

LGA Performance Report 2015-16: Quarter 2

Business Plan outcome	Board/lead	What have we delivered and has it helped achieve the business plan outcome?
Funding for local government - reform of the finance system		
<p>A transparent system of local government finance at national and local level</p> <ul style="list-style-type: none"> - lobby for a finance system that promotes self-reliance and self-sufficiency, encourages entrepreneurialism and innovation, promotes local decision-making on service delivery and maintains support for the most vulnerable. 	Resources/ Nicola Morton	Joint meeting of Resources, People & Places and City Regions Boards in July discussed initial thinking behind implementing the vision of a self-sustainable local government sector through fiscal devolution, first set out in the work of the Independent Commission on Local Government Finance. Follow-up work is continuing under the stewardship of relevant lead members and spokespeople in the Resources Portfolio.
<p>Future spending reviews deliver fair, timely and flexible finance settlements</p> <ul style="list-style-type: none"> - lobby for fair funding for England and English local government, including multi-year funding settlements and a localised distribution system. - ensure that the financial consequences for local government of central government reforms are understood and adequately funded, in particular in welfare reform, adult social care, school places, children's services and fire funding 	Resources/ Nicola Morton	<ul style="list-style-type: none"> - Prepared a Shared Commitment', our position statement published at Annual Conference. - Prepared, and submitted a suite of papers forming the LGA's Spending Review submission in September. Topics covered range from adult social care pressures, growth, employment and housing, business rates and F9the cost pressures facing local government over the next four years.
<p>People have a meaningful local vote on tax and spending decisions</p> <ul style="list-style-type: none"> - encourage debate on local financial autonomy and the future of local government finance - lobby for local control over council tax and business rates, and the right to determine new local taxes and set fees and charges which fully recover costs. 	Resources/ Nicola Morton	<ul style="list-style-type: none"> - In the Spending Review submission, put forward the idea of businesses self-assessing the rateable value of their property and proposed other ways of minimising councils' financial uncertainty through contributions to Government's review of business rates. - Lobbied proactively for the government to minimise the potential impact of the Virgin Media business rates appeal and held a summit for all councils affected.
<p>Councils have access to alternative sources of finance</p> <ul style="list-style-type: none"> - lobby to free local government borrowing from Treasury restrictions. 	Resources/ Nicola Morton	<ul style="list-style-type: none"> - Continued to lobby for the Housing Revenue Account borrowing limits to be lifted.
<p>Councils deal with reduced funding and continue to be financially sustainable</p> <ul style="list-style-type: none"> - provide practical support and advice to councils including managing risk, difficult spending decisions and developing commercial approaches 	Resources/ Nicola Morton	<ul style="list-style-type: none"> - Issued individual Future Funding Outlook reports in July and also published the 2015 edition of the national-level analysis in June.
<p>Councils able to prepare for and respond to severe winter weather</p> <ul style="list-style-type: none"> - secure reforms to the Bellwin Scheme and improvements to the allocation and application of emergency funding schemes. - support councils to manage severe weather, floods and other emergencies. - secure a fair share of winter pressures funding for councils to help keep people at home. 	Safer, Stronger Communities/ Eamon Lally	Co-produced the Cold Weather Plan and Heatwave Plan with PHE, NHSE and Met Office, with the Cold Weather Plan 2015 launched in October. Planning is underway for regional seminars for councils on managing severe weather, floods and other emergencies in the New Year.
