

Business Plan outcome	Reporting manager	What have we delivered and has it helped achieve the business plan outcome?	Traffic light: did we deliver what we said we would deliver by year end?
<p>Funding for local government: Reform of the finance system so councils have confidence that their financing is sustainable and fair, the opportunities to raise more funds locally and greater ability to promote collective working across local public services.</p>			
<p>Future spending reviews deliver fair, timely and flexible local government finance settlements, in particular for social care, children's services and waste. Based on our earlier research showing a likely funding gap of £16.5 billion, we will develop models for the future funding of local services in support of community budgets, as well as proposals for the reform of the local government finance system.</p>	<p>Alan Finch</p>	<ul style="list-style-type: none"> • Children - CIPFA research on S251 Officer costs underway; children's rewiring policy work discussed with the sector; data collated on shortfall in post-16 high needs funding • Financial elements of rewiring discussed by Finance Panel task and finish group and Executive, rewiring propositions to be taken forward by Independent Commission. • Autumn Statement and LG Settlement -LGA secured a number of lobbying wins from Autumn Statement that were reported to Executive on 12th Dec and subsequent additional wins in the LG Settlement • Barnett - initial press release secured wide coverage. A Public report and development of lines regarding the funding of devolved nations, arguing for a rebalancing of resources in England's favour has been produced in draft form and publication has been suspended until after the referendum on Scottish independence. 	<p style="text-align: center;">Green</p>
<p>There is a debate on options for independent local taxation including de-regulated council tax and fully localised business rates. We will encourage a debate on local financial autonomy and the future of local government finance as part of our campaign for independent local government.</p>	<p>Alan Finch</p>	<ul style="list-style-type: none"> • Council Tax banding paper produced • Debate on council tax reform included in rewiring proposals • NAO study complete and report published 13 Dec • Briefings, meetings with Lords on Referenda; similar planned for HoC after recess • Analysis of first year localised council tax benefit on track launched in Jan 14 - has helped shape debate on council tax support 	<p style="text-align: center;">Green</p>
<p>There is sustainable funding for adult social care. We will continue to lobby for resources to ensure a sustainably funded adult social care system is the foundation for longer term changes to care and support, and work closely with councils to develop a clear understanding of the scope for further efficiency savings to ensure maximum return for taxpayers.</p>	<p>Alan Finch</p>	<ul style="list-style-type: none"> • £3.8 billion fund for integration announced plus funding for care and support reform • Understanding the costs of reform- Two engagement workshops held along with other discussions, LGAs 'ready reckoner' providing council by council illustrative allocations for Year 1 funding has been circulated to all DASSs and features in the annual ADASS Budget Survey & also briefed extensively on the subject during the Bill's final stages in Parliament • Participation, and input into, the PSS RNF review project • On-going lobbying and briefing on financial matters of integration of health and social care services <p>We have given the issue of funding for adult social care, and funding for the care and support reforms, great prominence and profile through our parliamentary lobbying work on the Care Bill and in our media work. This has included amendments to the Care Bill (developed jointly with ADASS and the Care and Support Alliance), Bill briefings, and several high profile inquiry responses, such as written and oral evidence to the Health Select Committee. Work is also underway to better understand the costs of the care and support reforms. The case for adequate funding is therefore being made but we will not know the outcome of this until the evidence is in (on the cost of reform) and we enter discussions with the Department of Health should that evidence demonstrate a potential shortfall in funding. Despite our achievements in ensuring a continued profile for this issue, the risk it poses means pressure needs to be maintained for the long-term, hence the amber rating</p>	<p style="text-align: center;">Amber</p>
<p>The financial consequences of the government's recent reforms, which we assess will result in a £1 billion additional shortfall beyond the current spending review targets, are understood by government and significantly reduced. We will represent local government's interests in the areas of business rates retention, localised council tax support, Early Intervention grant, the transfer of Public Health grant, a raft of new regulation from the EU, and the devolution of EU fines to councils.</p>	<p>Alan Finch</p>	<ul style="list-style-type: none"> • New Homes Bonus: lobbied against the £400m topslice. Local Government has now got £330m back - lobbying will continue • Business Rates retention - analysis has been undertaken of scheme in operation - Published in Jan 14- helped shape the debate on business rates retention. Further work to concentrate on appeals and the safety net holdback. 	<p style="text-align: center;">Green</p>

