

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

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

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

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Promoting Health and Wellbeing - support citizens to live healthy, active lives					
P1	Councils have the power and tools to build safer and more resilient communities and develop sustainable delivery models for relevant services	Mark Norris Safer & Stronger	We have created an online resource for councils setting out case studies, guidance and toolkits on building community cohesion and tackling hate crime. Work is underway to update LGA guidance on building community cohesion. We are continuing to work with Luton, Leeds, DCLG and the Home Office on a special interest group to enable councils to share good practice around tackling extremism, have created a group on the Knowledge Hub to facilitate this and have advised on the content of a resources guide for practitioners. With the Home Office we held a plenary session at the LGA annual conference on tackling extremism and have co-chaired two Ministerial roundtables with elected members from 18 councils. We have commissioned a councillor's guide on scrutiny of counter-extremism and Prevent work, an update to the 2014 toolkit on managing far-right extremism, a guide for councils on Understanding Islam in Britain and held a successful leadership essentials programme on counter-extremism, attended by elected members from 11 local authorities. We have worked with the Department for Transport to help shape their work on updated best practice and statutory guidance for councils on taxi and PHV licensing. We have also worked with the Department for Transport and Home Office to help support the implementation of new requirements for licensing authorities relating to disabled access in taxis and new immigration checks for licence applicants. We have undertaken a survey of council community safety teams and held workshops with a range of community safety stakeholders to stimulate debate on the key role of councils in building safer and more resilient communities	Green	Joint working with the Home Office around Prevent and counter-extremism encourages the HO to pay attention to councils needs. We anticipate that this will be reflected in the CONTEST review's repositioning of Prevent. We have delivered a range of tools that will help inform councillors and officers on counter-extremist and prevent work and created structures to facilitate the sharing of experience and issues. Working with DfT on the guidance is helping to promote the development of more rigorous guidance on a subject that has caused consistent issues for councils in recent years. Working with Government on the new immigration requirements has also enabled us to feed in councils' concerns about the workability of the new requirements.
P2	Continue to make the case for the full integration of health and social care and promote councils' role in the planning and delivery of health and care systems	Mark Norris Community Wellbeing	Worked with NHS partners to publish a joint vision for a fully integrated health and social care system "Stepping up to the Place" to launched it at the NHS Confederation Conference in June 2016. We followed this up with the development of an integration self-assessment toolkit, which was launched at the LGA Annual Conference in July 2017 and is now a core component of the Care and Health Improvement Programme. It supports health and wellbeing system leaders to critically appraise their capability to move forward at pace and scale on integration. In addition, we have worked hard to negotiate less onerous conditions for Better Care Funds locally and enable local areas to 'graduate' from the national mandation element of BCF, including a recognition from Government that the graduation process should include an element of sector led improvement.	Green	We have been partially successful in promoting a place based and preventative approach to integration of health and social care. "Stepping up to the Place" is referenced in several key policy documents, including the forthcoming Integration and BCF policy guidance and the NHSE narrative on Sustainability and Transformation Plans. However, integration remains a challenging area of Government policy, not least because the claim that integration can reduce costs to the NHS has been challenged. The LGA continues to argue that the primary purposes of integration is to improve the health and wellbeing of individuals and to improve their experience of services, rather than to save money in the short term.
P3	Establish a sector-wide campaign to influence the 2020 spending review, continuing to evidence the financial pressures on adult social care and support implementation of the Care Act	Mark Norris Community Wellbeing	As above (F1) the LGA has been successful in obtaining additional funding worth £2 billion for adult social care following a concerted effort over the last year to raise awareness of the pressures facing social care, their consequences across the sector, and the need for genuinely new money. This has been done through prominent media work, publications, inquiry submissions, Select Committee evidence and work with national partners. The sector wide campaign to influence the 2020 SR continues to move forward and progress includes a meeting hosted by the LGA with a large number of diverse stakeholders to discuss the proposed aims, tactics and strategy for the campaign. We are now in the process of establishing governance structures and agreeing a core group of partners to take the work forward. Clearly the long-term future for social care funding remains uncertain, hence the RAG being orange (despite the important short-term win of £2 billion).	Amber	The £2 billion for adult social care is an important win but the money is short-term only and does not deal with all short-term pressures, let alone those over the longer-term. Furthermore, the state of local government funding overall will clearly continue to impact on adult social care. The Budget announcement of a Green Paper on adult social care will be a key opportunity to lobby for this longer-term sustainability but this is very much in its infancy. We will seek to engage closely with the Green Paper process and have already had early discussions with officials involved in the work.