Devolution - a radical re-think of governance and accountability		
<p>Our vision of local governance in 2020 influences new government decisions</p> <ul style="list-style-type: none"> - set our vision and five year programme of local reform, addressing how a differential system would ensure fairness for all communities. - promote the benefits of integrated budgets - support councils and their partners to develop new governance and delivery arrangements, including through local and national events. 	City regions People & Places Rebecca Cox	Briefed peers on the Cities and Local Government Devolution Bill and secured amendments on transparency. Submitted evidence to the CLG Select Committee. Supported the first APPG evidence session on devolution, decentralisation and reform and gathered written evidence to inform an inquiry into devolution in the UK. Continued to work directly with councils to support their devolution submissions. Organised the first events on communication and place-based leadership for devolution. Launched DevoNext online hub, including infographic on the benefits of devolution for businesses and associated press coverage.
<p>Councils lead service transformation across health and care</p> <ul style="list-style-type: none"> - with partners, help every area make best use of the Better Care Fund - support implementation of the Care Act and work with partners to improve public health. - support the role of Health and Wellbeing Boards as the key strategic leaders of the health and care system - strengthen user and public engagement in health and care services. 	Community Wellbeing Mark Norris	Continued to support local areas to implement BCF plans. Our RSG submission called for a more ambitious BCF to support further integration of health and social care to promote a preventative approach and reduce demand for acute services. In June, published 'Making it Better Together' with NHS Clinical Commissioners, setting out role of all partners in making Health & Wellbeing Boards local system leaders for a place-based approach. Now working with NHS CC and the HWB systems improvement programme to refocus our support offer on the contribution of CCGs to HWBs. Led a group of commissioners and independent health providers to develop national voluntary practice guidance to support greater transparency, consistency and quality of independent complaints. In October published joint guidance and voluntary KPIs and launched Shared Principles for Redesigning the Health and Care with ADASS, SOLACE, ADPH and Centre for Public Scrutiny at NCAS conference.
<p>Councils have the flexibility and resources to deliver services for individual children and young people</p> <ul style="list-style-type: none"> - ensure that policy reforms enable councils to meet their statutory duties and ambitions for children and young people, in a climate of increased demand for children's social care. 	Children & Young People Ian Keating	In active discussions with the DfE and Home Office to develop a new process for dispersal of unaccompanied minors (including asylum seeking children), with the primary aim of reducing the financial burden on local authorities and port authorities in particular. A The LGA's detailed proposal is currently under consideration nationally. Lobbied against proposed in-year cuts to youth offending team budgets, directly to government officials and through the press. A full review of youth justice services has been announced by the MoJ, which the LGA will contribute strongly to. As members of a working group on the future of secure children's homes, we have urged government to provide greater financial stability to the small number of LA providers or risk further closures in future. The group's recommendations are currently being considered by Ministers.