<p>Councils are effective in dealing with the impact of reduced funding, taking steps to ensure that they continue to be financially sustainable. We will provide practical support and advice to councils on surviving financially, coping with uncertainty and taking big difficult decisions on spending.</p>	<p>Alan Finch</p>	<p>Each local authority has received a financial sustainability spidergram report. A second generation model has been prepared, including a simplified background for easier updating and readily available type-specific spidergrams. It is due to be sent out to councils in the near future, with the research team agreeing to refresh the data in the future as well.</p>	<p>Green</p>
<p>Councils have devolved powers and are able to develop new and innovative ways to encourage investment and create jobs. We will make the case for local authority bonds and explore opportunities for pension fund investment in infrastructure along with other ways to raise finance.</p>	<p>Paul Raynes</p>	<ul style="list-style-type: none"> • Phase 1 of the bonds project was completed in 2013 and already at that stage we had 20 councils prepared to be publicly associated with the project with a further 21 expressing varying levels of interest • The Outline business case was revised and the revision endorsed by the Executive Board on 20 March 2014. The revised business case envisages launching the agency in the autumn of 2014 and selling the first bond in March/April 2015. Appetite for being an investor in and early borrower from the Agency is being actively pursued with some success. Recruitment of the team needed to deliver mobilisation and hence much of the work planned for that phase is being deliberately delayed pending assurance that sufficient equity has been raised to launch the Agency along with the required level of demand for borrowing. This could impact on the planned launch date for the Agency. 	<p>Amber</p>
<p>Councils have the opportunity to generate new income streams and new approaches to commissioning. We will build on the work we have been doing with councils in the main areas of spend - children, adults and families - and also procurement and capital and assets, to share learning and good practice across different public agencies.</p>	<p>Alan Finch</p>	<p>Our social investment work has so far delivered a number of workshops, articles, board bulletin items, blog posts; and 4 PAs have been trained, work will continue in 14/15</p>	<p>Green</p>
<p>Public Service Reform: Independent councils are at the centre, and are seen to be at the centre, of public service reform, delivering more effective services for local people and holding other providers to account.</p>			
<p>There is a fundamental and ambitious rethink to the way local services are funded and organised to achieve the economic and social benefits as well as short and long-term savings from full integration. We will work with the whole place community budget pilots to enable other areas to follow their approaches, identify the national financial impact of scaling up the pilots' proposals, and identify and lobby for the changes that Whitehall now needs to make.</p>	<p>Paul Raynes</p>	<ul style="list-style-type: none"> • Work on Community Budgets is now largely being taken forward in the context of the work on place based finance and the latest guidance on cost benefit analysis has just been published. • The Locality/LGA bid to run the Our Place support contract was signed earlier in 2014, work has continued apace with 120+ neighbourhoods now assessed to be worthy of small grants to take their projects forward. A successful launch event for the programme attended by the Minister was held in March 14. 	<p>Green</p>
<p>Adult social care is reformed so that the individual's experience of care and support is improved. We will continue to influence the wider reform agenda in adult social care to ensure the new system is easier to navigate, provides quality services and supports people to plan ahead for the future. We will help make the appropriate connections between care, health, housing and benefits so that the reform agenda is based on the principle of supporting individuals' general wellbeing.</p>	<p>Sally Burlington/ Andy Hughes</p>	<ul style="list-style-type: none"> • Significant progress made in ensuring the sector is well represented in policy development and bringing transparency to the policy direction • Financial modelling underway (led by ADASS) and a new focused sub-group examining the costs of the reforms to local authorities • Joint Programme Office established (with significant LGA and ADASS resource) • Care Bill Bulletin and Website launched. 1,600+ bulletin recipients. Focus on informing councils of the actions/options they need to take to implement the Bill • Implementation support vision developed and additional implementation funding identified for councils and regional infrastructures • Readiness stocktake developed and out for completion by LAs will be used to inform implementation support required 	<p>Green</p>

<p>Children's services meet the needs of children and young people and their families based on local needs and priorities. We will work to ensure that reforms to councils' statutory duties and other policies are appropriate and fully funded, enabling councils to work with local partners to keep children safe, provide high quality care, support early intervention and deliver good long-term outcomes including health, educational attainment and a good transition to adulthood.</p>	<p>Helen Johnston</p>	<ul style="list-style-type: none"> • Hidden talents report published • Nick Clegg Review is not to be publicly published, but has led to a number of outcomes: £50 million Youth Contract Underspend devolved to councils; revision of statutory guidance for schools providing careers advice • Survey report of council views on the 16-19 commissioning process published • Report bringing together a number of examples of how councils are supporting young people's transition into work currently with the design team, to be published end of April • Employer / council relationship in helping young people & incentivising business to support young people report completed and published, joint work with the Federation of Small Businesses was not pursued due to conflicting priorities • Project supporting councils to track young people completed • 16-19 Accountability consultation response submitted • Local Authority Reference group on education met 4 times, 'the council role in school place planning' was launched on 14 March. • SEN pathfinder case studies publication commissioned - to be delivered in 2014/15 . • Children's services funding project has been delayed. First stage completed and second stage underway. • Consultation on 'Our ambition for children' launched in early March, with a deadline for responses of 11 April. 	<p>Green</p>
