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success decoded

Stakeholder Perceptions Survey 2023

Prepared for The Local Government Association by BMG Research

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1. Executive Summary

1.1. Background and objectives

BMG Research has prepared this summary report for the Local Government Association (LGA) detailing the findings from the 2023 LGA Stakeholder Perceptions Survey.¹ The LGA's Perceptions Survey is a key measure of: the extent to which councillors and senior officers in LGA-member authorities understand and engage with the LGA and its offer; how they view the LGA and its communications; and their views on and experiences of the support and resources it offers.

This research aimed to:

- quantify LGA's members' awareness of the organisation and the benefits it currently offers
- examine how stakeholders communicate and engage with the LGA
- investigate what the LGA's membership want from the organisation
- assess stakeholders' views on the support offered to them by the LGA

1.2 Method

A total of 943 interviews were undertaken with a sample of representatives from local authorities across all the English regions. Fieldwork for the survey took place from 16th October 2023 to 26th January 2024. The following stakeholder groups from LGA-member authorities were included in the research:

- **Officers**
 - Chief executives
 - Directors
- **Senior (frontbench) councillors**
 - Leaders
 - Chairs of scrutiny
 - Portfolio holders
 - Leaders of the opposition
- **Frontline councillors**

Just over half of responses were gathered through Computer Aided Telephone Interviews (CATI) (495) with the remainder through Computer Aided Web Interviews (CAWI) (448). The option of CAWI was introduced for the 2017 survey and the number of CAWI completes has continued to increase over time. They now account for almost half of all completes, whereas only 32 were completed this way six years ago. All officers and frontbench councillors were

¹ The survey has run most years since 2012. Each repeated survey is called a wave.

offered the choice of completing via CATI or CAWI. Frontline councillors were only offered the option of completing via CATI so that the resulting sample composition for frontline councillors could be more closely controlled.

The sample size has a maximum standard error of 1.58% at the 95% level of confidence, meaning the findings are highly representative of the overall pool of LGA stakeholders.

The survey included, in many cases, 'don't know' or 'don't know/no opinion' answer options. These options were read out to all respondents completing the survey via CATI or written out in the case of CAWI. This report includes 'don't know' and 'don't know/no opinion' answer options in the analysis.

1.3 Overview of findings

This report provides a summary of top-line frequencies, significant findings from cross-tabulations based upon region, role type, and amalgamated role type (officer, senior councillors and frontline councillors) and comparisons to previous waves. Where differences between these groups are discussed in the report, it is because they have been identified as statistically significant to a confidence level of 95% unless otherwise stated. Statistically significant changes compared to the previous waves are also discussed, again these are to a confidence level of 95%.

The key points to note are summarised below, and tables 1 and 2 present the findings from 2012 to date, with statistically significant changes from 2021 to 2023 **highlighted**.

Key measures

While **all key measures** remain significantly above those recorded in the first survey undertaken in 2012, there have been no significant changes since 2021 on the key measures, with directional declines of between 2 and 3 percentage points:

- **76%** know a great deal or a fair amount about the LGA (-2 compared to 2021)
- **76%** would speak positively about the LGA (-3)
- **73%** are satisfied with the work of the LGA (-3)
- **81%** feel the LGA keeps them informed about their work (-2)
- **54%** believe the LGA demonstrates value for money (-3)
- **82%** support sector-led improvement (-2)

A range of measures were added to the survey this wave:

- **85%** agree that the LGA reflects the values and priorities of local government
- **46%** agree that LGA lead members are generally visible in the media, while **33%** disagree, and **33%** agree that they are generally visible in their region, while **40%** disagree
- **28%** agree that that LGA senior officers are generally visible in their region, while **46%** disagree

Other key findings

- While Chief Executive and Leaders continue to be more knowledgeable about the LGA, they are not as positive about the LGA as they have been in past waves. There have been decreases in advocacy and satisfaction for these groups. In particular, they have seen notable decreases in the proportion who agree the LGA demonstrates value for money.
- There is a longer-term decline in perceived usefulness of some LGA activities, with them now having the lowest levels since the survey began:
 - *providing legal advice and co-ordination of legal action for councils*
 - *negotiating national pay, terms and conditions and providing employment advice*
 - *managing local government's reputation in the national media*
 - *providing advice and information through the political group offices*
- There has been a notable increase in the proportion who use 'first online', with over half now using it (56%, up from 25% in 2021). There is also a notable increase for publications and report (52%, up from 31% in 2021).
- There is a continued decline in the perceived usefulness of practical support to help councils save money (55%, compared to 64% in 2021 and 69% in 2019). Although it has moderately low levels of awareness (71%), a significant minority (15%) regard it as not useful.