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<p>Councils have a recognised central role in the reformed welfare system</p> <ul style="list-style-type: none"> - host the Partnership Forum - secure funding for local support services - ensure the Local Support Services framework recognises councils' role in commissioning and delivering services to support employment and access to affordable housing. - monitor the wider impact of welfare reform on council services. 	<p>Resources Ian Keating</p>	<p>Partnership Forum continues to meet to contribute to UC roll-out. Currently seeking to secure an appropriate TUPE/compensation settlement for council housing benefit (HB) staff, and have secured maintenance of the HB admin subsidy for 16/17. Work on welfare reform is moving into a new phase on the role of councils in supporting disadvantaged communities, and the relationship between local government and the welfare system once UC roll-out is complete. Revised Business Plan outcome will reflect this in 2016. LSSF was replaced with Universal Support last year and is likely to be absorbed into DWP/DCLG work on 'life chances' in light of the Welfare and Work Bill.</p>
<p>Councils work with partners to build resilient and sustainable communities</p> <ul style="list-style-type: none"> - press government to properly finance delivery of the counter-terrorism strategy - support councils in their new duties to prevent extremism - work with partners to reduce organised crime, domestic abuse and female genital mutilation. - build greater collaboration across blue-light services - support implementation of the Knight review and influence the independent review of firefighters' terms and conditions - support police and crime panels in scrutiny of PCCs and make the case for greater local authority involvement in police governance, if there are proposals for reform. 	<p>Safer Stronger Communities Mark Norris</p>	<p>Safer, Stronger Communities Board chair met the Security Minister in September to lobby on funding councils' Prevent work. In August, published a councillors' guide on tackling organised crime, promoted by the Home Office. Case studies on engaging with communities on Prevent will be published in the autumn. Contributed to CLG review of domestic abuse services. The National FGM Centre is working with three councils and is in discussion with a further three, and is running a conference on mandatory reporting. LGA signed the consensus statement with Chief Fire Officers Association, NHS England, Public Health England and Age UK, promoting fire and rescue services' role in improving public health through joint local working. We are producing a document on transformation and collaboration in the fire and rescue service. Our joint Spending Review response with the Chief Fire Officers Association highlighted collaboration between the fire service and partners. An e-learning course for police and crime panel member sand an event in early 2016 for police and crime panel member and supportofficers are in development along with draft joint guidance with the Association of Police and Crime Panels.</p>
<p>Local government workforce delivering services for local people</p> <ul style="list-style-type: none"> - deliver cost-effective pay settlements and support councils to develop an employment deal - provide specialist advice and support for the LGPS - offer practical workforce advice and products. - create innovative solutions to: bringing workforces together, performance and productivity improvement, better aligning pay and reward to performanc, and recruiting and retaining talent. 	<p>Workforce Sarah Messenger</p>	<p>Two year pay deal concluded covering 15-16. Pay consultations completed for pay from April 2016 onwards including addressing the new National Living Wage. Range of improvement related products have been developed including Timewise offer to councils, 21st century public servant working group with PPMA and SOLACE sharing evolving practice and commissioned work from CIPD and the Kings Fund addressing HR issues arising from integrated services. DMA work ongoing in two councils. We continue to provide direct advice and support to councils on a range of employment matters, working with at least 15 at any given time.</p>
<p>Economic growth, jobs and housing - councils central to revitalising local economies</p>		
<p>Councils drive economic growth, new jobs and wealth creation</p> <ul style="list-style-type: none"> - with devolution of power, policy and funding, support city regions and non-metropolitan areas to deliver a better economic and social future. - support councils' growth plans, through leadership development programmes, on-line tools and information and tailored Open for Growth peer challenges. - lobby at European and national level to ensure optimum delivery of EU funds for LEP areas. 	<p>EEHT Eamon Lally</p>	<p>the EEHT Board has comissioned: case studies that will demonstrate the how councoils can be effective in promoteing and sustaining growth. These case studies will be published and will provide guidance for other councils on successful practice. The Board has also commissione two seminars looking at a) the role of councils in promoting growth: this in on 7 December 2015 and will be led by the Chair of EEHT; b) the role of transport in supporting local growth; this will be held in February 2016.</p>
<p>Infrastructure decisions are devolved and targeted to maximise growth</p> <ul style="list-style-type: none"> - with Local Partnerships, support councils to maximise local and national infrastructure investment including transport powers 	<p>EEHT Eamon Lally</p>	<p>we are working with DFT to ensure that councils are able to influence the highways and network rail investment strategies. We have presneted the case for greater poewers for councils to support more effective public transport, including calling for part 6 of the traffic mnagement act to nbe implemented outside London. these areguments are set out in our Missing the Bus report which was published in September.</p>
<p>Councils integrate and commission future back to work, skills and welfare support</p> <ul style="list-style-type: none"> - press for an integrated and devolved model including back to work support from 2017. - call for skills funding to be devolved and for welfare support to be localised. 	<p>EEHT Eamon Lally</p>	<p>see below</p>
<p>Councils lead improving educational standards and working with businesses to match education, training and skills with employer need</p> <ul style="list-style-type: none"> - support councils to improve standards for all children and young people from early years, through school, post 16 education, training and employment. - campaign for quality skills, training and employment for all young people, including independent careers advice and a passport for lifelong learning. - promote good employment practice helping apprentices, interns and NEETS into work, including national events for young apprentices. - support councils to deliver reforms for children and young people with special educational needs and disabilities. 	<p>EEHT Eamon Lally</p>	<p>Set out a programme for devolution in our spending review submission. To support this we commissioned CESI to model a devolved and integrated programme for the ESA work related efficiency group and the most disadsvantaged JSA claimants. our aim is to presnr these proposals to government as part of the spending review. In additon we are denotiating with DWP on an MOU to support devolution and the relationship between DWPand the sector.</p>