<p>Councils have a role in managing welfare reform and ensuring that local people are fully supported when these benefits and tax changes come in to place. We will work on behalf of councils to shape the development of welfare reform and Universal Credit, provide an analysis and evidence of what is likely to happen, and raise awareness of how councils can help residents.</p>	<p>Paul Raynes</p>	<p>The Government's reset of Universal Credit has resulted in the role of councils in delivery being significantly strengthened and improved.</p> <ul style="list-style-type: none"> • A negotiation on the Local Support Services Framework that leads to a framework which the sector is happy to implement - Framework has been successfully published, LGA & DWP are now promoting and inviting EOIs from councils to begin trialling and testing in the summer • Responded to Autumn Statement announcement on extra DHP funding for the next 2 years by saying it has gone some way towards meeting councils' concerns but that the current allocation of DHP is not sufficient and does not reflect changing geographical need • Completed a survey of councils' use of DHP, which demonstrated problems with the allocation and challenges with the lack of certainty over future funding levels • Single Fraud Investigation Service - Whilst the LGA does not support SFIS, we are well positioned (through the Chairman's dialogue with DWP and CLG Ministers) to influence the implementation so that councils' concerns are addressed as much as is possible within the constraints of the government's policy – in particular, the transfer of staff and new burdens funding. 	<p>Green</p>
<p>Councils work effectively with Police and Crime Commissioners and other partners to deliver safe communities. We will identify examples of good practice in joint commissioning community safety, reducing re-offending and reducing violence against women and girls, and will support police and crime panels to ensure they hold PCCs to account.</p>	<p>Helen Murray</p>	<ul style="list-style-type: none"> • Joint Strategic Partnership Board met on 3 occasions and established itself as a useful forum for cross sector debate and action. • Work commissioned from CfPS to support councils and develop a one year on report/good practice guide is now complete. • Bespoke support was provided to a number of PCPs. The CFPS research into PCPs one year on has been used to inform SSCBs submission to the Home Affairs select committee inquiry and subsequent oral evidence. 	<p>Green</p>

<p>Councils support and build the resilience of communities so they are able to thrive in the face of challenging economic conditions and the significant restructuring of services. We will commission work so councils and councillors understand their role in developing the council of the future, having intelligent conversations with local people on the services they can afford to provide, including reducing demand and changing behaviour.</p>	<p>Helen Murray</p>	<ul style="list-style-type: none"> • Successfully made the case for community budgets to be used to fund domestic abuse services & supported councils in tackling FGM and CSE • Contributed to HO events on commissioning services • Made the case to Treasury officials for the need for community budgets in this area; represented the LGA at the Home Office's national group on sexual violence against children and vulnerable people; established a cross-LGA working group on FGM • Successfully supported councils in building community cohesion - supported the EDL SIG of approximately 60 councils included the launch of a well received toolkit; • Supported councils to implement and enforce the Scrap metal dealers Act; provided support to councils on technical issues through the Knowledge Hub group. • Influenced the Transforming Rehabilitation proposals. • Contributed to a Home Office and APCC event on the commissioning of services for victims of domestic abuse and sexual violence; discussed tackling CSE at domestic abuse and sexual violence at the joint Strategic Partnership Board with the APCC; helped promote the north-east PCCs' regional strategy on tackling domestic abuse and sexual violence; • Worked closely with OSCT officials on raising awareness of the new partnership arrangements proposed in the Serious and Organised Crime Strategy -drafting joint letters from the Home Secretary and the LGA Chairman to council leaders and from the OSCT Director General and the LGA Chief Executive. • LGA maintained links with the Civil Contingencies Secretariat and local government emergency planners, especially in relation to the flooding over the winter. 	<p style="text-align: center;">Green</p>