Table 1: Summary of positive responses² given for key measures

Year	2012	2013	2014	2015	2016	2017	2019	2020	2021	2023	Change from 2021
Sample size	(937)	(917)	(821)	(831)	(862)	(1004)	(1106)	(1003)	(946)	(943)	
Knowledge of the LGA	62%	72%	73%	73%	75%	73%	80%	74%	78%	76%	-2%
I would speak positively about the LGA	63%	73%	72%	74%	74%	73%	79%	76%	79%	76%	-3%
Satisfied with the work of the LGA	63%	70%	75%	76%	73%	73%	78%	74%	76%	73%	-3%
The LGA keeps you informed about its work	69%	78%	79%	84%	83%	80%	84%	81%	83%	81%	-2%
The LGA demonstrates value for money	43%	53%	53%	57%	N/A	59%	57%	58%	58%	55%	-3%
Support for sector-led improvement	59%	62%	63%	71%	70%	78%	78%	N/A	84%	82%	-2%

Note: All statistically significant changes from 2021 are **highlighted**

² Positive responses are defined as the following: Knowledge of the LGA (know a great deal/fair amount); I would speak positively about the LGA (I speak positively... without being asked/if I am asked about this); Satisfied with the work of the LGA (very/fairly satisfied); The LGA keeps you informed about its work (very/fairly well informed); and The LGA demonstrates value for money (strongly/tend to agree).

Table 2: Proportion who find activities useful

Year	2012	2013	2014	2015	2016	2017	2019	2020	2021	2023	Change from 2021
Sample size	(937)	(917)	(821)	(831)	(862)	(1004)	(1106)	(1003)	(946)	(943)	
Providing up-to-date information about local government	92%	89%	88%	93%	91%	91%	92%	88%	89%	90%	+1%
Providing support for councils ³	83%	86%	83%	85%	83%	84%	87%	87%	88%	88%	0%
Lobbying on behalf of local government	90%	92%	93%	90%	89%	90%	87%	86%	85%	82%	-3%
Providing a single voice for local government	90%*	94%*	91%*	88%	89%	92%	88%	84%	85%	84%	-1%
Providing conferences and events	71%	79%	77%	85%	83%	79%	83%	78%	82%	85%	+3%
Managing local government's reputation in the national media	89%*	93%*	90%*	83%	83%	82%	82%	79%	78%	73%	-5%
Providing advice and information through the political group offices	72%	78%	78%	78%	76%	79%	70%	70%	67%	67%	0%
Negotiating national pay, terms and conditions and providing employment advice	73%	78%	75%	74%	71%	65%	63%	68%	64%	60%	-4%
Providing legal advice and co-ordination of legal action for councils	67%	78%	73%	72%	64%	62%	55%	55%	55%	49%	-6%

*Prior to 2015/16, respondents were asked whether or not these activities were important which means that these results are not directly comparable.

Note: All statistically significant changes from 2021 are **highlighted**

³ There have been some small changes to how this option was worded. In 2019, it was 'Providing improvement support for councils' and in 2012 to 2017 it was 'Providing support for sector led improvement'.

2. Introduction

2.1. Background

This is the tenth time the Local Government Association (LGA) has undertaken a survey of its members. The LGA's Perceptions Survey is a key measure of: the extent to which councillors and senior officers in LGA-member authorities understand and engage with the LGA and its offer; how they view the LGA and its communications; and their views on and experiences of the support and resources it offers.

2.2. Objectives

The main research objectives were to explore:

- perceptions of the LGA in a range of areas
- views on how the LGA communicates and engages with members
- any differences between stakeholder groups in terms of knowledge of or engagement with the LGA
- perceptions of the services and benefits members get from the LGA and whether there are other services that would be of value or benefit to members or the local government sector

2.3. Method

The 2023 LGA perceptions survey was delivered using Computer Assisted Web Interviews (CAWI) and supplemented with Computer Assisted Telephone Interviews (CATI). In total, 448 interviews were delivered via CAWI and 495 via CATI.

The number of CAWI completes represents a substantial increase on years prior to 2021, but is in line with 2021 (465 in 2021, 341 in 2020, 191 in 2019 and 6 in 2017). While in 2017 the CAWI option was only offered to respondents in a limited set of circumstances, since 2019, stakeholders were more readily offered the option to complete the survey online. This approach allowed stakeholders maximum flexibility in order to encourage them to participate. In 2023/4, as in 2021, all roles except frontline councillors were first offered the opportunity to complete via CAWI. They were contacted by telephone if they did not complete the survey via CAWI. Frontline councillors were only contacted via CATI so that the balance of completes across regions and councils could be more closely controlled.