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<p>Councils unblock barriers to house-building and drive the increase in housing</p> <ul style="list-style-type: none"> - make the case for councils to promote affordable/social housing by unblocking investment, encouraging third parties through the planning system and promoting better use of surplus public sector land. - support consortia of councils to access significant development funds for housing through new partnership models. - ensure councils have the tools to manage the housing impacts of welfare reform. 	<p>EEHT Eamon Lally</p>	<p>The Leadership Board has asked for a housing commission to be set up, which is being led by the EEHT Board. The Borad has agreed the work programme for the commission and officers are calling for evidence and establishing evidence gathering seminars. The commission is set to deliver its conclusions in time for the LGA summer 2016 conference.</p>
<p>Councils at the heart of household energy efficiency schemes and leading waste policy</p> <ul style="list-style-type: none"> - champion councils' role in leading action on energy efficiency and green energy - ensure councils have flexibility and resources to to reduce energy costs, tackle fuel poverty and build resilience to climate risks. - influence future EU proposals and ensure maximum local control over recycling targets. 	<p>EEHT Eamon Lally</p>	<p>We continue to lobby in Europe on the circular economy and the need to provide revised and country sensitive future recycling targets.we have provided support for Cllr Linda Gillham to present to CEMR on these issues. We are workingwith Defra and Wrap and councils on developing prposals to icberase recycling in teh perio to 2020.</p>
<p>Councils maximising the impact of culture services as drivers of growth</p> <ul style="list-style-type: none"> - support councils to make the most of their cultural, sporting and heritage assets - support councils to get value for money from their investment in broadband. 	<p>Culture, Tourisn & Sport Rebecca Cox</p>	<p>Through the LGA/DCMS Leadership for Libraries Taskforce, supported councils to apply for their share of £7.1m funding to rollout WiFi to nearly all England's public libraries. Submitted response to the Government's consultation on a new sports strategy that makes the case for re-balancing funding away from national intervention and towards councils and partners, to improve wellbeing and boost economic growth. As part of our externally funded improvement programme, 15 portfolio holders attended the latest library seminar at The British Library in September on maximising the role of libraries to drive growth. Idenfitted three councils to benefit from a library peer review. Working with Historic England to share innovation in historic environment services. Planning is continuing for the Annual CTS Conference 24-25 February at Leicester, including a session on devolution and growth. The People & Places Board has submitted written evidence to the Culture, Media and Sport Committee inquiry into broadband, keeping up the pressure for a rollout that achieves 100% coverage.</p>
<p>Councils facilitate risk-based, business-friendly public protection services</p> <ul style="list-style-type: none"> - work with councils to develop simplified risk-based regulation that supports local businesses, - work with the Better Regulation Delivery Office to implement the regulator's code. - lead debate on creating sustainable public protection services - support councilsto develop new service models and implement licensing reform. 	<p>Safer, Stronger Communities Mark Norris</p>	<p>Developing LGA vision for the future of trading standards to influence BIS review, developed a training package with Breckland Training on working with businesses, lobbied Ministry of Justice about proposals to include trading standards in the requirements of the Victim's Code, responded to Defra Q&A on animal licensing which explored some of the proposals from Rewiring Licensing, and submitted a business case for the retention of councils' access to communications data under the forthcoming Investigatory Powers Act.</p>

