

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?
<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>There is a transparent system of local government finance at national and local level - we will lobby for fair funding for England and English local government, multi-year funding settlements to enable councils to invest in economic growth as well as services that focus on early intervention and prevention, and a localised distribution system that appropriately balances needs and incentives</p>	Nicola Morton	<ul style="list-style-type: none"> •The Finance Commission has now met on five occasions, interim report is on track to be published mid October. • Future Funding Outlook 2014 published in July and individual local authority models sent to members • Governance of the Local Settlement - comparative systems report and Multi-year finance settlement report both circulated to colleagues for comment to inform final report to the board 	Green
<p>Future spending reviews deliver fair, timely and flexible local government finance settlements - we will lobby for fair financial settlements for local government and ensure that the financial consequences for local government of central government reforms are understood and adequately funded. In particular in the areas of welfare reform, adult social care and children, including 0-5 public health, social care and education</p>	Nicola Morton	<p>Adult social care funding -</p> <ul style="list-style-type: none"> •Autumn Statement contribution written and currently with CWB Board Lead Members for sign-off. •Annual 'state of the nation' report currently being drafted • 2015/16 Care Act funding - Thorough response to Regs and Guidance submitted. Intensive work on 15/16 costs on-going. 120+ councils completed the modeling exercise and now in discussions with DH and ADASS to try and agree a shared position of the affordability risk assessment. • Health Select Committee public expenditure inquiry - Terms of inquiry published. 'State of the Nation' report will form basis of submission. Expect to be called for oral evidence in Nov/Dec. <p>Children's services costs/ School finance</p> <ul style="list-style-type: none"> • Contributed towards report for CYP Board June 2014 reporting on latest development. Gave presentation on school finance on 23rd July for East of England portfolio holders. Briefing on school finance announcements done July 2014 • S251 data collection in final phase <p>Cross-council</p> <ul style="list-style-type: none"> • Under Pressure: is 2015/16 the 'crunch year'? report complete and published • Response to cheshire judgment survey of councils financial impact undertaken; meeting arranged with DH to discuss the results 	Green
<p>People have a meaningful local vote on a wide range of tax and spending decisions - we will encourage a debate on local financial autonomy and the future of local government finance with a view to achieving local control over council tax and business rates, along with the right to determine new local taxes and set fees and charges which fully recover costs.</p>	Nicola Morton	<ul style="list-style-type: none"> • First 100 days work pursues this agenda • Work completed on 14/15 council tax collection started and Information gathering questionnaire designed • Drafted LGA response to Business Rates Admin Consultation which was approved by Finance Panel lead members now waiting for government response 	Green
<p>Local services and decisions are brought together in one place, for each place, for issues ranging from economic development, to health, to law and order - we will promote the benefits of integrated budgets and support councils and their partners in developing new governance and delivery arrangements to achieve this.</p>	Nicola Morton	<ul style="list-style-type: none"> • Initial place-based funding model complete • 11 'Our Place' neighbourhood community events currently being arranged 	Green

<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, managing risk and taking big, difficult decisions on spending.</p>	<p>Alan Finch</p>	<p>We have reviewed the finances of 10 councils requiring detailed diagnostic reports or going through corporate peer challenges. We have organised visits, interviews and workshops with various stakeholders on the revised sector-led improvement finance offer. We have also identified 10 new finance officer peers and 5 finance associates.</p>	<p>Green</p>
<p>Councils have access to alternative sources of finance to encourage investment and create jobs - we will lobby to free local government borrowing from Treasury restrictions and work to set up a Municipal bonds Agency</p>	<p>Paul Raynes</p>	<ul style="list-style-type: none"> • 37 councils have pledged just under £4m in addition to the LGA commitment of £500k. Legal process and councils' first stage payment to be completed this month. Phase 2 equity raise and search for initial borrowers underway. • Interim team to take agency towards launch in place. Processes and procedures to enable the company to operate and ultimately raise and on-lend capital being developed • Talks with head hunters to recruit first board of directors have taken place. Pending the appointment of the board, project board provide advice to the sole Director of the Local Capital Finance Company. 	<p>Green</p>