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

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

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

Target		What have we delivered by end of March 17	Has the target been achieved?
Enabling Improvement in Local Authorities - Peer Support			
E1	Deliver at least 110 peer challenges (corporate, finance, service specific, place based, etc.) with a commitment of between 3 and 5 days at the local authority.	119 peer challenges have been delivered during 2016/17. These include corporate, finance, communications and a range of service specific peer-led reviews and challenges. In addition there have been several 1-2 day peer-led follow up visits to authorities.	Green
E2	Provide tailored member/officer peer support to at least 75 local authorities e.g. mentoring for new portfolio holders or mentoring support for Chief Executives	We provided this support to 82 councils by the end of March 2017. This work is a key part of the LGA's core offer brokered through the Principal Advisers.	Green
E3	Support to 20 councils where there has been a change of political control or where there is a need for new Leader/portfolio holder support	25 councils received this support by the end of March 2017 (no new work was undertaken in Q4). Following the May local government elections, a meeting was held immediately with the National Member Peers, Heads of Political Group Offices and Principal Advisers to identify councils where there was going to be or likely to be a change of control or change in leader, and steps were taken to contact all the relevant councils. As a result, peer and other forms of support were put in place for 20 councils in Q1. Three councils received similar support in Q2, and two in Q3 further to other such political changes.	Green
E4	Support at least 10 local authorities to manage and resolve issues between their political and managerial leadership	This type of support was provided to ten councils by the end of March 2017: Slough and South Ribble in Q1, Hastings, Hinckley and Bosworth, Lancaster and North Norfolk in Q2, Bury, Maldon and Teignbridge in Q3 and Cheshire East in Q4.	Green
E5	Delivery of top team development work to at least 10 councils (e.g. support for leader and cabinet to improve strategic direction and leadership)	We delivered this support to 14 councils by the end of March 2017, including Northumberland, Hartlepool and Brighton & Hove in Q4 itself - an increase of 3 from Q3. The support includes development sessions for Cabinets and senior management teams. Other councils to have benefitted from the support were Barrow in Furness, Bolsover, Harborough, Milton Keynes, Boston, Lancaster, Mansfield, Brent, Slough, Kirklees and York.	Green
E6	Provide service based support to at least 45 councils e.g. developing economic development strategy	We provided this support to 47 councils by the end of March 2017, including Barking & Dagenham, Merton, Bury, Medway, Stoke, Kent Fire & Rescue Service and East Sussex Fire & Rescue Service in Q4, Harlow, North Warwickshire, Stockton on Tees, Suffolk Coastal, Thanet, Torbay, West Sussex and York in Q2, and Aylesbury Vale, Cheshire East, Ealing, Elmbridge, Malvern Hills, Plymouth, Tamworth, Wychavon in Q3.	Green
E7	Support at least 45 local authorities to develop their scrutiny skills	CfPS provided advice and support to 46 local authorities during 16/17. This represents a combination of ad hoc support and advice, and more structured support provided in partnership with the LGA. CfPS's experiences in providing support to the increasing number of councils evaluating and reviewing their governance and scrutiny functions has informed the publication of a self-evaluation framework for local authorities to consider the robustness and effectiveness of their scrutiny arrangements.	Green
E8	Hold regular meetings between LGA Principal Advisors (PA's) and all councils to discuss challenges and support	Principal Advisers and their staff, often supported by national and regional member peers meet regularly with senior officers and politicians in all councils.	Green