The survey was designed by the LGA in partnership with BMG Research. In most cases, question wording was retained from previous waves of the survey in order to ensure comparability. As well as this, a small number of questions were added to explore new areas of interest.

Prior to the full launch of the survey, a live pilot was conducted with 20 respondents to ensure that the survey worked correctly. No issues were identified relating to either the functioning of the survey or respondents' understanding of its content.

Fieldwork for the survey took place from 16th October 2023 to 26th January 2024.

2.4. Sampling

As in previous waves, the research aimed to gather the views of a representative sample of three key stakeholder groups in LGA-member authorities: officers (chief executives and directors), senior councillors (chairs of scrutiny, leaders, leaders of the opposition and portfolio holders) and frontline councillors. Councillors who serve as LGA board members have not been included in this research.

Interlocking role and region quotas were set to ensure that the research achieved a broadly representative sample.

A sample frame of 17,161 unique and usable contacts (including 12,184 frontline councillors) was provided to BMG Research by the LGA. A total of 943 interviews were conducted, which results in a maximum standard error of 1.58% (similar to those seen in previous waves) at the 95% level of confidence, giving these findings a high level of accuracy, meaning the findings are highly representative of the overall pool of LGA stakeholders. Further details about the standard errors by region and role type are included in Appendix 1.

Prior to 2019, stakeholder responses were automatically linked to relevant data that the LGA held about an individual and their membership, specifically the stakeholder's role and, in the case of councillors, political or non-political affiliation along with information about their council such as council type and region. However, due to changes in data protection regulations, from 2019, respondents were asked for their explicit consent for their responses to be linked back and used in this way. If they refused, respondents were asked if they would be willing to provide this information themselves by answering a small set of additional questions, while making it clear they could still refuse to answer any individual question should they wish.

Around one in seven (15%) refused to have their responses linked to the information held on the LGA database (similar to the 14% who refused in 2021), and just under half of these declined to answer the additional questions to collect this information. Therefore, the responses of these stakeholders will contribute to the overall total of 943 and not any subgroups.

Table 3 displays the breakdown of completed interviews by region, role and amalgamated role of those who did agree to have their data linked to the LGA database or those who answered the relevant additional question(s) and provided this information themselves.

Table 3: Completed interviews where role and region data is available

Amalgamated role:	Officers	Officers	Senior councillors	Senior councillors	Senior councillors	Senior councillors	Frontline councillors		
	Chief executives	Directors	Leaders	Chairs of scrutiny	Portfolio holder	Leaders of the opposition	Frontline councillors	No role recorded	Regional total
East of England	13	22	12	5	20	9	53	1	135
East Midlands	8	21	8	4	9	12	39	0	101
London	3	16	3	6	17	3	18	1	67
North East	2	10	3	3	5	7	9	0	39
North West	8	15	8	6	13	6	25	2	83
South East	11	26	20	14	27	24	71	2	195
South West	6	19	8	7	15	13	33	0	101
West Midlands	5	14	7	11	12	11	35	2	97
Yorkshire & the Humber	2	13	1	4	12	2	17	1	52
No region recorded	3	1	0	1	2	0	0	66	73
Role Total:	61	157	70	61	132	87	300		
Amalgamated role total:	218		350				300	75	943

Table 4 shows the breakdown of respondents by the type of local authority for which respondents are employed. As a small number of respondents did not consent to information on their local authority type being linked to their responses the proportion of responses does not sum to 100% in the table below.

Table 4: Respondent local authority type where data is available

Local authority	Number of available contacts	% of available contacts	Number of respondents	% of responses
Non-metropolitan district	6,971	41%	436	46%
English unitary	4,122	24%	214	23%
Metropolitan district	2,628	15%	102	11%
London borough	2,095	12%	68	7%
English county	1,345	8%	54	6%
Total	17,161	100%	874	93%

2.5. Analytical approach

This report provides a summary of the top-line frequencies and, where relevant, significant findings from cross-tabulations based upon role type, amalgamated role type, and region.

Z-tests within the groups of interest (e.g. region, role etc.) were conducted at the 95% confidence level to identify where findings are significantly different. Where specific findings from cross-tabulations are discussed in the report, it is because they have been identified as statistically significant unless otherwise stated. Statistically significant changes compared to the previous waves are also discussed.⁴ In all tables in this report, all figures which are significantly higher than at least one other figure in the same row are **highlighted**. Full tables showing detailed cross-tabulations have been provided to the LGA separately.