<p>There are robust and proportionate audit arrangements for councils - we will support councils in procuring cost-effective external audit services in the interests of transparency and accountability to local taxpayers</p>	<p>Dennis Skinner</p>	<p>LGA has registered Public Sector Audit appointments Limited (PSAA) and appointed Steve Freer (former CEO of CIPFA) as Chair. The new company will take on the statutory responsibility of appointing external auditors and managing existing contracts with the accountancy firms when the Audit Commission closes in March 2015. A programme board has been established to oversee the transfer of responsibilities and ensure the new arrangements are fit for purpose. The new company will continue until the new arrangements under the Local Audit and Accountability Act 2014 are fully implemented. LGA has secured provision with the Act to enable councils to have the option of collective procurement of external audit through a sector led body as a means of helping to maintain quality and reduce costs.</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 designed and organised to achieve economic and social benefits - linked to our proposals for integrating the governance and finance arrangements for each place, we will work up proposals for reform of the delivery of public services across sector boundaries and identify and lobby for the changes that Whitehall now needs to make.</p>	<p>Paul Raynes</p>	<ul style="list-style-type: none"> • Written evidence submitted to the independent Service Transformation Challenge Panel that makes the case for faster and deeper devolution to improve outcomes for residents and save the taxpayer money • Members have identified seven non-met places to invite to participate in the research project • Public service transformation work informs the ongoing development of our English devolution narrative • The LGA's work is influencing the Non-Metropolitan Commission's findings and recommendations on public service transformation. 	<p>Green</p>
<p>Councils' role in the health and care system is strengthened to enable local leadership of sustainable and resilient health and care services - we will work with government, NHS and other partners to help every area make best use of the Better Care Fund to promote integrated and effective services which are jointly led. We will influence the Care Bill and its implementation to ensure reforms are fully funded and well planned and continue to work with partners to support councils' new public health functions as part of the wider health and care system. We will continue to support the role of Health and Wellbeing Boards as the key strategic leaders of the health and care system and work jointly with partners to strengthen service user and public engagement in health and care services.</p>	<p>Sally Burlington</p>	<ul style="list-style-type: none"> • Briefed at every stage of the Care Bill's passage through Parliament. Thorough and detailed submission made (jointly with ADASS) on regulation and guidance (August) • Response to major consultation on Care Bill secondary legislation - submission made (jointly with ADASS). 15 page overview backed up with individual technical submissions on main themes • GIOTA published July 2014 • Sessions organised for NCASC, briefings being prepared and support being provided for Chairman's speech • campaign on designing a new landscape for health and adult social care, support provided, particularly around links to 100 Days work & support/input on new 'future of health and social care' project. 	<p>Green</p>

<p>Councils have the flexibility and resources they need to deliver services that meet the needs of individual children and young people - we will work to ensure that policy reforms enable councils to meet their ambitions for children and young people in their area, as well as their statutory duties in a climate of increased demand for children's social care. We will raise awareness to ensure that councils are effective in tackling child sexual exploitation and support councils to build their capacity and achieve a confident and skilled children's workforce.</p>	<p>Helen Johnston</p>	<ul style="list-style-type: none"> • Piloting/action learning sets on implementing 'Our ambition' at NCAS Conference • Influencing the Home Office National Group on Tackling Sexual Violence Against Children and Vulnerable Adults; • Identifying and disseminating the latest examples of effective practice on tackling CSE locally. • Assessing the effectiveness of current arrangements for the operation of local safeguarding children boards (LSCBs), with a particular focus on the disproportionate role that councils currently play in resourcing and being held to account for the delivery of a multi-agency workplan. Research currently out to tender with LGA research framework partners, with a closing date of 10 October and delivery date amended to March 2015, taking account of widened scope following Rotherham report 	<p style="text-align: center;">Green</p>