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

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

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

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

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

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

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

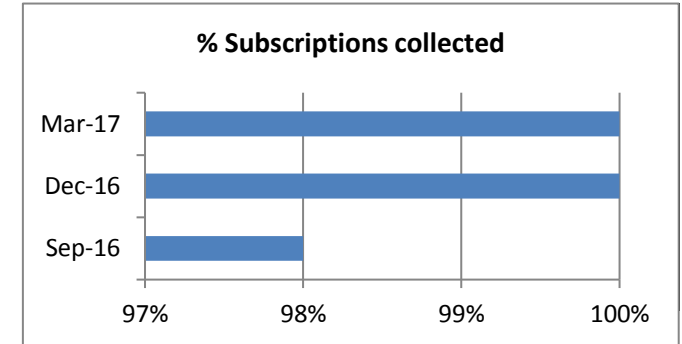
SC5	Ensure that Councils are making an effective contribution to public health system, particularly in the delivery of commissioning responsibilities for 0-5 year olds	We have completed two publications relating to children's health: Healthy futures: supporting and promoting the health needs of looked after children and Working to support positive parenting and relationships. What can councils do? Both publications emphasise the importance of universal and targeted early intervention and prevention support to those children and families with additional needs or at risk. A number of case studies demonstrating examples of how councils can better support families through working in partnerships and joining up supports across health, children and early years services are included. We are working closely with iHV on a third publication focussing on the role of Health Visiting in supporting delivery of the 0-5 Healthy Child Programme. 150 members have attended the Prevention Matters workshop up to March 2017. We have also completed a further four publications <i>Public Health: four years on, public health working with the voluntary and community sector, public health working with faith groups and supporting the public health needs in rural communities</i> . The publications include a number of case studies demonstrating how council are thinking how they affect the wider determinants of health as we seek to make improving the public's health everyone's business.	Green
SC6	Deliver cost- effective pay settlements for authorities	Most of the negotiating groups are in the middle of two year pay deals which were all delivered within the parameters set through our consultation with councils. Joint work has been carried out with the trade unions on potential models for a new pay spine that could meet the challenge to pay structures arising from the likely level of the National Living Wage by 2019/2020. This has been supported by the collection of comprehensive data on employee numbers and pay rates from councils	Green
SC7	Provide sector specific advice on a range of employee relations and pension issues	Monthly bulletins to all councils acting as LGPS administering authorities. Specific advice provided to a number of district councils on payroll requirements, valuation, exit payments, administration and complaints, automatic enrolment, fair deal and pensions taxation issues.	Green
SC8	Update the "21st Century public servant" by July 2016 and support councils to take the work forward.	E-Book produced and launched in July which was followed by a Podcast in October 2016. Discussions with the PPMA and SOLACE are ongoing as we consider the most effective ways to expand awareness and use of the book. Steering Group met in March 2017 - ideas are still being discussed on how to embed the work into councils, and to draw in other partners.	Green
SC9	Support to 10 councils through the "Creating performing organisations" offer, which includes data analysis, on site workshops, one to ones, training, benchmarking with similar organisations, action planning and feedback.	A total of 17 local authorities have been support through the Creating performing organisations programme. We have helped a further three councils review their approaches to performance management. We also supported a workshop on Performance management in Yorkshire and Humber region where 12 councils attended and ran sessions at regional meetings to promote the work this year. We launched a white paper on the learning from 30,000 completed surveys from staff working in LG highlighting the key insights into what makes a high performing organisation and hosted a round table event in Camden attended by two dozen councils.	Green
SC10	With central government and national partners, develop the workforce changes associated with public sector reform and support councils to adopt the new ways of working	With NHS Employers, commissioned Kings Fund to produce a report on integrated roles in health and care. Commissioned New Local Government Network to produce a report on the new "employment deal" in public service. Worked with Public Health England and partners to develop and launch a new Skills and Knowledge Framework for integrated public health careers. Conducted and published a survey on development of new public health teams. Involved in appointment process for new contractors to run Aspirant Directors of Public Health programme. Co-sponsored development of an apprenticeship framework for child and family support workers. Projects are also proceeding to develop a set of Employer Standards for Public Health with partners; produce guidance on employment of medical examiners, health visitors and school nurses (also with partners) and to finalise publication of a resource guide on workforce issues in health/care integration with DH and other partners, annual workforce survey also due for completion and ready for publication at year end. All these outputs are designed to improve shared learning on the workforce challenges in public service reform.	Green
SC11	Support councils to strengthen community cohesion and tackle extremism.	We created an online resource for councils setting out case studies, guidance and toolkits on building community cohesion and tackling hate crime. We have been updating the LGA's guidance on building community cohesion. We worked with Luton, Leeds, DCLG and the Home Office to set up a special interest group to enable councils to share good practice around tackling extremism, we created a group on the Knowledge Hub to facilitate this and have advised on the content of a resources guide for practitioners. With the Home Office we held a plenary session at the LGA annual conference on tackling extremism and have co-chaired two Ministerial roundtables with elected members on counter extremism, and have worked with OSCT to establish a network of councillors to act as Prevent champions including holding a ministerial roundtable with the councillors. We developed and ran a Leadership Essentials course for councillors on countering extremism which included members from Barking & Dagenham, Brent, Crawley, Derby, Durham, Kirklees, North Dorset, North Kesteven, Rotherham, Shepway and Stoke-on-Trent. We commissioned a number of publications including councillor's guide on scrutiny of counter-extremism and Prevent work, an update to the tackling the far right tool kit first published in 2014, and a guide to Islam in Britain.	Green

