

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?
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.			
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	Nicola Morton	The Finance Commission interim report was published in October and after subsequent discussions the final report is being drafted. Likely publication in February.	Green
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	Nicola Morton	Adult social care funding - ASC submission for Autumn Statement and early development of CSR work complete - relevant messages worked up and included in submission and on the day response. Worked with DH on modelling 15/16 Care Act costs and associated media (Aug-Oct) and currently working with ADASS on 15/16 Care Act monitoring process. Published major new publication on the state of adult social care funding and included key funding lines in Chairman's meeting with senior Parliamentarians including Jeremy Hunt and Andy Burnham. Children, including 0-5 public health - We commissioned CIPFA to undertake a sector-led project to help provide a clearer picture of children's services costs. CIPFA found that the current DfE data collection from councils is not fit for purpose. It recommended improvements, such as simplifying the present 11 annual activity and financial returns to Government into a single unified return which will allow councils to 'sense check' the data before it is submitted. We are working to persuade the DfE to make the suggested changes in time for next year's collection, which will inform discussions during next years' Spending Review.	Green
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.	Nicola Morton	Business Rates retention report at draft stage and due to be published in early 2015. Survey on business rates avoidance produced and further work on results of survey following discussion with DCLG and Treasury underway. Council Tax Support report produced and awaiting member clearance.	Green
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.	Nicola Morton	Draft place based funding model and report to finance panel complete.	Green
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.	Alan Finch	We reviewed the finances of a further 15 councils through the peer review process taking the total to 25 and have produced detailed diagnostics reports on a further 3 councils. We have also updated and distributed the financial position ('spidergram') analysis to assist councils in their financial planning by highlighting some of their relative strengths and weaknesses in comparison to all other councils and councils of their type. We have organised visits, interviews and workshops with various stakeholders on the revised sector-led improvement finance offer. We have also identified 15 new finance officer peers and 10 finance associates. A new Financial Review offer has been designed, and the opportunity to pilot it has been offered to authorities. The timing of this (in the midst of the budget process) is not ideal but one authority has agreed dates in March 2015 for a pilot. Two briefing sessions involving 20 potential peers have been arranged for January and February 2015. A circular to Councils to identify good financial practice has so far elicited ten responses.	Green
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	Paul Raynes	Based on the level of commitment from Councils to invest in the Agency, at the beginning of December the Executive approved the launching of the Agency. The company is continuing the equity raise, identifying early borrowers, working towards the launch of the first bond in the Spring of 2015 and continuing to identify and recruit a Board of Directors.	Green
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	Dennis Skinner	LGA has registered Public Sector Audit appointments Limited (PSAA) and appointed Steve Freer (former CEO of CIPFA) as Chair. Three non-executive Directors have been appointed and the first Shadow Board meeting was held on 18 December 2014. 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.	Green