Sector Led Improvement KPI's

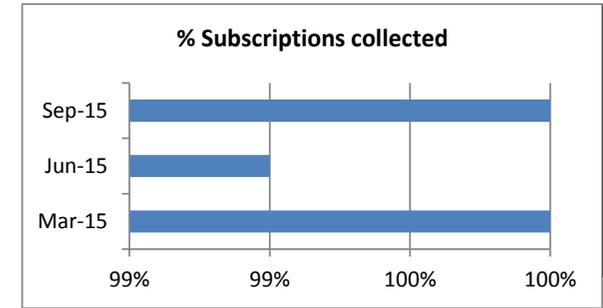
Theme	Deliverables	2015/16 Target	Number delivered per quarter				Total	% achieved
			Q1 Apr - June	Q2 July - Sept	Q3 Oct - Dec	Q4 Jan - Mar		
Peer Work in Local Authorities								
	Deliver at least 100 peer challenges (corporate, service specific, place based)	100	18	13			31	31%
	Tailored support to at least 40 local authorities, or groups of authorities, with the most severe performance challenges	40	19	8			27	68%
	Support at least 10 local authorities to manage and resolve issues between their political and managerial leadership	10	6	6			12	120%
	Support at least 20 local authorities to develop their scrutiny skills	20	16	5			21	105%
Efficiency & Productivity								
	Productivity experts to work with at least 20 local authorities	20	4	6			10	50%
	Support at least 5 local authorities to pilot new ways of delivering learning disability services	5	5	5			5	100%
	Work with at least 10 local authorities to make their waste and recycling contracts more efficient	10	0	60			60	600%
	Bespoke political and officer support for at least 25 local authorities to address financial sustainability; integrated budgets, management of risk and new delivery models	25	6	5			11	44%
	Develop and publish a practical guide for local authorities to identify and manage the causes and triggers of demand and provide support for up to 20 councils.	20	10	10			20	100%
Strong Political Leadership								
	Training for at least 500 councillors with leadership roles in their local authorities	500	347	201			548	110%
	Support at least 50 talented councillors to progress their political careers through the Next Generation programme	50	58	58			58	116%
	Recruit up to 100 high calibre graduates in to local government	100	n/a	98			98	98%
Strong Local Economies								
	Tailored support to at least 15 local authorities to deliver their growth plans	15	4	11			15	100%
	support at least 150 councillors to maximise the contribution of culture and sport to growth.	150	n/a	35			35	23%
Workforce, Transformation and Integration								
	Support at least 15% of local authorities to transform their workforces and modernise the way they are managed	52	25	17			42	81%
	Support at least 15 local authorities to develop a more commercial approach to their activities to deliver services differently	15	15	15			15	100%
	Roll out tools to at least 10 local authorities to help review and reduce their management layers and spans	10	2	3			3	30%

LGA Corporate Health Indicators

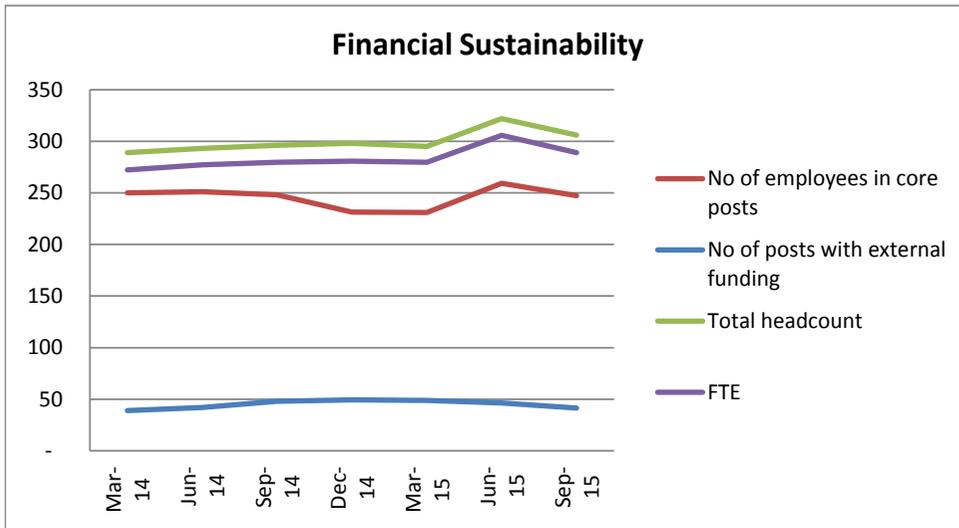
Membership

	Mar-15	Jun-15	Sep-15
Total membership	415	414	414
No of councils out of membership	2	3	3
No of councils on notice to withdraw	12	9	9