It is also worth noting that when figures do not add up to 100%, this is either due to rounding or because multiple answers were allowed.

2.6. Weighting

The completed number of interviews was slightly below the targets that were set at the beginning of fieldwork. Although the fieldwork period was extended by two weeks to encourage a greater number of completes, it was agreed that leaders would not be further chased to complete the survey due a clash with other LGA communications. This resulted in a slightly different balance of responses by role compared to the targets, as displayed in the table below. It is worth noting that the numbers displayed in the table below are based on the role type in the database used for the survey, and so do not correlate exactly with the base sizes shown when we are looking at survey

⁴ A statistically significant result at the 95% confidence level means that there is only a 5% probability of the difference being caused by chance rather than by it being a real difference. This is a widely accepted level of confidence.

results in this report, due to some respondents not giving permission for their responses to be linked to the information LGA holds about them.

Table 5: Original targets and completed interviews

Role	Target	Completed interviews	% complete
Chief Executives	90	75	83%
Top level Directors	220	180	82%
Leaders	90	73	81%
Chairs of Scrutiny	70	72	103%
Portfolio holders/Cabinet members	120	140	117%
Leaders of the Opposition	90	90	100%
Frontline councillors	310	313	101%

To ensure that results were as comparable as possible with previous years, the data was weighted by role and region. The weighting scheme was based on the original targets for role and region. These targets were consistent with previous years and re-balance the results to correct for any skew by the underrepresentation of leaders and the other officer roles. The table below shows the unweighted and weighted proportions by role.

Table 6: Unweighted and weighted proportions by role

Role	Completed interviews	% of total unweighted	% of total weighted
Chief Executives	75	8%	9%
Top level Directors	179	19%	22%
Leaders	73	8%	9%
Chairs of Scrutiny	72	8%	7%
Portfolio holders/Cabinet members	141	15%	12%
Leaders of the Opposition	91	10%	9%
Frontline councillors	313	33%	31%

The weighting has caused a very small adjustment in the results. As such, we can be confident that the results are sufficiently comparable to previous years, and any changes compared to 2021 are real changes, rather than caused by the slightly different sample profile. The table below demonstrates the impact of the weighting on the five key measures.

Table 7: Summary of positive responses⁵ given for key measures, unweighted results compared to weighted

	Unweighted (943)	Weighted (943)
Sample size		
Knowledge of the LGA	75%	76%
I would speak positively about the LGA	75%	76%
Satisfied with the work of the LGA	73%	73%
The LGA keeps you informed about its work	81%	81%
The LGA demonstrates value for money	54%	54%

The results quoted throughout this report are based on weighted percentages. These figures are often presented alongside unweighted base sizes to show the raw total of individuals spoken to in each category.

2.7. Treatment of don't know responses

The survey included, in many cases, 'don't know' or 'don't know or no opinion' answer options. These options were read out to all respondents completing the survey via CATI or written out in the case of CAWI. This report includes 'don't know' and or 'no opinion' answer options in the analysis.

⁵ Positive responses are defined as the following: Knowledge of the LGA (know a great deal/fair amount); I would speak positively about the LGA (I speak positively... without being asked/if I am asked about this); Satisfied with the work of the LGA (very/fairly satisfied); The LGA keeps you informed about its work (very/fairly well informed); and The LGA demonstrates value for money (strongly/tend to agree).