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>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"> • Nine places agreed to participate to create an evidence base in support of a community budget type approach. Evidence gathering and follow-up interviews complete in eight places. Interim report received. • Responded to the findings of the Independent Service Transformation Panel, which reinforced many core LGA asks 	<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>	<p>Response to, and influencing of, major consultation on Care Bill secondary legislation (regulations and guidance)</p> <ul style="list-style-type: none"> • On the day briefing produced upon publication of final phase one regulations and guidance • On-going influencing and lobbying of financial implications of Care Act in 2015/16 • Meeting with House of Lords shadow front bench team to discuss issues and concerns in more detail • Gearing up for January consultation on phase two regulations and guidance (including briefing CWB Chair for Ministerial meeting on 2016/17 reforms) • Support to new campaign on designing a new landscape for health and social care (NB: this work is in its infancy so exact nature of involvement is tbc). Likely to link to work on '100 days' and manifesto influencing • Links being made to other areas of work – ie thinking on CSR and messages on next steps for BCF 	<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"> • The LGA will continue to make the case for Rewiring Public Services to bring together funding around the needs of young people and the areas in which they grow up. • Review of current arrangements for the operation of Local Safeguarding Children Boards seeking to establish the key criteria required for the effective operation of LSCBs, and consider whether current arrangements provide a model that is fit for purpose in fulfilling the expectations of policy makers and regulators. • Scoping exercise to identify the various funding streams for early years and childcare including supply side funding for free places and other funding provided to parents such as vouchers. Research into the take up of free places for disadvantaged 2 yr olds, which will double to 40 per cent in September 2014, but will need to be secured ahead of that date. • Influence implementation of adoption reforms, supporting councils to improve timeliness of adoptions and availability of adopters and ownership of data • Co-ordinate cross-LGA policy, lobbying and improvement activity to ensure councils are seen as effectively tackling child sexual exploitation and high level CSE summit planned for 20 January. • LGA have submitted a bid to the DfE's social care innovation programme for the development of a new model of service delivery around FGM. A number of councils in the Eastern Region (including Essex, Suffolk and Norfolk) have expressed an interest in the model, which would see social care responsibility for FGM cases transferred to an external FGM Centre of Excellence, run jointly by the LGA and Barnardo's. We will shortly begin a programme of case audits in a number of council areas to establish the current response to FGM and consider how a Centre of Excellence should be configured to add most value. • Follow up work on improving S251 data and sharing best practice in children's services cost efficiency 	<p>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>	<p>All identified projects are either completed or on track. Ongoing work to support councils with Universal Credit is also on track, with the Chairman and Lord Freud opening the planned Universal Credit conference, which will support councils and lobbying objectives for UC roll out, on 12th January.</p>	<p>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"> • A guide for councillors to FGM has been published and was launched alongside our on-line toolkit at the FGM conference on 14 October. Over 2,600 copies have been downloaded since then. A survey to explore referrals to and from children's services was sent out to Heads of Children's Services in July and closed in September. The draft report has been received, but will be updated in light of above-mentioned FGM work. We will be holding a session at the LGA public health conference on FGM in February 2015. • Published a guide to implementing the community trigger • We have issued press releases calling for the introduction of measures similar to those in Ireland to tackle head shops, have continued to gather examples of good practice on tackling 'legal highs' and will be working with ACTSO on adding further good practice material to the K-Hub Trading Standards group, and have finalised a guide for councillors on tackling 'legal highs' which is with the design and print team. • We contributed to the Home Office guidance on producing local profiles of organised crime groups which has now been published and is LGA badged, have continued to participate in the Home Office SOC pursue-prevent board, and have provide material to the National Crime Agency on how councils can assist in tackling organised crime. We have also been involved in the development of the Home Office draft guidance on identifying individuals at risk of being involved in organised crime groups. <p>We have held three joint regional workshops with the Home Office and CIPFA to establish levels of procurement related fraud in councils and identify examples of good practice in tackling fraud. We have also submitted views to the Home Office review of the use of assets seized from criminals under the Proceeds of Crime Act and argued for greater amounts to be returned to the localities the criminals come from under the asset recovery incentivisation scheme.</p> <ul style="list-style-type: none"> • Currently gathering examples of good and innovative practice by councils in supporting victims of domestic abuse and reducing reoffending by perpetrators. • We have also provided information and policy suggestions to the Local Government Innovation Taskforce report about police governance structures and changes to the delivery of probation services so they are more place based and with councils taking the lead. The proposals were included in the final report of the Taskforce. We will also be using the good practice examples gathered on councils work on domestic abuse to make the case for a place based approach to tackling crime • We have commissioned a good practice guide for police and crime panels. <p>We have also submitted views to the consultation by the Committee on Standards in Public Life around standards in police governance, and the role police and crime panels play in dealing with complaints against police and crime commissioners.</p> <p>We have started looking at the technical detail around the policing panels that the Stevens Commission has recommended replace police and crime commissioners on behalf of the Labour Group and also supported the Conservative members of the Safer and Stronger Communities Board in their discussions around the role</p>	<p>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 board's priorities have changed and we are currently lobbying for changes to European Commission proposals to impose extended recycling targets. Our proposals are currently under review and we are awaiting outcome before determining ongoing lobbying strategy.</p> <p>Working with WRAP to raise awareness of existing EU recycling target and highlight their support offer and the risk of EU infraction fines. Article scheduled in First Jan 2015.</p>	<p>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>National pay deals for both local government and the fire service have been delivered within the parameters of affordability set by councils/Fire Auths. The LGPS reforms are now firmly embedded and good progress is being made on introducing new governance arrangements and on advising pension schemes on the new arrangements. The take up of the range of products and services offered by the team continues to grow and the Strategy and Consultancy are on target to meet and potentially exceed their income target. SM 15/12/14</p>	<p>Green</p>