<p>Councils lead the future direction of waste policy and set the agenda for reducing waste and increasing re-use and recycling whilst reducing cost pressures. We will lead a review which will champion local innovation and best practice and enable us to lobby in Westminster and Brussels on future funding gaps and more local decision-making.</p>	<p>Paul Raynes</p>	<ul style="list-style-type: none"> • Ongoing communication of the key messages from our 'Wealth from Waste' publication • Ongoing communication to highlight the findings of the reuse commission have been issued and Cllr Jones has also met with several MP's to highlight the key proposals of the waste review 	<p style="text-align: center;">Green</p>
<p>The local government workforce is able to deliver the services required by local citizens. We will negotiate national agreements that are seen as fit for purpose by councils, represent their interests in reforming the Local Government Pension Scheme and continue to develop practical advice for their workforce challenges.</p>	<p>Sarah Messenger</p>	<ul style="list-style-type: none"> • A pay deal has been agreed with the Fire Brigades Union for an increase of 1% w.e.f. 1 July 2013 and reform of the car mileage rates to HMRC levels. • A pay deal has been agreed with the LGS unions for an increase of 1% and the deletion of the bottom point on the salary spine to ensure compliance with the NMW. A pay deal has also been agreed with the Soulbury and Youth and Community trade unions for an increase of 1%. • All these deals are within the negotiating parameters set by the relevant employers and include important developments on ensuring reform of the employment package is an ongoing part of our interaction with the unions. • We are working with over fifty councils delivering a range of future workforce projects including layers and spans of control, workforce planning, strategic pay and reward reviews/benchmarking. • Our employment legal advisors and Pensions Team continue to provide a telephone/web based advice service to councils which is always in demand. • We have delivered national conferences on social enterprises and employment law and several pensions advice workshops. • We have reached agreement on a reformed Local Government Pension Scheme. In partnership with LG unions we were able to persuade the government to significantly amend the public service pensions bill as it passed through parliament • We have published guidance for payrolls and HR managers for LGPS 2014 • We have implemented a wide ranging LGPS scheme member communications plan • We have successfully supported councils and schools in implementing automatic enrolment legislation • We reached agreement with DoH and health unions on the pension rights of transferring public health staff • We have worked in collaboration with other national and international social partners to influence EU pensions policy • We have produced documents advising councils on reforming terms and conditions at local level and 	<p style="text-align: center;">Green</p>

Economic Jobs, Growth and Prosperity

<p>Councils have a key role to play in driving economic growth, new jobs and wealth creation - we will produce clear evidence - from home and abroad, that national economic recovery can be driven and supported by deeper devolution and through local economic leadership by councils and their partners</p>	<p>Ian Hughes</p>	<ul style="list-style-type: none"> • Articulating the local Adult Skills and Employment offer - activities included meeting with DWP/DCLG to discuss their plans for involving councils in Help to Work(Feb 2014); and briefing Cllr Taylor in adv of oral evidence to W&P cttee; CESI report delivered. Ran an LGA conference on future skills and local jobs (March 2014). • LEPs - Continued strong links with LEP Network; Established relationship with new Chair; Work commissioned to look at governance issues on LEPs, including mapping work; this has contributed to a short paper for management to discuss with Govt departments • Transport - Following successful joint roundtable with HA (Highways Agency) and business leaders/ LEP chairs, a group of 6 LEPs in the Thames Valley area were the first to hold a sub-national conversations between HA, LEPs and local leaders; Rewiring for Better Roads campaign - Draft report received. Streetworks exit strategy - Joint commitment on 'what good looks like' was launched on 12th February; outputs published on LGA website. • Supported LGA membership of CLGF, UCLG by participating in World Congress of UCLG in Morocco in Oct, where UK members joined European and Commonwealth partners in lobbying the EU Commission for greater local government role in EU development policy. • Work programme agreed with CLGF to ensure British local government contributes to a DIFID-funded programme over the coming three years. • Project evaluation of the Africa Peer review programme completed. • Managed incoming foreign delegations prudently– hosted fewer international visits due to reduction in staff resources & changing LGA priorities . 	<p>Green</p>
<p>National and European economic policy in areas such as transport, skills, state aid and broadband fit with local economies so that local strategies support national economic recovery - we will lobby for devolution of powers, policy and funding streams, as supported by Lord Heseltine, to ensure more effective use of resources and lobby for the opportunities for the City Deal cities to be made available to all areas</p>	<p>Ian Hughes</p>	<ul style="list-style-type: none"> • Brussels lobbying on priorities via EU institutions - Committee of the Regions, Congress and CEMR - All meetings and UK member delegations to date supported through briefings, substitutions procedure and on the spot assistance • Local Economic Growth – City Deals - The Journey so far video series delivered; Governance arrangements report commissioned by Kamal as broadened to extend beyond CDs; Follow-up to Rewiring will be done through independent LG finance commission which is now kicking off; New research commission on fragmentation of growth funding completed and commission on costs of competitive almost finished - both will be published after purdah; Business engagement strategy delayed for establishment of new City Regions Board; Sat on 2 Government-sponsored task force reports on high streets to try to influence recommendations. Distressed Properties task force reported in Nov and backs LGA call for compulsory purchase orders to be cheaper and easier to use. Report of High Streets forum published in January. 	<p>Green</p>