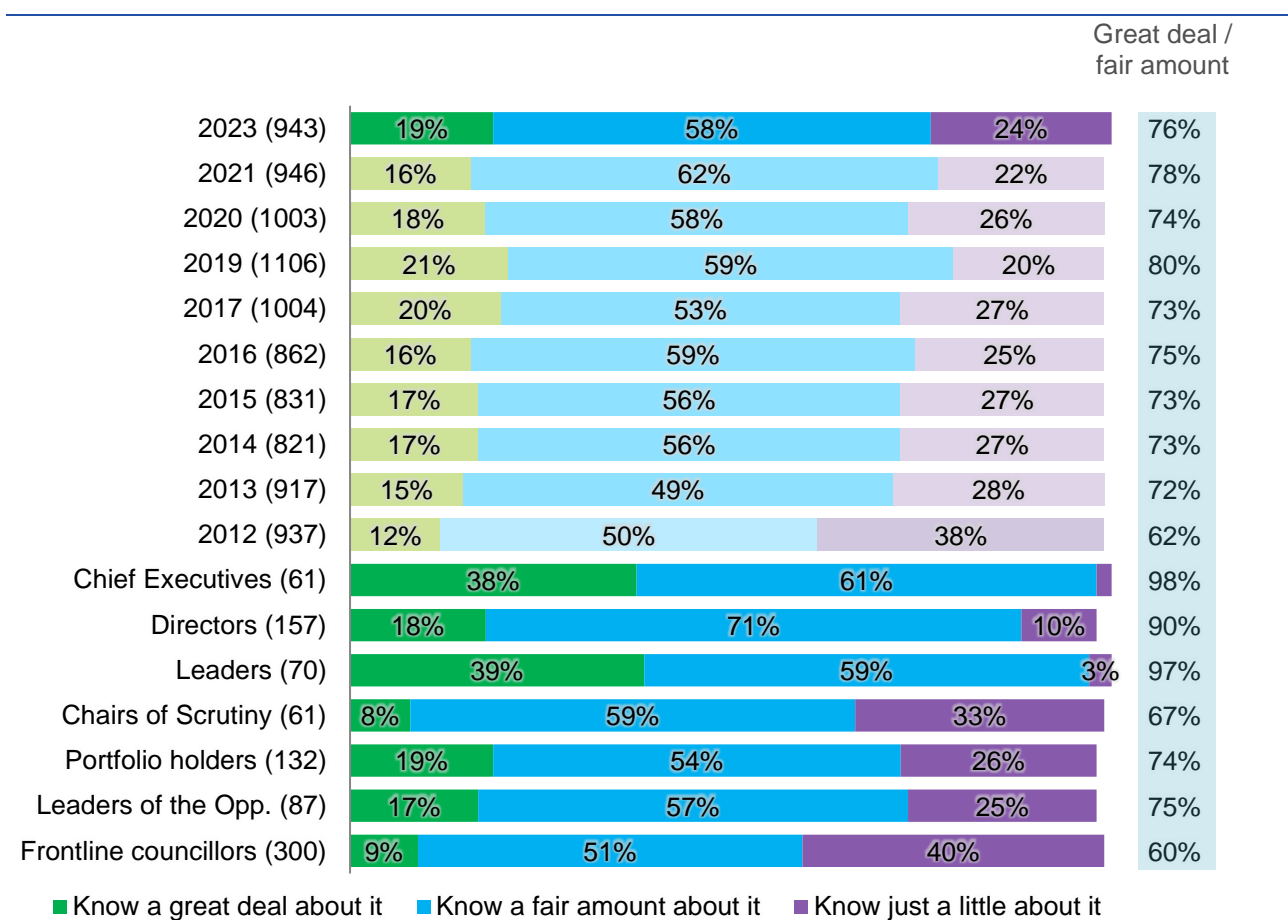
3. Views on the LGA and its services

3.1. Knowledge of the LGA

The proportion of stakeholders who have a great deal or a fair amount of knowledge of the LGA has remained stable, at 76% as compared to 78% in 2021, including 19% who know a great deal about it (16% in 2021).

Chief executives remain the most aware of the LGA, with 98% reporting either a great (38%) or a fair amount (61%) of knowledge of the LGA. This is followed by leaders (97%) and directors (90%). By contrast, fewer than average frontline councillors (60%) and chairs of scrutiny (67%) have at least a fair amount of knowledge of the LGA.

Figure 1: How well do you know the LGA? (Over time and by role type)



Unweighted bases in parentheses, single response question

Source: survey of LGA members

* Due to rounding, the sum of 'know a great deal about it' and 'know a fair amount about it' may differ from the summary shown in the 'great deal/fair amount' column