Economic growth, jobs and housing: councils are recognised as central to revitalising local economies

<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"> • Undertaking a project culminating in proposals for a greater city region role in the UK's policy and delivery arrangements for trade and investment. • Long-term projections for UK trade & investment, based on current trend looking at long-term economic projections for UK trade and investment, examining whether companies in English city-regions are sufficiently 'export-ready' to have a realistic chance of delivering improved export performance, looking at whether foreign investors are likely to become more or less attracted to English city-regions, relative to EU competitor regions, over the long-term and consideration of the possible impact on exports and FDI of changing macroeconomic conditions. • Work will be taking place in the New Year looking at driving economic growth, new jobs and wealth creation • Research on local success models for employment, skills and welfare 	<p align="center">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"> • Parking - Further work continues to ensure councils are able to set effective parking strategies in light of Govt proposed changes through a broad coalition that is in opposition to the Government's proposals within the Deregulation Bill • Roads reform - Further work continues on securing a requirement for the new strategic roads company to consult local authorities. We are using a twin-track approach of securing amendments through the Infrastructure Bill and ongoing discussions with DfT/ HA. • LGA responded to formal DfT consultation on highways maintenance funding allocation calling for increased funding and funding certainty. There has been partial success in that funding has increased compared to the previous 5 years and there is longer term certainty on 80% of the funding. • Buses reform – work continues to promote a long-term solution required to bus service reform with the EEHT board having commissioned further work on bus and community transport reform to influence the next spending review 	<p align="center">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"> - Commissioning independent research into performance of apprenticeship system and the role of local authorities - Date to be agreed for cross party event to inform how to take forward apprenticeships and transition work to the general election - Undertaking project with CfPS on the role of frontline councillors in education - Policy content on case study publication on how councils are adapting to the increasing numbers of academies which will be launched as part of the 'first 100 days' campaign during February - Conference on the role of councils in supporting school governors taking place on 10th Feb at LG House - Commissioned Isos Partnership to undertake a research and development project looking at how Local Authorities are using information, and in particular destinations data, to improve provision and outcomes for local young people. The focus of the project is the use of post-16 Destinations Data by Local Authorities to engage partners locally and develop coordinated provision that helps secure sufficient suitable education and training provision for all young people aged 16-19 - Case study publication on how councils are adapting to increasing number of academies - Councils have raised concerns over the provision of independent careers advice to young people. Following this, we have started a project assessing the state of provision, looking at issues, opportunities and options for the future. 	<p align="center">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>	<p>Influenced Lyons housing review which endorsed LGA proposals to allow councils to set planning fees, reform CPO powers, review the right to buy and give councils stronger powers to tackle unimplemented planning permissions. Lobbied government to amend HMT guidance which restricts the use of deferred payments. Also provided evidence and engagement to House/Elphicke review which is due to report in the new year.</p>	<p align="center">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"> • Following ongoing lobbying from the LGA, the government has confirmed that no local authority will be required to adopt and maintain sustainable urban drainage systems (SuDS). The LGA continues to engage with Defra and CLG to ensure that new arrangements for delivering SuDS through the planning system are fully funded • LGA continues to press for an enhanced community benefit scheme for fracking and is actively pressing for amendments to be included in the Infrastructure Bill to put the community benefit scheme on a statutory footing • The LGA has started a piece of work with the National Housing Federation to demonstrate the impact of new government rules to prevent councils from seeking affordable housing contributions on small sites • Work is underway with the development industry to develop proposals on a series of reforms to support a more proportionate planning process 	<p align="center">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>	<ul style="list-style-type: none"> • Lobbying: The LGA is at the forefront of lobbying to push Ministers and officials for a strong, explicit role for councils and LEPs in controlling £5.3bn of funding from 2014-2020. The LGA works closely with LEP Network members to ensure a united lobbying pitch for strong local governance arrangements. The LGA Chair recently discussed the issue with Greg Clark and will meet with Lord Ahmad on 20 January. • EU Funding Guide to be delivered in first quarter 2015, aimed primarily at councils in England containing local case studies / emergent good practice on areas such as project pipeline development, using combination of funding, partnership working, how local priorities were defined and the intervention logic etc. It will also include contact details on accessing further information on specific programme sections. 	