Our own Efficiency & Effectiveness

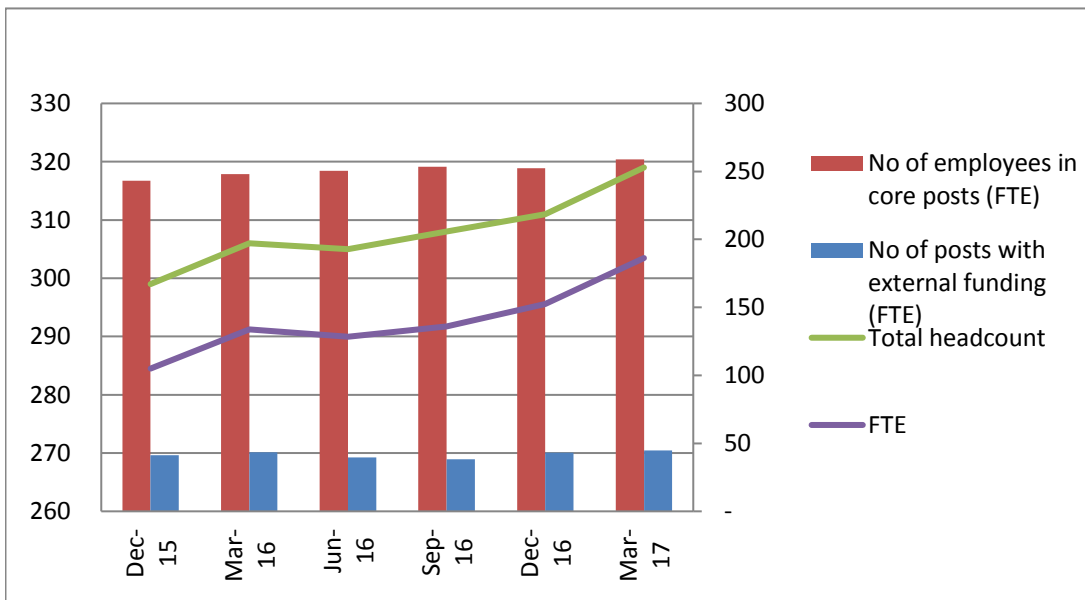
Membership

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

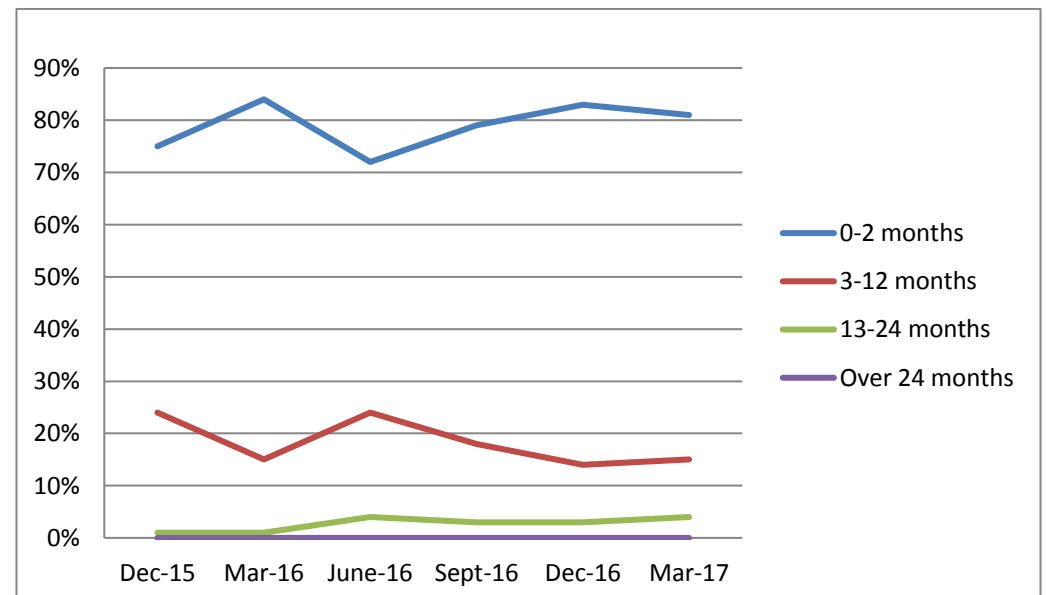
Our reputation	Mar-16	Mar-17	Target 16/17
Member authority satisfaction	75%	73%	>75%
Member authority informed	79%	85%	>79%
Member authority advocacy rating	82%	83%	>82%