<p>Councils have a central and recognised role in the design and delivery of Universal Credit - we will host the Partnership Forum, secure funding for local support services and ensure the Local Support Services Framework recognises the role of local government in the local commissioning and delivery of services to support employment and access to affordable housing. We will monitor the wider impact of welfare reform on the services councils need and are able to deliver for their communities.</p>	<p>Paul Raynes</p>	<ul style="list-style-type: none"> • Working with DWP to establish heat map of readiness • Currently reworking Members Guide to welfare reform to ensure members are engaged at a local level • Draft ESF handbook for councils in production 	<p style="text-align: center;">Green</p>
<p>Councils work effectively with partners to deliver safe and cohesive communities - we will champion the work of councils with police and crime commissioners in tackling anti-social behaviour, crimes against vulnerable people, domestic abuse and serious and organised crime, and also lead a debate about the future of community safety partnerships as well as police and crime commissioners ahead of the next election. We will support fire and rescue authorities to take forward key recommendations from the Knight Review on collaboration across blue light services.</p>	<p>Helen Murray</p>	<ul style="list-style-type: none"> • The three regional workshops on implementing the community trigger have been held and guidance produced for practitioners. We continue to work with the Home Office and College of Policing on further support. • Work has commenced on a toolkit to assist councils in tackling FGM. An LGA-drafted amendment to the Serious Crime Bill was considered by the House of Lords at the third committee stage session on 15 July. • A survey to explore referrals to and from children's services was sent out to Heads of Children's Services in July. • We have published an article in 'First' on the role of councils in tackling organised crime; we have continued to participate in the Home Office SOC pursue-prevent board; and are helping the Home Office and National Crime Agency with the development of a toolkit for a wide range of partners on tackling organised crime. We are also using the Serious Crime Bill to make the case for more of the assets seized from criminals to be returned to the localities the criminals come from under the asset recovery incentivisation scheme, and our amendment to this effect was debated by the Lords in their committee stage considerations of the Bill on 2 July. • We are inviting participants to a round table discussion in September from which we will develop the range of models for councils to use to deliver community safety outcomes. As a result of discussions at the SSCB we will also be surveying community safety partnerships to see how much funding they receive from PCCs. • The LGA is now a part of the Cross-Emergency Services Group, which brings together a range of key stakeholders to promote and highlight good practice on blue light collaboration across the services. The LGA has contributed to a booklet the group will be producing giving a national overview of the current level of interoperability which the group will be producing soon. • At the LGA's next Fire Conference, we will showcase good practice in the fire and rescue service through a new innovation zone. 	<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 diversion of waste from landfill whilst reducing cost pressures - we will support councils to achieve increased recycling rates, pressing for investment in infrastructure to secure increased value from recycled materials and mainstreaming the reuse of products.</p>	<p>Paul Raynes</p>	<p>The LGA continues to engage with DEFRA, the opposition and the waste industry to highlight and promote the recommendations in the Routes to Reuse and Wealth from Waste reports. Officers have also been developing the LGA lobbying lines and strategy in relation to the published EU waste targets proposals.</p>	<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 offer practical advice and products for their workforce challenges</p>	<p>Sarah Messenger</p>	<p>The pay offer of 1% for council staff with more (up to 4.66%) for the bottom 6 pay points has been supported unanimously by councils who think it is reasonable in the context of the financial pressures they are facing. The unions have rejected the offer and gained support, via very low turnouts, for strike action on the 10th of July. All the usual advice and information has been provided to councils in preparation for this. An offer of 1% has also been made for firefighters and we are hopeful this will form the basis of a deal with the FBU. The strategy team has continued to provide specialist support and advice to councils on a range of workforce issues including organisational redesign via DMA, social worker recruitment and retention, the creation of the Single Fraud Investigation Service and the integration of public services. The pensions team has managed the smooth implementation of a new LGPS benefit structure from April plus reached agreement with government and unions on governance and draft cost management regulations. A national web based calculation facility for the purchase of additional pension has also been developed.</p>	<p>Amber</p>