<p align="center">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"> Elected member task and finish group established to highlight and publicise opportunities for councils to secure revenue raising opportunities and community benefit from renewable and low carbon energy. Climate local evaluation nearing completion (survey and focus group completed) report due early 2015. LGA has written formally to Defra to seek the extension of the programme post March 2015. Lord Krebs and Dan Rogerson MP have agreed to be key speakers at the climate local annual conference in 2015. 	<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"> Helped to ensure that William Sieghart's Independent Report on Public Libraries (published 18 December) recognised that libraries are a locally-led service with much existing innovation and recommended setting up a local government-led Task Force that will report jointly to LGA elected members and Ministers. Response submitted to the Triennial Review of VisitBritain and VisitEngland that made the case for future national structural arrangements to reflect the wider debate about the right governance arrangements for the UK following the Scottish referendum. We continue to influence the Farrell Review follow-up activity through CTS Member engagement at the "Big Meet" and shaping plans for a "Place Alliance". Submitted a bid to the Magna Carta 800 Committee for extra funding to increase our capacity to support councils. Cllr Sparks article in First magazine to raise awareness about wider relevance of the anniversary. Refreshed case studies on online Magna Carta resource. CTS Board met Lord Bew, Co-Chair of the Speaker's Advisory Panel on 2015 Anniversaries to ensure coordination. 	<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</p>	<p>Helen Murray</p>	<ul style="list-style-type: none"> New work planned in relation to taxi licensing / CSE - update of online module, taxi licensing handbook and two taxi licensing conferences. ABB framework signed off and due to be launched at annual licensing conference 15 Jan. Future activity includes update of Gambling Handbook. 	<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>	<p>Lead members have met with the shadow fire minister to discuss issues of importance to the sector, including the possibility of creating a single national service, and introducing an inspectorate. They also discussed funding, collaboration, co-responding and mergers. Subsequently members have written to Lyn Brown to follow up the meeting re-stating their support of local led change and sector-led improvement. The FSMC will be responding to the labour party's call for evidence on these issues. Lead members have also met with Clive Betts MP to discuss these and other issues and have written to him with examples of sector-led improvement.</p> <p>The LGA is producing a fire-specific document, in conjunction with CFA, on the next Government's first 100 days to inform our lobbying work.</p> <p>In February we are running a new Fire Leadership Essentials Programme to help further develop member's leadership skills.</p>	<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 third quarter we delivered 16 corporate peer challenges for councils and fire and rescue services (45 in total for the year to date). Currently a further 10 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 (88 so far to end of December 2014).</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, a total of 577 councillors have registered to attend political leadership programmes in 2014-15. All of the four political party groups have run Next Generation programmes and 58 councillors have taken part in these. We have delivered 10 'in-house' community leadership training sessions for councillors at their councils and developed a new community leadership e-learning module for which over 90 councillors so far have registered to use. We have established a new focus on supporting disabled people as part of our Be a Councillor programme and now have mentors working with disabled people who want to stand for elected office from each of the political groups. The ngdp has now placed all of its 110 graduates this year (Cohort 16) into 54 councils across the country. All of the graduates have started their placements in local authorities and attended the first of their learning and development events.</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, 95 per cent of councils are registered, comprising over 2,500 registered users. Since its launch, it has had over 66,000 visits from 36,000 unique visitors.