<p>Councils maintain their planning powers and freedoms and there is certainty and stability in the planning system - we will continue to make the case for local decision-making on planning, and provide support to councils in developing local plans</p>	<p>Paul Raynes</p>	<ul style="list-style-type: none"> •Strategic planning for infrastructure and growth- Initial discussion by P&P board. Officers to scope and outline, project to be discussed by EHB and P&P boards at further meetings • Fracking: Board Promotion of LGA position through media, meetings and events and briefings 	<p>Green</p>
<p>Councils drive the increase in the housing supply that the nation needs - we will continue to make the case for councils to promote affordable and social housing and by using their own borrowing power and encouraging third parties through the planning system, and will work to ensure councils have the tools to manage the housing impacts of welfare reform</p>	<p>Paul Raynes</p>	<ul style="list-style-type: none"> Following LGA lobbying, HRA borrowing cap partially lifted and gov't has announced a review of the role of local authorities in the delivery of housing • Survey of self financing authorities published. Evidence used to support LGA lobbying on the Right to Buy and borrowing cap through the Deregulation Bill. • LGA submitted written evidence to the Lyons review of Housing. •Case study publication demonstrating council action to support housing investment published September 2013 • Interviews with a range of councils, HCA, local partnerships and NHF taking place to inform a publication highlighting opportunities to leverage investment for housing locally. 	<p>Green</p>

<p>EU funding is devolved to local partnerships as part of a wider package for local growth - we will lobby at European and national level to ensure that all places have the opportunity to influence provision in their area in the seven years to 2020, with local authorities and their partners, with Government, deciding how they wish to organise themselves for this</p>	<p>Ian Hughes</p>	<ul style="list-style-type: none"> • LGA paper delivered by members to 6/11 EU funds Programme Board • Scoping analysis of EU regs • LGA members led debate at ESIF Growth Board 6/11 • Lobbied for greater involvement in Partnership Agreement and Operational Programmes • Lobbied for EU rural funds to be integrated with ESIF (Chairman letter to DEFRA Minister) • LGA commissioned research on lessons of ESIF for future local economic development. Output: report to be delivered mid May 2014 (interim in April) 	<p style="text-align: center;">Green</p>
<p>Councils promote economic growth through their capital and assets - we will directly support councils to deliver reductions in running costs and their carbon footprint, raise capital receipts and deliver growth outcomes such as housing and disseminate the learning from this.</p>	<p>Brian Reynolds</p>	<ul style="list-style-type: none"> • The LGA/Government Property Unit 'One Public Estate Programme' launched on 25th June 2013; a central-local programme aiming to aid local and central government asset holders to 'unblock' any barriers that may be preventing a more integrated approach to capital assets across a locality. There are 12 authorities involved in the programme. • The Economic Growth Advisors programme was launched in July 2013; 74 bids from over 90 councils were received, and 62 project applications, involving 79 councils have been accepted as part of the programme. Outcomes from all programmes are due to be reported in the summer of 2014. 	<p style="text-align: center;">Green</p>
<p>Councils support green growth by taking action on energy efficiency and reducing the costs of energy - we will champion councils' role in leading action on energy efficiency and green energy and ensure they have the flexibility and resources to support local initiatives to reduce energy costs, tackle fuel poverty and build resilience to climate risks</p>	<p>Paul Raynes</p>	<ul style="list-style-type: none"> • Focus group with local authorities to assess their experience of the Green Deal and ECO commissioned and completed by CAG • Case studies published on council role in tackling fuel poverty; Financing energy efficiency case studies also produced, to be made available on LGA and Climate Local sites • Improving Green Deal and ECO - LGA responding to ECO consultation setting out our proposals for change and a stronger role for councils - April 2014 & Cllr Tim Moore gave evidence to the ECC Select Committee on the Green Deal and ECO • 85 councils signed up to climate local, Secured continued support for the programme for 2014/15 from the Environment Agency. 	<p style="text-align: center;">Green</p>
<p>Councils drive tourism and the visitor economy - we will promote and support councils' leadership role by ensuring they have the necessary levers over planning, finance, skills and transport, and investment in the arts, sport and culture.</p>	<p>Paul Raynes</p>	<ul style="list-style-type: none"> • Launched visitor economy publication setting out key policy proposals and 15 new case studies on how councils are driving growth through the visitor economy • 59 portfolio holders engaged with the two Culture Leadership Academies and heritage seminar. The second heritage seminar has been rescheduled for June 2014 • The LGA Chairman and Chair of the CTS Board met the Chairman and Chief Executive of VisitEngland to secure support for our policy proposals that will help councils to improve the productivity of the tourism sector. 	<p style="text-align: center;">Green</p>