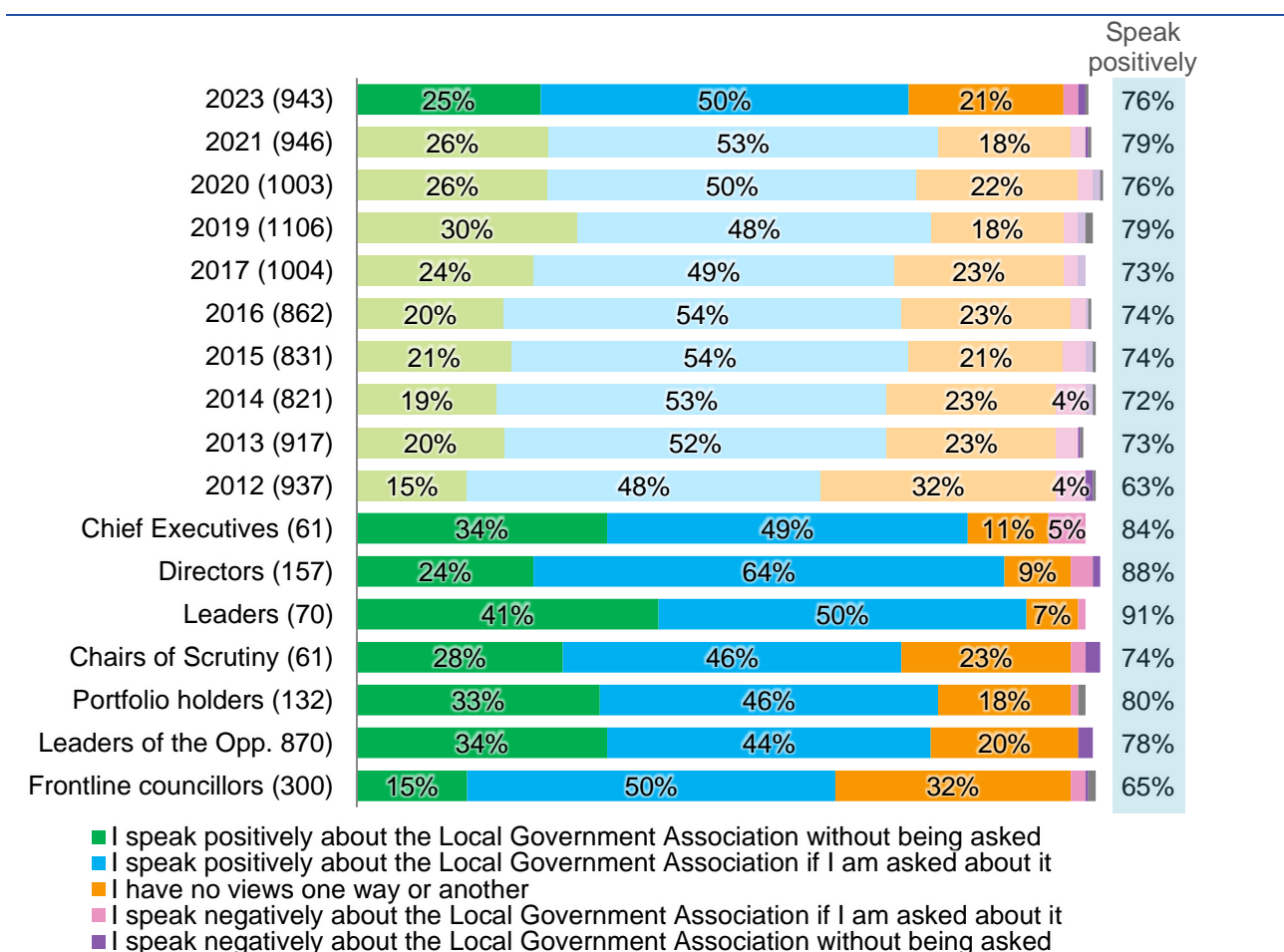
Levels of knowledge of the LGA are largely consistent by region, as was the case in 2021, with the exception that those in the South East are less likely than average to know a great deal or a fair amount (69%).

3.2. Advocacy for the LGA

Respondents were asked how positively or negatively they would speak about the LGA. Overall, 76% of stakeholders would speak positively about the LGA, either prompted or unprompted, which is in line with results since 2019, where this measure saw an upturn. The percentage who would speak positively about the LGA without prompting stands at 25%, and the percentage who would speak negatively about the LGA has remained consistent with the results for previous rounds at 3%.

While leaders (91%), directors (88%) and chief executives (84%) remain the most likely to speak positively about the LGA, for leaders and chief executives this represents a decline on 2021, of minus 4 and minus 8 percentage points respectively. In addition, the proportion of chief executives who would speak positively about the LGA unprompted has reduced from 52% in 2021 to 34% in the latest wave. Frontline councillors remain less likely than average (65%) to speak positively about the LGA (prompted or unprompted), and to a lesser extent than was the case in 2021 (72%).

Figure 2: Which of these phrases best describes the way you would speak of the LGA to other people? (Over time and by role type)



Unweighted bases in parentheses, single response question

Source: survey of LGA members

Data labels for values of 3% or lower have been removed

*Due to rounding, the sum of 'I speak positively about the LGA without being asked' and 'I speak positively about the LGA if I'm asked about it' may differ from the summary shown in the 'speak positively' column

Results are consistent by region, with the exception that those in the South West are more likely than average to speak positively about the LGA unprompted (39%).