</p> <p>Our free benchmarking club, collecting data directly from councils using LG Inform, remains successful. The number of participating authorities rose during the last quarter from 120 to 137, all 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 and fits with the sector-led improvement work we have been doing.</p> <p>In the last quarter we completed the re-tendering of the contract for development and support to LG Inform, since the previous one was coming to an end. A new provider for this service was chosen, and LG Inform has now successfully been moved to them, with no loss of service or any other negative impacts.</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 reached the target level, and total income is likely to be slightly above what was anticipated.</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 - 33 • Bespoke peer mentoring support - 52 • Delivery of top team development work - 13 • Follow-up support to peer challenges - 33 • Direct improvement support 93. 	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>We are currently providing direct support to more than 25 councils, bringing to ten the total number of councils that the LGA has referred to us for free help to tackle concerns re governance during the year. During Q3 this has included significant work to support Rotherham to make improvements to scrutiny following the Jay report.</p> <p>We are supporting three councils to hold scrutiny hearings on progress with health and social care integration, leading to a report in March, and held a joint meeting of the LGA Community Wellbeing Board and CFPS' Healthy Accountability Forum to discuss the issues around integration.</p> <p>Helpdesk support has been provided to 12 councils in Q3, including several around governance change and restructuring of scrutiny support functions.</p> <p>Universal support for councils and councillors – we have produced 1 newsletter this quarter (July and September), and several news alerts, which have been sent to over 3000 recipients covering 326 councils in England and Wales. We have held the first in our annual series of parliamentary seminars, with 25 councillors attending a session on how select committees work before going to observe the Eric Pickles session in front of the DCLG committee. Two further seminars will follow in Q4.</p> <p>Following the Jay report, we carried out a survey of barriers to scrutiny effectiveness to establish whether the problems of information being withheld from scrutiny and leaders seeking to control and limit scrutiny were widespread. A report on this will be published in Q4 and initial analysis suggests that in a worrying number (a significant minority) of councils scrutiny is experiencing difficulties of this kind. We will share this with LGA colleagues before publication to discuss potential follow-up action.</p> <p>Promotion of good practice – the total number of councils being supported includes in-depth work with 9 Scrutiny Development Areas to explore member roles in the governance of service transformation and moves to commission more services from other providers.</p> <p>We delivered a very successful (evaluated at 3.2 out of 4 overall) two day residential Leadership Skills course for 20 Scrutiny Chairs in October. A further course is due to be held in Q4.</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 generate income has been provided. In addition to our ongoing programmes, the Commissioning Academy for elected members ran its inaugural sessions in November 2014 with good feedback, with more sessions planned for February 2015. The Advanced Commercialisation Group was also inaugurated with 15 authorities involved. Consultations have been launched on procurement category strategies for construction and health and social care. Councils have been invited to apply for small grants to promote digital solutions to public service delivery with a January 2015 deadline. 85 authorities took part in a collective switching e-auction in October 2014. 26 authorities attended a November 2015 briefing session on the proposed Housing Develop commercial offer. 32 councils are now taking part in the One Public Estate programme and the Government has announced the intention to role it out to all local authorities. A research partner has been recruited for a health and social care integration project to work with five authorities to identify good practice in delivering efficiencies in this area.</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 have developed a searchable database of the innovative examples and this will be launched in January 2015 as part of the new LGA Innovation webpage which will signpost councils to all innovative work that the LGA is involved in.</p>	Green
<p>Culture, tourism and sport - we will pursue sector-led improvement in culture, tourism and sport</p>	Paul Raynes	<p>Culture Leadership Essential Programme 3 delivered 4 -5 November and attended by 13 portfolio holders. Culture Leadership Essentials Programme 4 delivered 4 - 5 December and attended by 15 portfolio holders, 100% of councillors agreed that the programme gave them the basis for further improvement. 25 portfolio holders attended the library seminar on 18 September at the new Manchester Central Library. One peer review has taken place and two more are confirmed for early 2015.</p>	Green