<p>Economic growth, jobs and housing: councils are recognised as central to revitalising local economies</p>			
<p>Councils have a key role to play in driving economic growth, new jobs and wealth creation - we will lobby for the devolution of power, policy and funding streams to secure UK growth and promote the menu of freedoms granted to the early city deals so that these are offered to all LEP areas.</p>	<p>Ian Hughes</p>	<ul style="list-style-type: none"> • Government agreed Growth Deals with every LEP in July and we have pressed the case for further devolution in our submission to the Autumn Statement due to go to Treasury in mid-October. •We continue to push Government to put in place delivery arrangements which honour Ministers commitment to devolve £5.3bn •EU funds to 39 LEPs to deliver growth and jobs from January 2015. •Working with CESI and eleven councils to develop a report which will put forward a local government offer to commission skills, employment and welfare for the low skilled and unemployed to be delivered end Autumn •The LGA organised a Chatham House seminar for Chief Executives, the LEP Network and senior officials from BIS, CLG and the Cabinet Office to discuss the future of local growth deals. 	<p>Green</p>
<p>Infrastructure is developed quickly and efficiently and targeted to maximise growth - linked to our proposals for alternative sources of local government finance, we will support councils in working with their partners to maximise the value of local and national infrastructure investment, in particular through our support to Local Partnerships.</p>	<p>Ian Hughes</p>	<ul style="list-style-type: none"> •Further work on parking strategies continues in partnership through a broad coalition that is in opposition to the Government's proposal to securing amendments to the Deregulation Bill •Graham Dalton, CE of the HA, attended the July LGA Economy and Transport Board. Further work continues on securing amendments to the Infrastructure Bill to ensure that the new strategic roads company has a statutory duty to consult local authorities. •Awaiting formal government consultation on highways maintenance funding allocation. It was expected in summer. •Contribution to DfT led Bus Partnership Forum looking at long term solutions on influencing local provision of buses and funding reform. •Submission to Transport Resilience Review; Annual survey sent to councils on preparedness of councils for winter weather. 	<p>Green</p>
<p>Councils play a lead role in improving educational standards and working with business to match education, training and skills with employer need - we will support councils to improve standards for all children and young people from their early years, through school and into post 16 education, training and employment. We will continue our Hidden Talents campaign to ensure all young people are supported to participate in quality skills, training and employment, including support for the transition to adulthood and work. And for more vulnerable learners we will support councils to deliver on the reforms for children and young people with special educational needs and disabilities.</p>	<p>Helen Johnston</p>	<ul style="list-style-type: none"> •Case study publication on how councils are adapting to the increasing numbers of academies. Work commissioned and underway. Will form part of a wider piece of work setting out the LGA vision of the council role in education in the run up to the General Election 	<p>Green</p>

<p>Councils unblock the barriers to house-building and drive the increase in housing supply the nation needs - we will continue to make the case for councils to promote affordable and social housing by using their own borrowing powers and encouraging third parties through the planning system. We 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"> • Research evidencing the impact of a devolved approach and document on developing a case for the extension of deferred payments across government and into the private sector published in July • LGA has held two roundtables with LAs to discuss the current approach to housing development viability. LGA has also written to Oliver Letwin MP and Brandon Lewis MP proposing joint work on this issue for the government, developers and LAs • Project brief for research on current practice on allocations has been agreed and case study areas identified 	<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"> • Impact of extension to permitted development survey completed and this has informed the LGAs consultation response on this issue. Press Release due for release w/c 30th September • Ongoing engagement with DEFRA, CLG, No.10 and the water industry to press for an appropriate mechanism to fund the maintenance of SUDS. • Proactive briefing of Peers on LGA concerns. Amendments reflecting LGA concerns laid by opposition peers at Lords committee stage and work will continue throughout the bill's progress through Parliament • LGA continues to press for an enhanced community benefit scheme and is actively pressing for amendments to be included in the Infrastructure Bill to put the community benefit scheme on a statutory footing 	<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 the optimum delivery of EU funds for LEP areas.