3.3. Satisfaction with the work of the LGA

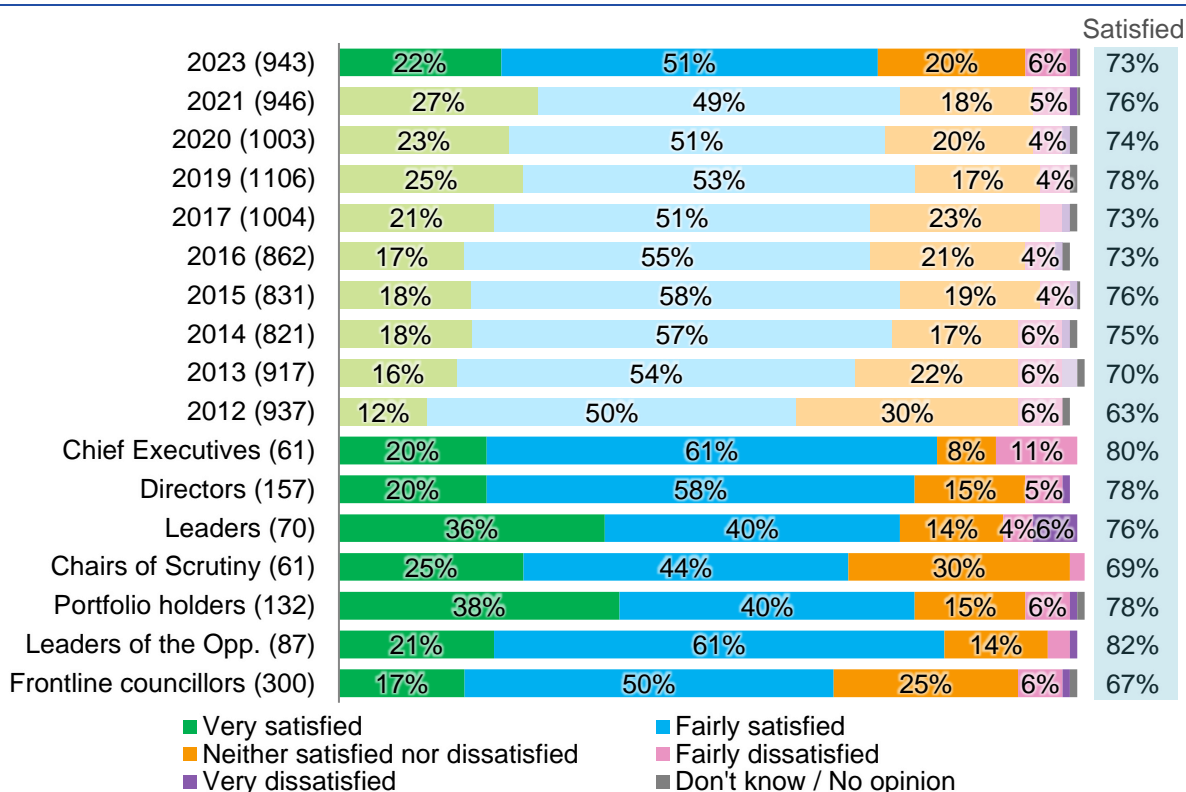
While overall levels of satisfaction remain consistent with previous years at 73%, at 22%, the proportion who are very satisfied has reduced to 2020 levels following a peak of 27% in 2021.

Leaders of the opposition are the most satisfied group (82%) following a 9 percentage point increase since 2021. This group, and chairs of scrutiny (69%, up 11 percentage points on 2021) are the only ones that have seen an increase in this respect, although the latter remain the least satisfied, along with frontline councillors (67%), who have seen a 4 percentage point decrease.

However the most marked decreases are among leaders: while this group was most satisfied in 2021, satisfaction has reduced by 17 percentage points to 76% in the latest survey. Chief executives, the second most positive group in 2021, have also seen a significant decline in satisfaction, from 90% in 2021 to 80% in the latest survey.

It should be noted that lower levels of satisfaction within groups are primarily driven by higher neutral ratings rather than by high levels of dissatisfaction, although one in ten chief executives (12%) and leaders (10%) are dissatisfied.

Figure 3: Overall, how satisfied or dissatisfied are you with the work of the LGA? (By role type)



Unweighted

bases in parentheses, single response question

Source: survey of LGA members

Data labels for values of 3% or lower have been removed

*Due to rounding, the sum of 'very satisfied' and 'fairly satisfied' may differ from the summary shown in the 'satisfied' column

Levels of satisfaction are largely consistent by region, with the exception that, as previously, those in London are significantly less likely than average to be satisfied (60%), although no more likely to be dissatisfied (4%).