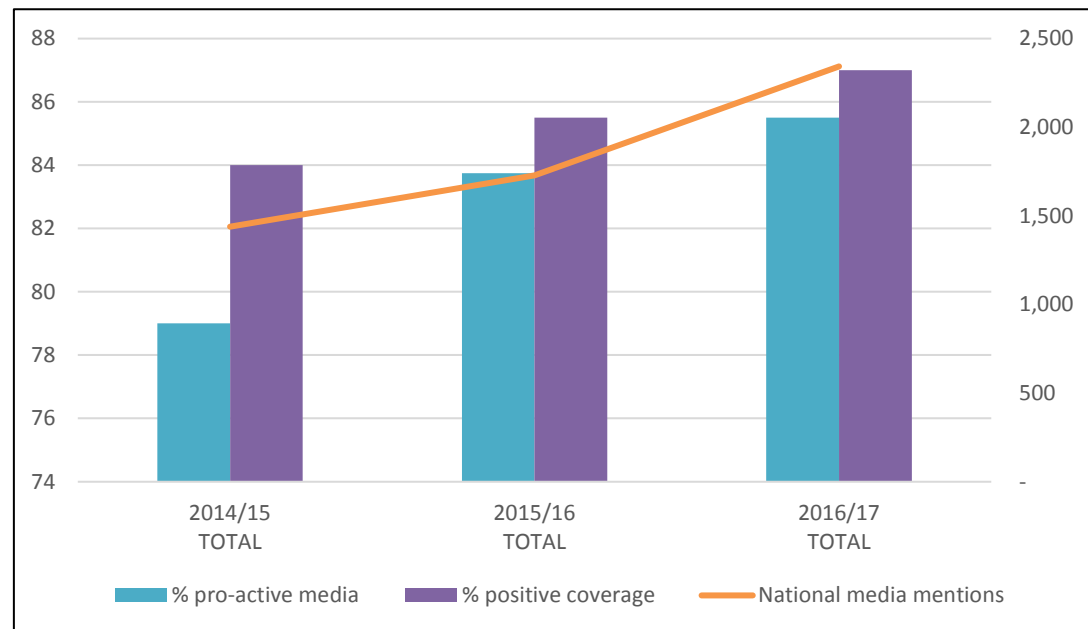
Financial Sustainability



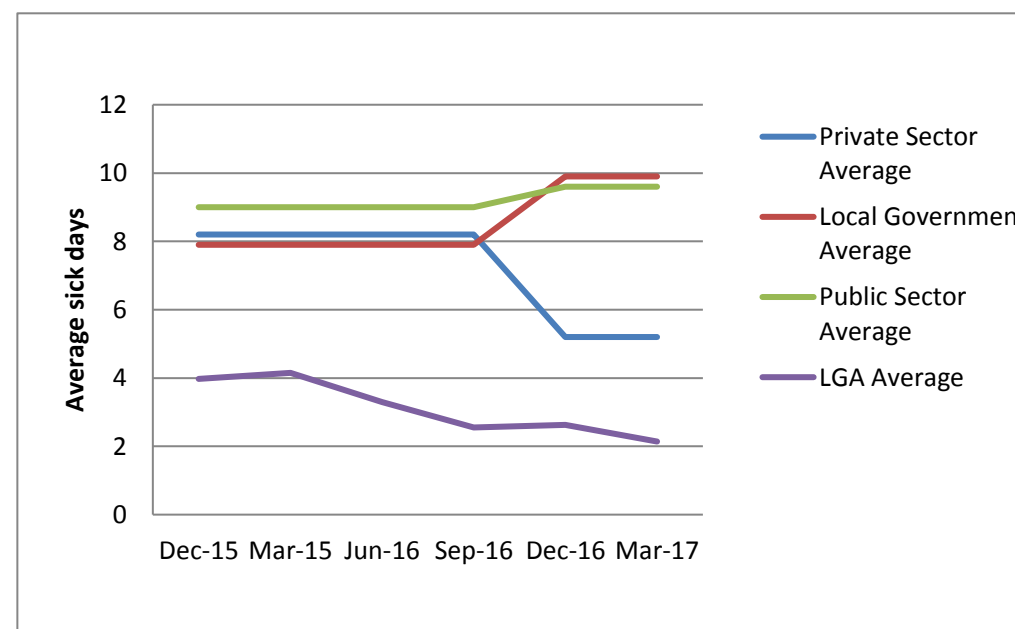
Debtors



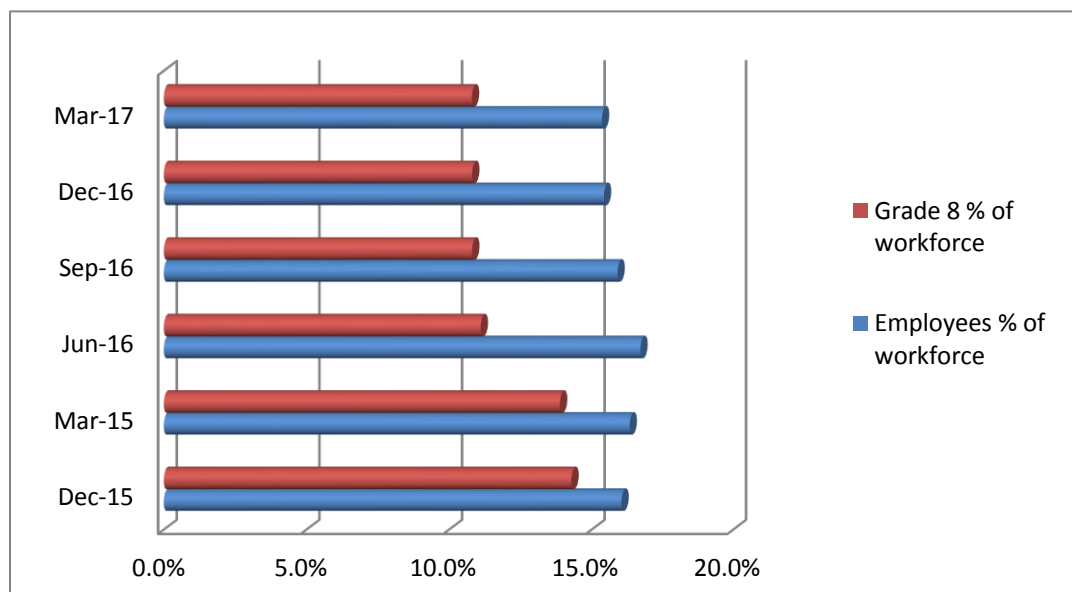
Media Coverage



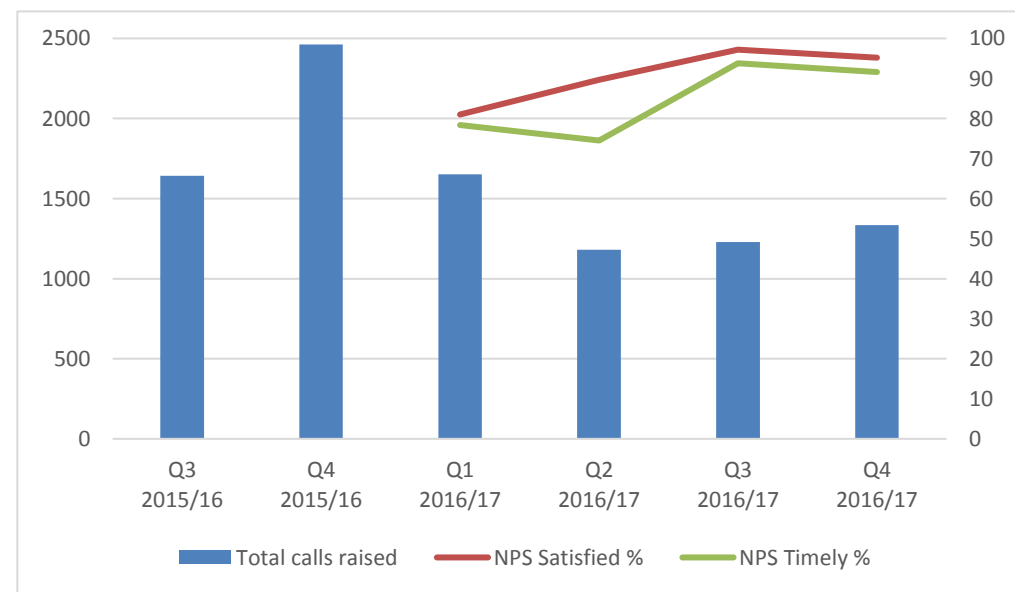
People Management/Sickness Information











Workforce profile with percentage of BAME employees



Brent IT service desk resolution times



Major Projects Summary

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

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

Major Projects Milestones

MILESTONES					
Project	Milestone	Completion	Revised date	Status	RAG
Layden House	Procurement of consultant team	Jul-15		Completed	●
	LGA approval of concept design	Jul-15		Completed	●
	Completion of stage 1 feasibility study	Oct-15		Completed	●