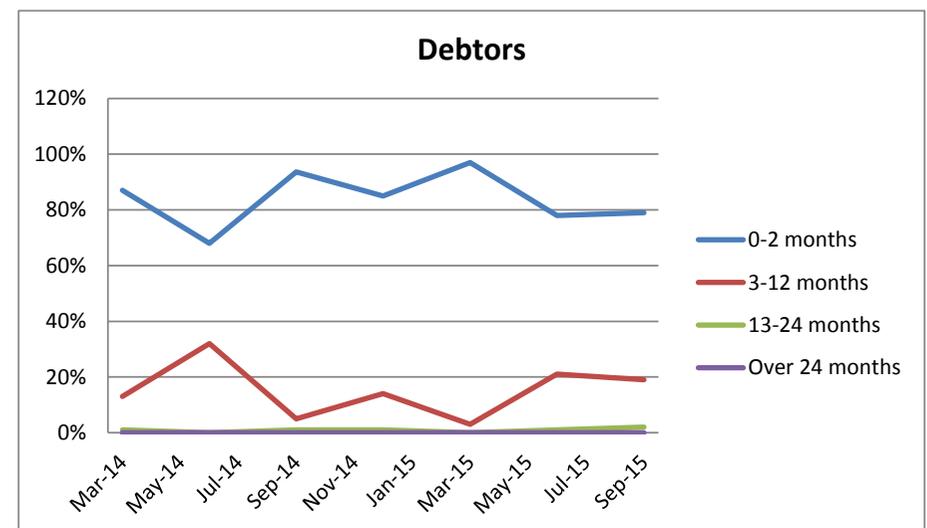
Our reputation	Nov-13	Mar-15	Target 15/16
Member authority satisfaction	70%	75%	>75%
Member authority informed	77%	79%	>79%
Member authority advocacy rating	77%	82%	>82%
Value for money	53%	53%	>53%