<p>Councils build business confidence by reducing unnecessary red tape and regulatory burdens at the local level, as well as by fighting crime - we will promote the positive contribution local regulation can make to economic growth and work with councils to improve their ability to tackle crime, metal theft and anti-social behaviour.</p>	<p>Helen Murray</p>	<ul style="list-style-type: none"> • Published Rewiring Licensing at annual licensing conference Feb 2014 • Guidance on local licensing fees published • £5K provided to support Year Ahead conference • Online training module launched on regulation & regional licensing events held for members 	<p style="text-align: center;">Green</p>
<p>Fire and Rescue Authorities protect people and places from harm, providing the safe environment in which businesses can thrive - we will champion fire authorities in their national resilience and local roles and identify opportunities to achieve further efficiencies and synergies across the blue light services.</p>	<p>Helen Murray</p>	<ul style="list-style-type: none"> • LGA submitted evidence to CLG Select Committee on Knight Review; Legal advice commissioned on LGA's role on national operational guidance • The LGA has championed the importance of a bottom up approach to reform and has successfully galvanised support for this approach from Ministers. • The LGA was successful in achieving a manageable timetable for the implementation of the Principle Authority Scheme to fire safety and have worked closely with the sector to ensure the success of the scheme. • The Fire Conference was held and debated blue light integration, commercialisation of the sector and national resilience, particularly relating to flooding, attracted over 300 delegates for the two day event. • The LGA was successful in lobbying for a lower reduction in funding in 2015/16 for fire. • The LGA published at the Fire Conference, Any Fire, a report in the re-wiring local government suite that set out the case for reform to the financing of the fire sector. • The LGA has invested in actuarial advice in respect of fire pension reforms. 	<p style="text-align: center;">Green</p>

Sector-led support, improvement and innovation: We will support councils with improving performance, effectiveness and efficiency

<p>A tailored corporate peer challenge for local authorities, including a core component looking at issues of leadership, corporate capacity and financial resilience</p>	<p>Dennis Skinner</p>	<p>Take up of the peer challenge offer is very strong. In the final quarter we delivered 20 corporate peer challenges for councils and fire and rescue services (compared to 15 in the same period last year) a total of 86 for the year. As a result we have completed 166 peer challenges of all types including corporate peer challenges (far exceeding our original performance target of 100 peer reviews for the year). The external evaluation of the programme by Cardiff Business School reported in January 2014 judged the LGA's corporate peer challenge to be delivering positive impacts and outcomes for the sector with the quality of peer teams judged to be of an extremely high calibre.</p>	<p align="center">Green</p>
<p>Leadership and managerial development programmes, providing opportunities for hundreds of politicians and managers, equipping them to deal with the challenges being faced by their councils</p>	<p>Dennis Skinner</p>	<p>A report on the future direction of the LGA's member and managerial leadership development offer has been agreed by the Leadership Board and work has started on developing the new suite of leadership programmes for 2014/15. A total of 506 councillors attended our various main and focused Leadership Academy programmes. The Next Generation programme 8 formally concludes at this year's LGA conference, but every other element of the programme has been completed with 52 of councillors taking part. Recruitment for the 2013 NGDP (Cohort 15) intake has now been completed and a total of 94 graduates have been placed in 40 councils across England and Wales. The closing date for application for Cohort 16 of the programme was in mid-January and approximately 2000 applications were received. These have been whittled down to 550 who attended the stage one assessment centres and then to 250 who were invited to the final stage of the assessment process, which took place in March/April 2014.</p>	<p align="center">Green</p>
<p>Support to help councils with capturing and sharing innovative practice</p>	<p>Dennis Skinner</p>	<ol style="list-style-type: none"> 1. Ensured a significant focus on innovation at the LGA conference in 2013 including an Innovation Zone with NESTA and others, and working with the LGA's internal cross innovation group including the Events Team to ensure another successful Zone at the LGA's conference in 2014. 2. Supported robust analysis of Creative Councils lessons for on-going dissemination to local government sector (including Camps, skills development, Knowledge Hub, formal research), primarily through an official but informal showcasing event on 20th November before the programme officially closed on 30th November 2013. 3. Launched the 'Local Councils' Innovation Framework' and promoted findings at LGA conference. 	<p align="center">Green</p>