	Completion of stage 2 concept design	Nov-15	Nov-15	Completed	●
	Completion of stage 3 and 4 designs	Apr-16	Sep-16	Completed	●
	Issue planning applications options 1 & 2	11/12/2015		Completed	●
	Planning approval	18/04/2016	12/07/2016	Completed	●
	Issue 1st stage tender	Jan-16	Jan-17	On track	●
	Review tender returns	Mar-16	Apr-17	On track	●
	Appoint stage 1 contractor	May-16	May-17	Combine into	●
	Appoint stage 2 contractor	Aug-16	Aug-17	single stage	●
	LGA decant from Layden House		Oct-17	Subject to LG House completion	●
	Start on site	Jun-16	Jan-18		●
	Project completion	Feb-17	Jan-19		●
Overall					●
Local Government House	Procurement of consultant team	Jul-15		Completed	●
	LGA approval of concept design	Jul-15		Completed	●
	Completion of stage 1 feasibility study	Oct-15		Completed	●
	Completion of stage 2 concept design	24/12/2015		Completed	●
	Planning submission	17/06/2016		Completed	●
	Planning decision	11/08/2016		Completed	●
	Completion of stage 3 design	Apr-16	Oct-16	Completed	●
	Appoint stage 1 contractor	Oct-16		Completed	●
	Relocate to Layden House	31/10/2016		Completed	●
	Handover to contractor	14/11/2016		Completed	●
	Roof and plant - planning submission	16/11/2016		Completed	●
	Planning decision	26/01/2017	Jan-17	Completed	●
	Stage 2 procurement	Jan-17	Jan-17	Completed	●
	LGA (Props) & Leadership Board sign off	Mar-17	Jan-17	Completed	●
	Appoint main contractor	Mar-17	Jan-17	Completed	●
	Practical completion	Aug-17	Sep-17		●
	Decant to LG House	31/08/2017	Oct-17		●
Overall					●