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

Andy Hughes

Towards Excellence in Adult Social Care

- An interim report into the identification and management of risk in ASC was well received when presented to the TEASC Programme Board and ADASS Executive. Findings will help shape good practice and the future LGA SLI offering.
- The use of resources toolkit for councils announced in October at NCAS will be published in early January. It includes tools, a worked through example and list of live best practice.
- A stocktake showing the use of council's Local Accounts was completed. It will be used to promote best practice via the website.
- £180,000 funding from the TEASC budget was released to the regions.

Adult safeguarding

- 150 councils have signed up to our Making Safeguarding Personal programme to develop outcomes focused, person-centred responses to enable people to reach resolution and to assess how well these were achieved. Progress and support calls took place with councils (95% will be completed by end January).
- The first of nine regional learning events took place looking at the Care Act, shared learning, the launch of new Safeguarding and Domestic Abuse guide. Chaired by ADASS, the events will run from December through February.

Support for integration and the Better Care Fund

- We led the development and delivery of a bespoke peer support offer for areas where partnerships, governance and leadership is an issue. Four areas received this support with others expected to follow.
- Twenty Better Care Advisers were appointed through the Task Force from across NHS/local government to provide support to areas whose plans were not approved (or approved with conditions).
- £4million of funding was allocated to the regions with engagement with CEOs and DASS's to explore the most effective use of resources.

Transforming Care (Winterbourne View)

- Support to the 34 in-depth review areas continued via our SIAs
- The second phase of national commissioning workshops began, this time including children's commissioners.
- The last of nine regional events in the housing workshop series took place looking at the housing framework and provider engagement.
- Workforce action learning sets took place in Exeter and Birmingham aimed at those working with families and individuals. Two videos were published with our partners at Skills for Care.
- Regular joint bulletins continue to be published to popular feedback with our partners at DH and NHSE.

Health and Wellbeing Boards

Interim findings from the evaluation into the future of HWBs and the LGA's role:

- BCF has provided focus on integration but also highlighted the pressure points
- political change/change in HWB leadership, challenged health economy and performance of primary care hinder progress
- increasing sector ambition for HWBs take on more and lead the integration of health and care

Peer challenge continues to be popular and provides evidence to develop the national picture and future focus of HWBs. Six challenges were delivered: Dudley, Wiltshire, Derbyshire, St Helens, Cheshire East and Bradford. Three peer training sessions took place with representatives from the NHS.

Our publications and events continue to prove popular.

- two national events on Service Redesign and Healthwatch 'On the Board' – both well attended
- Launch of 'On the Board' Healthwatch toolkit
- publication of "HWBs – Making an impact through good governance"
- HWB Chairs/Vice Chairs Leadership Essentials – well attended with excellent feedback

Implementation of the Care Act

- Delivered the second of three national local authority stocktake surveys to understand readiness and identify implementation support requirements for the Care Act
- Engagement with a number of councils identified by the stocktakes as having deliverability concerns offering support/resolution.
- Ongoing monthly bulletins produced and distributed to an audience of 2,000+.