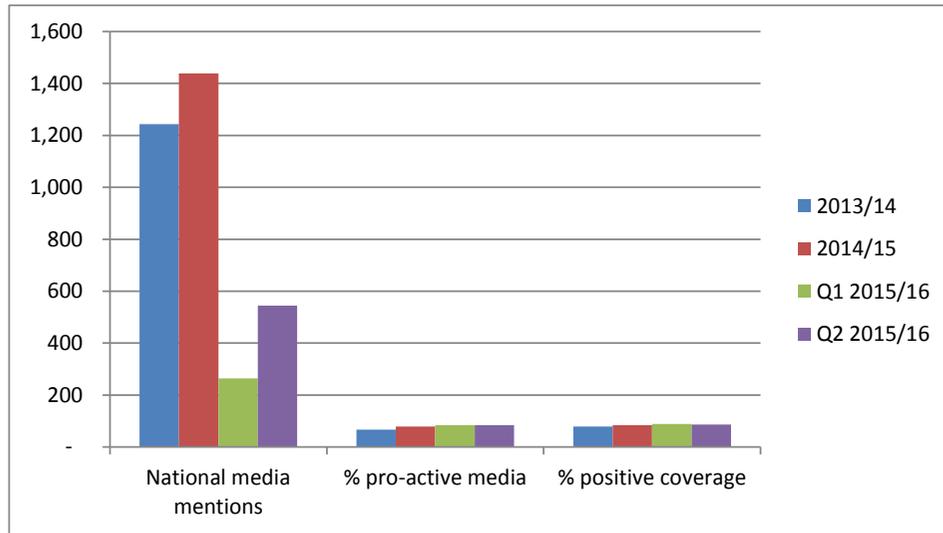
Financial Sustainability



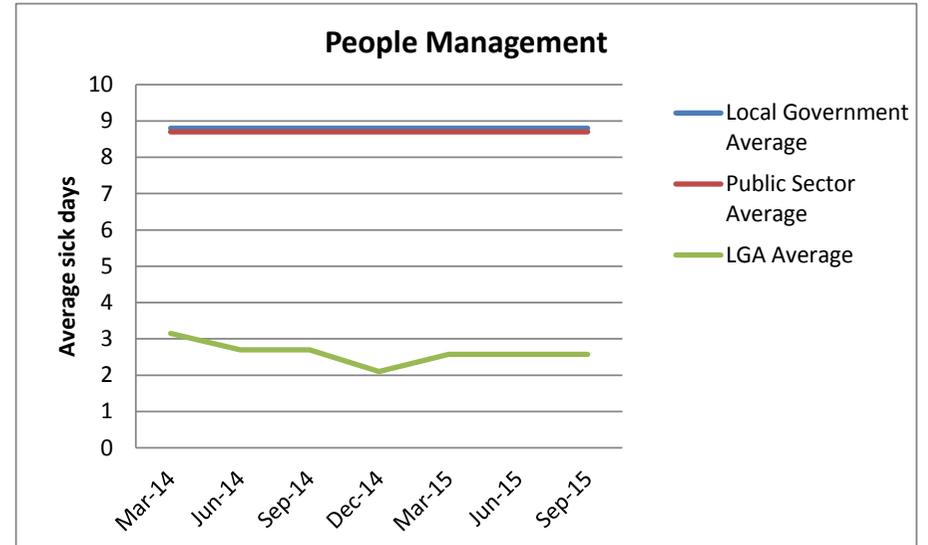
Debtors



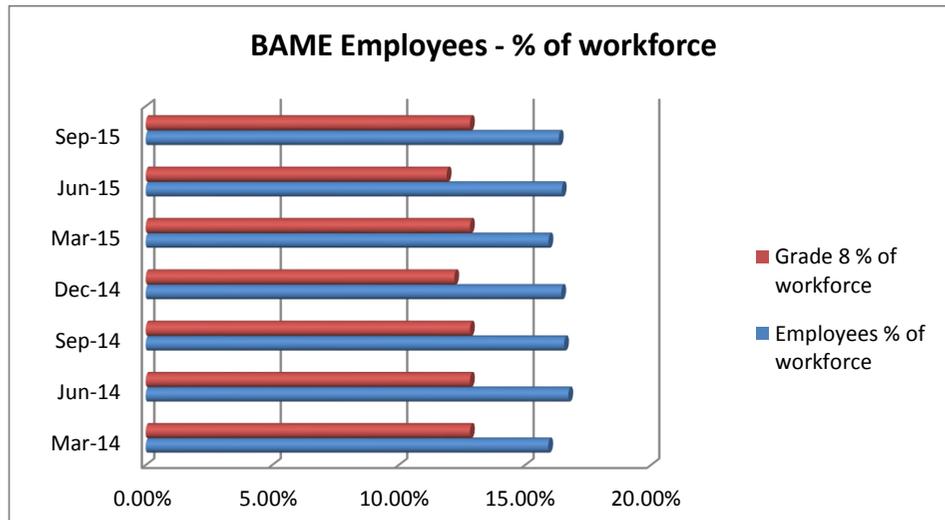
Media Coverage



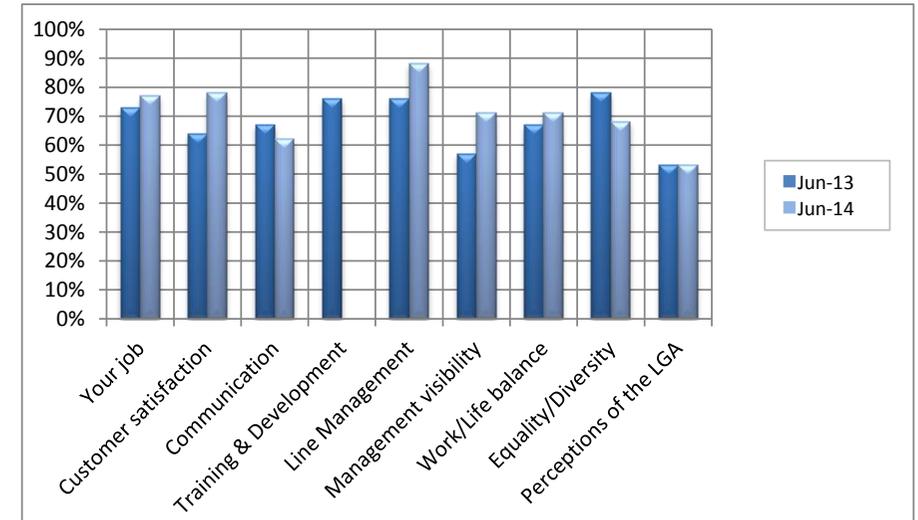
People Management



Workforce profile



Employee opinion survey - June 2014



Major Projects Overview

Project	Overall Status	Milestones	Budget	Risks	Headline
Layden House refurbishment					City of London acting as LGA client, with professional team appointed in April 2015. Planning pre-app meeting positive. Stage 1 designs complete and include options for sixth floor extension and Turks Head Yard extension to rear of building, both subject to business case. Project is on track, with vacant possession from 1 April 2016 and works scheduled to start that month. Legal action currently underway to remove telecom masts from roof may present risk to sixth floor extension and timetable.
Local Government House Refurbishment					Layden House team also appointed to LG House. Stage 1 designs complete and include menu of options covering (a) straight refurbishment (b) improvements to basement, (c) additional mezzanine floor, (d) seventh floor extension, (e) air conditioning. Each element will be subject to business case. Initial overall cost estimates are high - awaiting breakdown. Subject to final decision on scope of work and budget, project on track and due to begin in August 2016. Challenge of continuing to occupy the building during major refurbishment works will present a risk to LGA operation and governance. Tenants, SIGs and other users of the building being kept informed.
