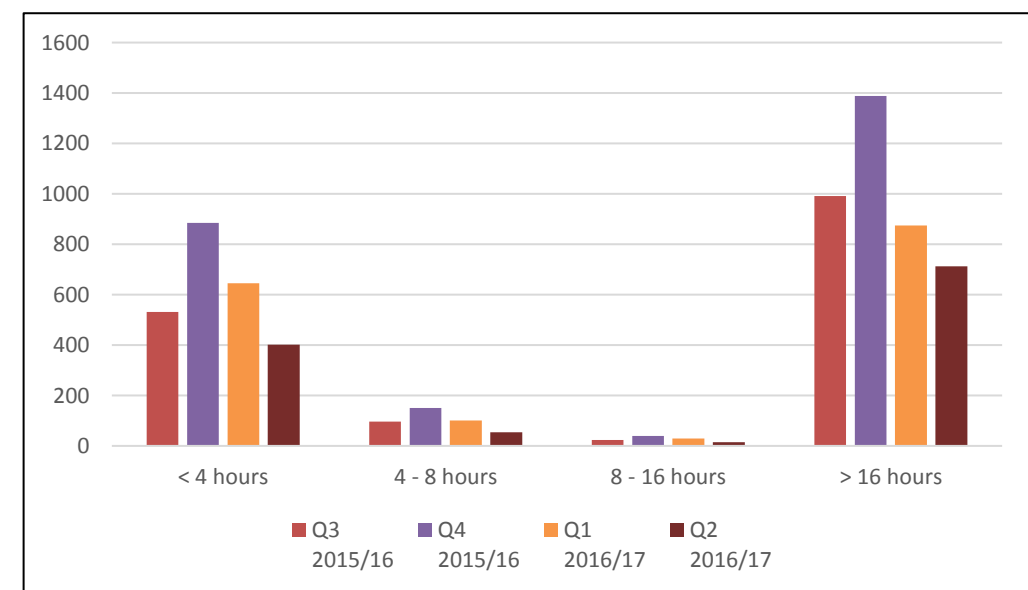
## People Management/Sickness Information











## Workforce profile with percentage of BAME employees



## Brent IT service desk resolution times



## Major Projects Summary

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

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



## Major Projects Milestones

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

## LGA STRATEGIC RISK REGISTER – SUMMARY - September 2016

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

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

### KEY

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