<p>LG Inform - access to transparent and comparable performance information</p>	<p>Dennis Skinner</p>	<p>The new version of LG Inform, our data benchmarking service, was successfully launched to both councils and the public. In the final quarter we continued to promote the new LG Inform, including running a series of workshops for policy and performance officers. Work with councils in the East Midland, to identify local data they would like to collect using LG Inform as a free benchmarking club, also continued in this quarter and is nearing completion. A consultation on this local data will be run in the first quarter of the next financial year, with the intention of starting the first benchmarking exercise in the summer, for all authorities who wish to take part.</p> <p>Good progress has been made with LG Inform Plus (formerly known as esd-toolkit), our subscription package for local authorities offering a range of additional data tools and access to ward-level data. It is now a clearer offer to authorities, and more closely aligned to LG Inform. In the final quarter we delivered a tool to help councils build their own ward-level data reports; and guidance that identifies which local authority services are powers and which are duties. Letters inviting councils to subscribe for the new financial year were also sent out.</p>	<p align="center">Green</p>
<p>Sector-led improvement programmes in children's services</p>	<p>Helen Johnston</p>	<ul style="list-style-type: none"> • Developing the role of consumer champions within Children's Services and reviewing the role of Ofsted is now responsibility of the improvement team, with Michael Coughlin leading • New lead member induction centre completed - induction event will take place in conjunction with the July 14 CYP board meeting • 3 successful leadership academies took place at Warwick business school • Attendance and engagement with regional groups maintained • Successful pilot event held in conjunction with SOLACE and VSC - February 14 and now being developed further in conjunction with the leadership academies 	<p align="center">Green</p>

<p>Direct Support to councils through the lead member peers and principal advisers, working to help them access appropriate support, in particular where they are facing significant underperformance challenges - our support will take account of the increasing financial pressure being faced by councils</p>	Dennis Skinner	<p>A wide range of support has been provided to councils during the year including:</p> <ul style="list-style-type: none"> • Change of control support to 29 councils • Bespoke peer mentoring support to 64 councils • Delivery of top team development work to 13 councils • A range of follow-up support to 55 councils who received peer challenge • Direct improvement support to 63 councils e.g. work on financial sustainability in Corby, Derby and Nottinghamshire. Financial diagnostics also delivered in Gloucester City and Poole. 	Green
<p>Culture, tourism and sport - we will pursue sector-led improvement in culture, tourism and sport</p>	Paul Raynes	<p>Programme of events and peer reviews continues. Achieved or exceeded all targets below:</p> <ul style="list-style-type: none"> • engaging 40 library portfolio holders with improvement events • engaging 70 sport portfolio holders in improvement activity • engaging 55 portfolio holders responsible for culture in improvement events 	Green
<p>Adult social care and health - we will pursue sector-led improvement programmes in adult social care and health</p>	Sally Burlington / Andy Hughes	<p>DH/LG strategic forum met in July, chaired by Carolyn Downs; report submitted to HTTG proposing a limited number of outcome-based public health indicators upon which LAs have most influence.</p> <ul style="list-style-type: none"> • ASC leadership support - regional networks met; induction event for lead members held July • <u>Adult safeguarding</u> - 3 peer challenges held; 54 councils signed up to 'making safeguarding personal' project • <u>Winterbourne View</u> - team appointed; stocktake completed, analysed and results made available; comms and engagement strategies agreed & operational ; sharing event for concordat signatories held; New Director appointed and revised programme being planned for 14/15 • <u>TEASC</u> - 'Statement of purpose' agreed; work commenced on bespoke peer challenges; pilot work in LAs on use of resources self-assessment begun; quarterly reporting on adult social care data begun; DH grant still not received • <u>Health & Wellbeing</u> - 17 peer challenges (100+ peers from the sector) with refreshed methodology. 3x peer training sessions for 57 new peers. Self-assessment tool revised. 4x sharing learning events with average attendance of 100 at each. LG Inform public health data sets - 1,559 registered users and 20,89 visits. 9x regional partnerships established and funded. Healthwatch Outcomes and Impact Tool used by 48 areas 	Green
<p>Planning services - we will pursue a sector-led improvement programme in planning services</p>	Paul Raynes	<p>We successfully made the case to DCLG for genuinely sector-led governance of PAS and have now put in place from this financial year a PAS board that is holding the service to account and agreeing its grant arrangement and targets with DCLG. The PAS programme continues to deliver relevant work at high quality. Over 90% of people using its services recognise that it helps them do their work more effectively. The sector sees PAS becoming more important in an environment requiring working together without so much guidance from the centre.</p>	Green