</p>	<p>Ian Hughes</p>	<p>The Government's plan to spend €5.3b EU funding has been submitted to Brussels with a commitment to local delivery. The LGA Chairman has met ministers and Commissioners to state that councils' bottom line is contained in the draft plan and there would be no partnership consent to a dilution of local responsibilities.</p>	<p>Green</p>
<p>Councils are at the heart of the commissioning and delivery of household energy efficiency schemes - we will champion councils' role in leading action on energy efficiency and green energy and ensure that 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"> • Climate local annual report launched at annual conference • First peer support webinar took place in July hosted by Energy Savings Trust • Consultant commissioned to undertake analysis of impact and legacy planning and first meeting of the task and finish group has been held • The LGA's Climate Local support service continues to expand its membership. 93 councils have signed up to the initiative, delivering in excess of 1900 actions to support climate resilience and mitigation in their local areas. The LGA has also continued its engagement with the Department for Energy and Climate Change to press for a stronger local approach to the delivery of energy efficiency measures 	<p>Green</p>
<p>Councils have the necessary levers to maximise the impact of their culture services as drivers for growth - we will support councils in linking culture, planning and the visitor economy to build the heritage of the future and to get value for money from their investment in broadband.</p>	<p>Paul Raynes</p>	<ul style="list-style-type: none"> • CTS Lead Members have continued to influence the Sieghart Review. We have made the case for a review that builds on existing good practice in this locally-led service. We have also ensured that LGA is influencing Mr. Sieghart's work to fund the rollout of Wi-Fi in public libraries so that it reflects the wider context for councils. • LGA has been at the forefront of influencing taking forward the Farrell Review recommendations • New CTS Board Chair met Chair of English Heritage 30 September and secured agreement for shared focus on local political leadership and moving the conservation resource in councils upstream. • Secured LGA membership of the Magna Carta 800 Committee. Cllr Sparks met Sir Robert Worcester, Chairman of the Committee, in September 	<p>Green</p>
<p>Councils work with businesses to determine the right level of risk and regulation for a local area, balancing community protection with economic growth - we will work with councils to develop localised, simplified regulation that reduces red tape for businesses and support them in their work to develop vibrant and prosperous high streets.</p>	<p>Helen Murray</p>	<ul style="list-style-type: none"> • good practice guidance documents currently being scoped out to help introduce the principles of Open for Business and Regulator's Code • Officer of the Future seminar in October • Final meeting held Sept 2014 of task and finish group with the gambling industry to address issues of concerns to councils 	<p>Green</p>

<p>Councils and fire and rescue authorities protect people and places from harm, providing the safe environment in which businesses and communities can thrive - we will support fire authorities in their prevention and protection work as well as in their role of responding to emergencies in a challenging industrial relations climate.</p>	<p>Helen Murray</p>	<ul style="list-style-type: none"> • The LGA has fed into the Independent Review of Conditions of Service for Operational Staff in the Fire and Rescue Service. Our response highlighted the importance of locally elected politicians on FRAs as the service transforms itself, as well as recognising that the terms and conditions of staff need to enable and positively support new ways of working. Our response also recognised that improvements can be made to the joint negotiating machinery and a commitment to do this work is already underway. However, we still support the principle of collective bargaining. • The LGA is representing FRAs at the Strategic Resilience Board, which brings together Government departments and the sector to discuss resilience issues and emergency planning. 	<p>Green</p>
<p>Sector-led support, improvement and innovation: We will support councils with improving performance, effectiveness and efficiency</p>			