Informatics

The Pioneer Informatics Network was established with eight work-stream areas defined with National and Pioneer leads. This has led to:

- Improved engagement with Pioneer sites through communications and site visits
- Greater national engagement through linkages across the work-stream areas
- Start of work including improving access to NHS number, supporting sites with information sharing, Integrated Digital Care Records and N3 Public Service Network (N3 PSN)

Site visits are scheduled to Barnsley, Cheshire, Kent, Leeds South Tyneside, Waltham Forest, East London and City Consortium (WELC) and Worcestershire. Individual communication has now taken place with most Pioneer sites.

Green

<p>Planning services - we will pursue a sector-led improvement programme in planning services</p>	<p>Paul Raynes</p>	<ul style="list-style-type: none"> • Following ongoing lobbying from the LGA, the government has confirmed that no local authority will be required to adopt and maintain SuDS. The LGA continues to engage with Defra and CLG to ensure that new arrangements for delivering SuDS through the planning system are fully funded. • LGA continues to press for an enhanced community benefit scheme for fracking and is actively pressing for amendments to be included in the Infrastructure Bill to put the community benefit scheme on a statutory footing. • The LGA has started a piece of work with the National Housing Federation to demonstrate the impact of new government rules to prevent councils from seeking affordable housing contributions on small sites • Work is underway with the development industry to develop proposals on a series of reforms to support a more proportionate planning process 	<p>Green</p>
<p>Community safety sector-led improvement</p>	<p>Helen Murray</p>	<p>Following LGA workshops on implementing the anti-social behaviour community trigger earlier in the year, we organised a further three free regional workshops on using the new anti-social behaviour tools and powers, introduced under the Anti-social Behaviour, Crime and Policing Act 2014. These were held in York, London and Birmingham in November and December, with a total of 150 delegates in attendance.</p> <p>A strategic community safety peer challenge took place in Basildon in November, using reviewers from the community safety peer pool. The final report was presented to Basildon's community safety partnership in December.</p> <p>Preparations continue for a further peer challenge in Brent in February, which will provide a strategic and operational review of the Council and Brent Housing Partnership's offer on anti-social behaviour</p>	<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 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>We currently have 12 councils on notice and are working with them to ensure that they remain in membership. Sheffield and Bromley remain out of membership. Membership packs defining membership benefits have been prepared and subscription levels maintained.</p>	<p>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>All revised governance arrangements in place and operating effectively.</p>	<p>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>	<p>David Holdstock</p>	<p>We are currently on track to deliver against our business plan priorities and corporate communications strategy targets.</p> <p>The headline results are:</p> <ul style="list-style-type: none"> • National media coverage increased by 144% year-on-year from 483 episodes in 2012/13 to 1182 in 2013/14. • 79% of national coverage was positive. • 67% of coverage was through pro-active media work. • 1247 mentions of the LGA in Parliament • 61% 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% • 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. 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>	<p>Helen Platts</p>	<ul style="list-style-type: none"> • Core RSG funding of £23.5million secured for 2015/16. Review underway to prepare for 2016/17 onwards. • LGA commercial strategy agreed, Head of commercial strategy appointed. Deal Room Develop and Data projects now underway • Layden House Refurbishment – City of London appointed to client the project. Building surveys now underway • Local Government House – EC Harris options appraisal completed. Repairs programme due to start in February. 	<p>Amber</p>
<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>	<p>Helen Platts</p>	<p>Review of overheads completed November 2014. Implementation now underway</p>	<p>Amber</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>Monthly Employee Forums continue to be well attended and well received. Employee conference held in November 2014. Cross organisation project teams working on corporate priorities, including future of LG House and LGA Peer Challenge. 2015 Appraisal round now underway.</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>	<ul style="list-style-type: none"> • New ICT strategy agreed September • Committee Management and Events Management Systems now implemented • SharePoint upgrade now being implemented. • Major service outage in June resulted in remedial action by Liberata • Major service outage in June resulted in remedial action by Liberata 	<p>Amber</p>