<p>Practical support to councils continue to develop new and innovative ways to improve efficiency and productivity as a major element of public service reform.</p>	<p>Dennis Skinner</p>	<ul style="list-style-type: none"> • The Adult Social Care Efficiency (ASCE) Programme is now in its third and final year. Visits to all 54 participating authorities to evaluate progress against objectives and gather evidence of efficiency savings. A final event will be held on 17th July when the final report will be published. Arising from the ASCE programme a Learning Disability Services Efficiency (LDSE) Project was launched at the start of the year. The project will follow the current ASCE model. Five authorities (Barking and Dagenham, Cumbria, Darlington, Kent and Wiltshire) are involved in the programme. Following demand from councils we are now consulting on a new national procurement strategy for local government that will be launched at the LGA conference in July. • The Productivity Expert programme has now funded over 40 councils to provide funding to enable them to engage an expert to provide the necessary skills and expertise to help deliver efficiency savings. The key headline is that for an investment of £150,000 of LGA funding is contributing to efficiency savings and income generation of over £53 million being identified and delivered by participating councils. • The 100th local government commissioner recently graduated from the Commissioning Academy - a joint programme between the Cabinet Office, the LGA and other central government departments that enables senior commissioners across the public sector to develop their commissioning skills alongside each other. Recruitment for the programme is now open for councils who want to participate in the next cohorts starting in September 2014. • Our evaluation of the Customer-Led Transformation programme has highlighted that the programme delivered over £331 million of financial benefit to the public and public services. • The LGA organised a Public Service Network Summit and helped individual councils who had specific issues, raising these on their behalf directly with senior PSN officials; this enabled a number of councils to get through the compliance process before the deadline. 	<p>Green</p>
<p>Our own efficiency and effectiveness</p>			
<p>Full membership - we will maintain membership levels amongst local authorities in England and Wales - including fire and rescue, integrated transport and national park authorities - by enhancing the benefits and reducing the costs of membership. We will introduce a 'loyalty discount' for members and continue to communicate on the benefits of membership directly with individual councils and all councillors</p>	<p>Claire Holloway</p>	<p>13 councils on notice to leave from April 2015 compared with 31 councils 12 months ago. 2 councils out of membership compared with 2 councils 12 months ago.</p>	<p>Amber</p>
<p>Persuasive communications - we will work to support, promote and improve local government using the full range of communications activity, ensuring councils have a strong national voice and are well represented to central government</p>	<p>David Holdstock</p>	<p>We have introduced measures which allow us to track the tone of media coverage (positive, neutral, negative), which media covered it, which subjects, which spokespeople and whether it was proactive or reactive. The headline results are:</p> <ul style="list-style-type: none"> • National media coverage increased by 144 per cent year-on-year from 483 episodes in 2012/13 to 1182 in 2013/14. • 79 per cent of national coverage was positive. • 67 per cent of coverage was through pro-active media work. • 1247 mentions of the LGA in Parliament • 61 per cent of MPs feel the LGA is very or somewhat effective – up from 45 per cent in the previous 12 months. • Delivered 100 events (82 per cent free to attend and 30 per cent held in the regions) with an average satisfaction rating of 92 per cent • 3,730,300 website page views (644,492 unique users). 	<p>Green</p>
<p>Financial sustainability - we will work with our member authorities and government to ensure we secure core funding for the LGA from 2015/16 from subscriptions and LGA top-slice</p>	<p>Helen Platts</p>	<ul style="list-style-type: none"> • Significant reductions in additional pension contributions negotiated to take effect from 2014/15 • Decision taken to refurbish Layden House following options appraisal • Business case for RSG topslice from 2015/16 submitted • Commercial strategy now agreed - to be implemented 2014/15 	<p>Green</p>
<p>Efficient business management - we will continue to make changes to improve the efficiency of our back-office services, to achieve a further 10% reduction in our overheads</p>	<p>Helen Platts</p>	<p>£660k savings achieved on the Liberata contract for 2013/14. Full year impact of £1m savings projected for 2014/15</p>	<p>Green</p>

<p>Effective people management - we will support our employees through effective performance management and development, and will place a high priority on engaging them in developing and improving our services to councils</p>	<p>Claire Holloway</p>	<p>2013 Employee Survey showed generally positive results and overall increase in employee satisfaction across all key indicators. 94% of appraisals completed and returned compared with 90% in 2013. Second tranche of management training almost complete and date of sustaining event set. Knowledge Bites and Knowledge Bites Plus programme in place overseen by C&C team. Two rounds of Management Challenge held with positive feedback from all delegates</p>	<p>Green</p>
<p>Accessible information - we will focus on achieving improvements for our customers and supporting them with sharing information and knowledge, as well as reductions in our own costs through a coherent, affordable programme of ICT development which aligns with our overall priorities</p>	<p>Helen Platts</p>	<p>Progress with in year ICT development: new intranet (sharepoint) implemented. However, delays with other projects. Committee management system and conference and events booking system to be implemented in the first quarter of 2014/15. Knowledge Hub was successfully transferred to Liberata in November 2013.</p>	<p>Amber</p>