<p>A tailored corporate peer challenge for local authorities, including a core component looking at issues of leadership, corporate capacity and financial resilience. In 14/15 we will deliver 100 corporate and service-specific peer challenges.</p>	<p>Dennis Skinner</p>	<p>Take up of the peer challenge offer remains strong. In the second quarter we have delivered 9 corporate peer challenges for councils and fire and rescue services (25 in total for the year to date). Currently a further 32 are confirmed or in discussion for the remainder of the year. We remain on target to deliver 100 corporate or service specific peer challenges by the end of the financial year.</p>	<p>Green</p>
<p>Leadership and managerial development programmes - we will provide development for at least 500 councillors with leadership roles; support at least 50 councillors through our 'Next Generation' programme; through our 'Leading Edge' programme, provide 50 leaders and chief executives with the opportunity to work together on developing their leadership roles; help attract new talent through our 'Be a Councillor' programme; provide support in community leadership support to councillors; and recruit 75 high calibre graduates to our 'National Graduate Development Programme'</p>	<p>Dennis Skinner</p>	<p>The LGA's refreshed leadership offer, Highlighting Leadership, was launched at the LGA Annual Conference. To date over 400 councillors have registered to attend political leadership programmes for 2014-15. All of the four political party groups will be running Next Generation for between 15 and 20 councillors. All of the programmes start in October. The ngdp has now placed all of its 110 graduates this year (Cohort 16) into 53 councils across the country. The graduates will all attend an induction event at Warwick in mid-October and will all have started work by the end of October.</p>	<p>Green</p>
<p>LG Inform - free access for councils and the public to transparent and comparable performance information; as well as LG Inform Plus, providing councils with access to small area data reports and tools.</p>	<p>Dennis Skinner</p>	<p>The new version of LG Inform, our on-line data and benchmarking service, was successfully launched to both councils and the public last year. Now, by the end of this quarter, 92 per cent of councils were registered, comprising over 2,100 registered users. Since the opening of the public site, it has had over 52,000 visits from 28,000 unique visitors – this figure has doubled since the end of the last quarter.</p> <p>Over the summer, we ran a consultation exercise within the sector to identify some new data items that councils wanted to collect themselves, to measure their performance. Following this, we conducted an exercise to collect a small basket of five new metrics from authorities, using LG Inform. This exercise has been very successful, with over 120 authorities voluntarily submitting data for data items that they think are useful to them. This whole enterprise is in keeping with our vision of local government taking responsibility for its own data in keeping with the sector-led improvement work we have been doing.</p> <p>Also over the summer, we have started the exercise to re-tender the contract for developing and support LG Inform, since the current one is coming to an end. We expect to award this in the next quarter.</p> <p>Good progress continues 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. Subscriptions have now reached the target level.</p>	<p>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 performance challenges - we will provide bespoke support to at least 20 councils in 14/15, aiming to ensure that the government does not need to intervene</p>	Dennis Skinner	<p>The LGA has been working with the following numbers of councils in relation to our various improvement support offers:</p> <ul style="list-style-type: none"> • Change of control/leader support - 31 • Bespoke peer mentoring support - 44 • Delivery of top team development work - 12 • Follow-up support to peer challenges 28 • Direct improvement support 53. 	Green
<p>Scrutiny support and expertise - through our partnership with the Centre for Public Scrutiny, provide direct support to councils and councillors in developing scrutiny skills and expertise.</p>	Dennis Skinner	<p>Direct support for councils as part of sector-led improvement has been identified through corporate peer challenges, etc (work commenced with 3 councils in Q2, plus participation in a corporate peer challenge in early September). We have also been directly commissioned and have completed projects for 7 councils in Q2 to provide member training or scrutiny evaluations, with a further 4 underway.</p> <p>Helpdesk support has been provided to 11 councils in Q2. This has involved repeated discussions with officers in Canterbury as they plan for a move to the committee system, and a visit in person to a member panel at Milton Keynes to give advice on enhancing the scrutiny function there.</p> <p>Universal support for councils and councillors – we have produced 2 newsletters this quarter (July & Sept), which have been sent to over 3000 recipients covering 326 councils in England and Wales. We have published a short paper on the lessons for scrutiny arising from the Rotherham child sexual exploitation case and we also have agreement in principle to collaborate with the LGA in updating existing guidance on scrutiny of corporate parenting issues and services for vulnerable children.