Transfer of back office services from Liberata					New organisation in place from 1 October 2015. Whilst the transfer went smoothly, and has exceeded target savings, the new organisation is still bedding down, with some teams under pressure. We will monitor staff and workload carefully to ensure that the new design of the new organisation is able to support the organisation's demands. Outsourcing of print contract is behind schedule but now being managed by LB Harrow, who are also renegotiating our facilities management contracts.
New ICT Contract					Transfer of ICT contract to LB Brent took place on schedule on 1 November. 100% staff attended training on new equipment by 5 November 2015. New WiFi links in LGHouse in place, transfer of servers and mailboxes complete. Agresso will be parallel-run for one month to iron out potential issues prior to handover with Liberata support services extended across that period. Some residual issues with mobile devices being addressed. ICT Strategy Group reconvened to oversee next phase of development.

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

LGA Strategic Risk Register – Summary

Updated 18 May 2015

Ref	Type	Description of risk	13/14	14/15				Move- ment	Review Date
			Q4 score	Q1 score	Q2 score	Q3 Score	Q4 Score		
EXTERNAL									
S1	Impact/delivery	The LGA is not effective in achieving its vision for local government.	4	4	4	4	4	↔	Sept 2015
INTERNAL									
S2	Full membership	LGA membership reduces - the LGA loses legitimacy	12	12	12	12	12	↔	Oct 2015
S3	Effective governance	The LGA does not represent the interests of its members.	N/A	12	12	12	12	↔	Sept 2015
S4	Persuasive communications	Councils do not have a strong national voice	N/A	9	9	9	9	↔	Jan 2016
S5	Financial Sustainability	The LGA is not financially viable	12	12	20	20	20	↔	Sept 2015
S6	Effective business mangement	Our back office services are inefficient	20	20	20	20	12	↓	Nov 2015
S7	Effective people management	We do not engage or develop our employees	3	3	3	3	3	↔	Apr 2016
S8	Accessible information	We do not share information effectively externally and internally	N/A	9	9	9	9	↔	Jan 2016