LGA STRATEGIC RISK REGISTER – SUMMARY - March 2017

Ref	Category	Description of risk	Score (1-5)		RAG	Mitigation	Owner
			I	L			
SR1	Effectiveness	The LGA's dependence on central government grant undermines its ability to lobby and represent the sector effectively.	4	1	4	Clearly report and account separately on grant funded activity. Continue to develop commercial income streams to reduce dependence on DCLG Grant for improvement activity in the medium term.	SP/VV
SR2	Effectiveness	The priority to maintain membership levels reduces the LGA's ability to drive sector led improvement.	4	2	8	Pro-active marketing of improvement and leadership programmes; political intelligence to enable early targeting of support.	DS HGO'S
SR3	Effectiveness	Overemphasis on the problems facing councils leads to failure to set ambitious priorities and seize the strategic opportunities for the sector.	5	2	10	Maintain focus on potential big wins and opportunities for local government	CX
SR4	Reputation	The LGA, is seen as the main opposition to central government, potentially impacting adversely on relationships and effective lobbying.	5	3	15	Continue to build and maintain effective, good quality political relationships; sensitive media/membership messaging	HGOs DH
SR5	Reputation	Consistent messaging about the crisis in local government damages the LGA's reputation as an effective voice for the sector.	3	3	9	Ensure that all communications activity balances gains and good news stories with challenges	DH
SR6	Reputation	Greater political uncertainty and financial challenge makes it difficult to deliver consensus.	4	2	8	Monitor through HGOs Ongoing political engagement programmes	CH HGOs
SR7	Reputation	The LGA is excluded from or included in Brexit negotiations leading to new burdens on councils and possible loss of funding	4	3	12	Continue to work with members to determine their requirements Maintain ongoing relationship and dialogue with government departments	IH
SR8	Reputation	A councils fails and the LGA is implicated	4	1	4	Monitor through PA's and Performance Support Panel (PSP) Regular updates to DCLG, Chief executive and updates to perm sec.	DS
SR9	Membership	The LGA does not engage with the new Combined Authorities and metro mayors leading to fragmentation of the sector and the loss of a single voice for local government.	4	2	8	Tailored offer to mayoral candidates; groups to actively engage with CAs/metro mayoral candidates to ensure that LGA is seen as their membership body;	HGOs IH

SR10	Membership	LGA's membership base is reduced as Councils can no longer justify subscription and through proposed restructures of Fire & Rescue Authorities and Welsh councils.	4	3	12	Monitor restructure proposals and consider options to retain FRAs; increase associate membership scheme, including to PCCs. Monitor through HGOs and PAs; Membership benefits packs. Work with council groupings to ensure they feel properly represented	CH PA's HGO's
SR11	Resource management	Further reductions in income and failure to deliver against commercial targets, set against the pension deficit, make the LGA/IDeA financially unsustainable.	5	3	15	Action to manage pension funds; use property assets and returns to minimise revenue contributions to fund deficits; work to sustain government funding streams prioritise income generating activity and property investments; cultural change programme to engender greater commercial understanding with visible senior and political champions	SP CH PB
SR12	Resource management	The LGA's high dependence on its property portfolio makes it vulnerable to high construction costs and a downturn in the property market.	4	2	8	Close monitoring of costs and project risks for refurbishment projects; continued focus on other commercial opportunities.	SP CH PB
SR13	Organisation	Loss of key staff reduces the LGA's ability to delivery on the expectations of its membership.	3	1	3	Succession planning and staff appraisal and development	CH
SR14	Organisation	ICT systems failure means that LGA is unable to deliver its priorities and services and flexible working model breaks down	5	2	10	Brent disaster recovery plan regularly reviewed and updated. Close monitoring of ICT contract	CH

KEY

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