</p> <p>Promotion of good practice – we have published “Successful scrutiny 2014”, highlighting Good Scrutiny Award winners, and our 2014 Annual survey of overview and scrutiny in local government, highlighting links between resource invested in scrutiny and scrutiny’s effectiveness. We have agreement in principle to work with 9 Scrutiny Development Areas for the remainder of 2014/15 to explore opportunities for good governance where councils work to transform services, and where councils seek to commission more services from other providers.</p> <p>We have also agreed a new Leadership Essentials course in Effective Scrutiny to be delivered in partnership with the LGA in October 2014 – this is fully booked with a waiting list and further dates identified.</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, focussing on adult social care, commissioning and procurement, capital and assets, future ways of working, and housing, waste and economic growth.</p>	Dennis Skinner	<p>A wide range of practical support to help councils achieve savings and be more efficient have been provided. 54 councils continue to be supported through the Adult Social Care Efficiency programme; support continues to 12 councils through the One Public Estate programme, which has been extended to a further group of 20 councils, and 7 more councils have benefitted from our programme of productivity experts (an increase from 5 in the previous quarter). The National Procurement Strategy was launched this quarter and the final report of the Adult Social Care Efficiency Programme was issued in July, with 100 authorities attending the event.</p>	Green
<p>Innovation - building on the lessons from the Creative Councils programme, we will continue to work with councils and national innovation partners to support councils in developing, implementing and sharing innovative approaches to the medium and long-term challenges facing local communities and services</p>	Dennis Skinner	<p>For the second consecutive year, we ran a highly successful Innovation Zone at our annual LGA conference in July 2014. Three lively and engaging days commenced with how political leaders are driving innovation in their councils and local communities, and councillors and officers from over 60 councils also demonstrated examples of innovation in redesigning services, demand management, data, technology and transformation. Further to the success of the Zone, we are looking to find ways to share those examples with councils and their partners and we will use our webpages to signpost to such examples as this work progresses.</p>	Green
<p>Culture, tourism and sport - we will pursue sector-led improvement in culture, tourism and sport</p>	Paul Raynes	<ul style="list-style-type: none"> • Leadership Essentials Programme for culture portfolio holders confirmed for 4 -5 November and 4 -5 December • Sport academies/Sport peer reviews/sport alumni events have been confirmed 4/5 and 15/16 Oct 14 and 11/12 Feb 15 • 25 portfolio holders attended the Library seminar on 18 September at the new Manchester Central Library. Planning is underway for the next seminar at the new Exeter Central Library in February. Scoping conversations arranged with three councils for a mini library peer challenge 	Green

<p>Adult social care and health - we will pursue sector-led improvement programmes in adult social care and health, including Towards Excellence in Adult Social Care, adult safeguarding, support for integration and the Better Care Fund, Winterbourne View, Health and Wellbeing Boards and implementation of the Care Act</p>	<p>Sally Burlington / Andy Hughes</p>	<p>All programmes are progressing according to agreed objectives with with the relevant Board or governance group. Discussions have taken place with with regional lead Chief Executives and Directors of Adult Social Care about closer integration of the programmes and funding. There was a general welcoming of this approach and this will be progressed over the course of the year.</p> <ul style="list-style-type: none"> - The TEASC protocol is now supporting improvement across all programmes. Work is progressing well on annual reporting - The Programme Director for Winterbourne has left the programme and discussions are taking place with DH about the structure of the whole programme - Care Act stocktakes have shown that councils are confident at implementing the Act, but face significant challenges in relation to finances, workforce and assessments <p>We have now added a further programme of Health and Care Informatics to the portfolio.</p>	<p style="text-align: center;">Green</p>
<p>Planning services - we will pursue a sector-led improvement programme in planning services</p>	<p>Paul Raynes</p>	<p>PAS is working with the sector to develop a new approach to understanding, monitoring and sharing information about the quality of service called "the planning quality framework". This will provide councils with an effective and simple way of being responsible for their own performance, to help drive improvement and provide transparent data to create local accountability. 1,890 responded to our survey: 97% said using PAS was a good use of their time</p>	<p style="text-align: center;">Green</p>
<p>Community safety sector-led improvement</p>	<p>Helen Murray</p>	<p>The Board has reviewed the community safety improvement offer in the light of the changing pattern of demand from the sector, diminishing resources, and the contribution of other providers. Currently support is focused towards raising awareness and understanding amongst councils and community safety partnerships about new types of crime, such as slavery, child sexual exploitation, etc; providing opportunities for practitioners to share good practice (e.g. recent anti-social behaviour workshops) and advising on the implications of new legislation. Our work in this area has scaled back and we continue to provide a Community Safety Peer challenge on a paid for basis where there is demand.</p>	<p style="text-align: center;">Green</p>
<p>Our own efficiency and effectiveness</p>			
<p>Full membership - we will maintain membership levels amongst local authorities in England and Wales by enhancing the benefits of membership. Having significantly reduced subscriptions over the last five years, we will maintain subscriptions at current levels and continue to communicate on the benefits of membership directly with individual councils and all councillors.</p>	<p>Claire Holloway</p>	<p>Membership levels maintained in 2014/15, with only two councils currently out of membership and 13 on notice (compared with 31 12 months ago). Integrated Transport Authorities now deleted from the LGA membership scheme as covered under combined authorities.</p> <p>Welcome packs sent to all newly elected members following local elections on 22 May, including copies of the Councillors' Guide. Groups now sending Membership Benefits packs to all new members.</p>	<p style="text-align: center;">Amber</p>
<p>Effective governance - we will make changes to our governance structures creating a City Regions and a People and Places Board to ensure that we fully represent the interests of our members, as well as streamlining our governance arrangements in other areas to ensure that we operate efficiently.</p>	<p>Claire Holloway</p>	<p>City Regions and People and Places Boards both in place and due to report on progress at Executive on 17 July.</p> <p>All other governance changes will come into effect from 1 September 2014.</p>	<p style="text-align: center;">Green</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>	David Holdstock	<p>The main results for July to September 2014 are:</p> <ul style="list-style-type: none"> • National media mentions up 43 per cent year-on-year from 305 in the same period for 2013 to 438 in 2014. • August saw us exceed 2013's national media mentions total of 1006 (1113 as of September 30) • 88 per cent of coverage was through pro-active media work against our target of 75 per cent. • 89 per cent of our national coverage was positive. • Our media work around the launch of our 100 days campaign at Annual Conference has received 75 national media mentions so far. The 100 days document has been downloaded more than 5,500 times. • More than 277,000 website page views by nearly 178,000 unique users. • 229 mentions of the LGA in Parliament from April to June. 	Green
<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. We will also implement proposals to develop the commercial activities of the LGA and take action to ensure that we maximise the value of our two properties.</p>	Helen Platts	<p>EC Harris have been appointed to complete the options appraisal for Local Government House. City of London are now on board for LGA client side support for the refurbishment of Layden House. Overview of LGA financial strategy presented to July Leadership Board. The 2015/16 RSG bid has been submitted. Confirmation by CLG expected in November 2014. However the position with the LGA and IDeA pension deficits remains challenging.</p>	Amber
<p>Efficient business management - we will continue to make changes to improve the efficiency of our back-office services, to achieve a further saving in our overheads</p>	Helen Platts	<p>Although overheads have been significantly reduced since the Liberata contract renegotiation in 2013, further work is needed to reduce overheads.</p>	Amber
<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>	Claire Holloway	<p>Positive staff survey 2014 results with 89% response rate. Results to be discussed SMT when full analysis available. Learning & development plan developed and underway following 2014 appraisals. The Wire intranet launched in April 2014 and receiving positive feedback. Monthly Employee Forums well attended and valued.</p>	Green
<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>	Helen Platts	<p>A new ICT strategy has been agreed. Our ICT developments: Conferences and Events booking system; Committee Management System; Sharepoint; are all on track to be delivered during 2014-15.</p>	Green