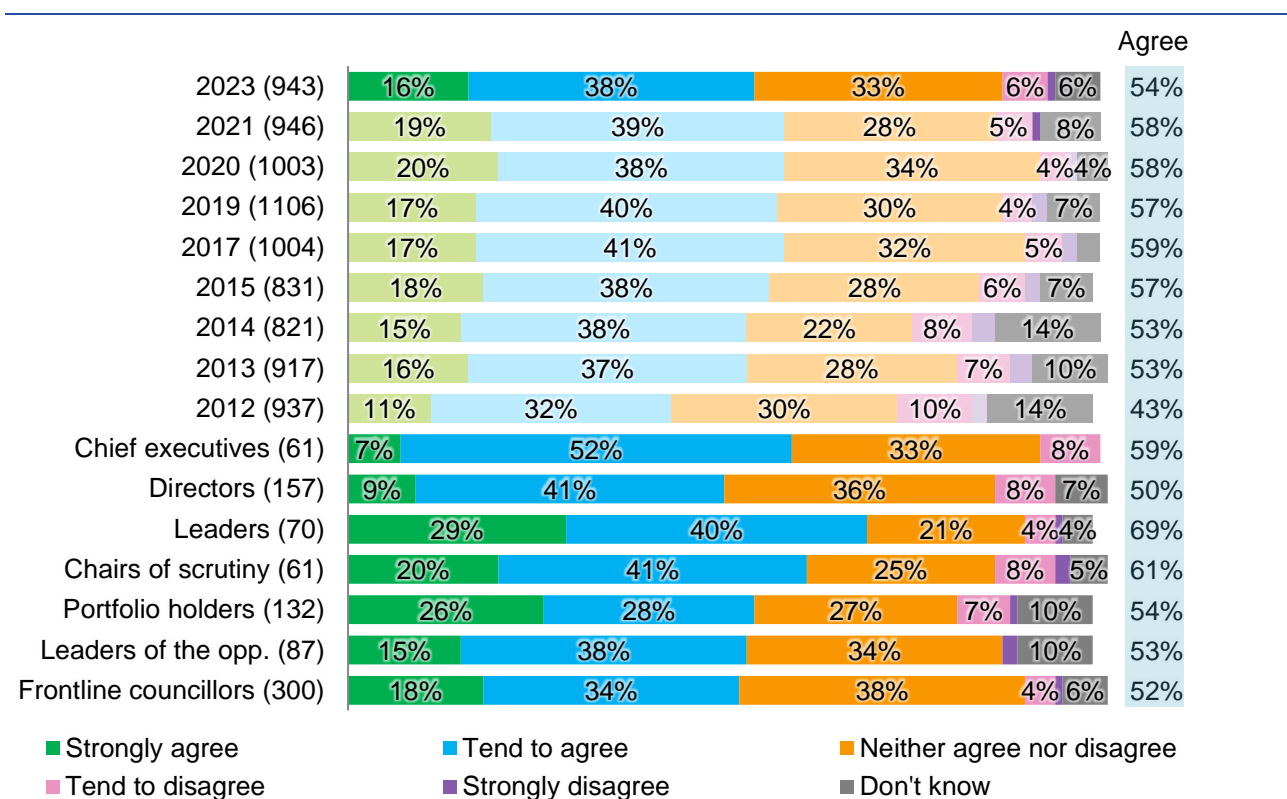
3.4. Value for money of the LGA

Respondents were asked to state the extent to which they agree or disagree that the LGA demonstrates value for money. There has been no real change compared to recent years on this metric, with 54% agreeing that the LGA represents value for money in 2023, in line with 2021 (58%). This measure has been largely consistent since 2015.

While leaders are more likely than average to agree (69%), agreement that the LGA represents value for money has declined by 22 percentage points to 59% among chief executives, the only group that was significantly more likely to agree than average in 2021, while by contrast frontline councillors (52%) are significantly less likely than average to agree. Directors have also seen a decrease, from 62% to 50% in the latest wave.

However, as seen previously, the differences between role types are largely a result of those selecting 'neither agree nor disagree' or 'don't know' rather than being due to higher levels of disagreement.

Figure 4: To what extent do you agree or disagree with the following statement? LGA demonstrates value for money (Over time and by role type)



Unweighted bases in parentheses, single response question

Source: survey of LGA members

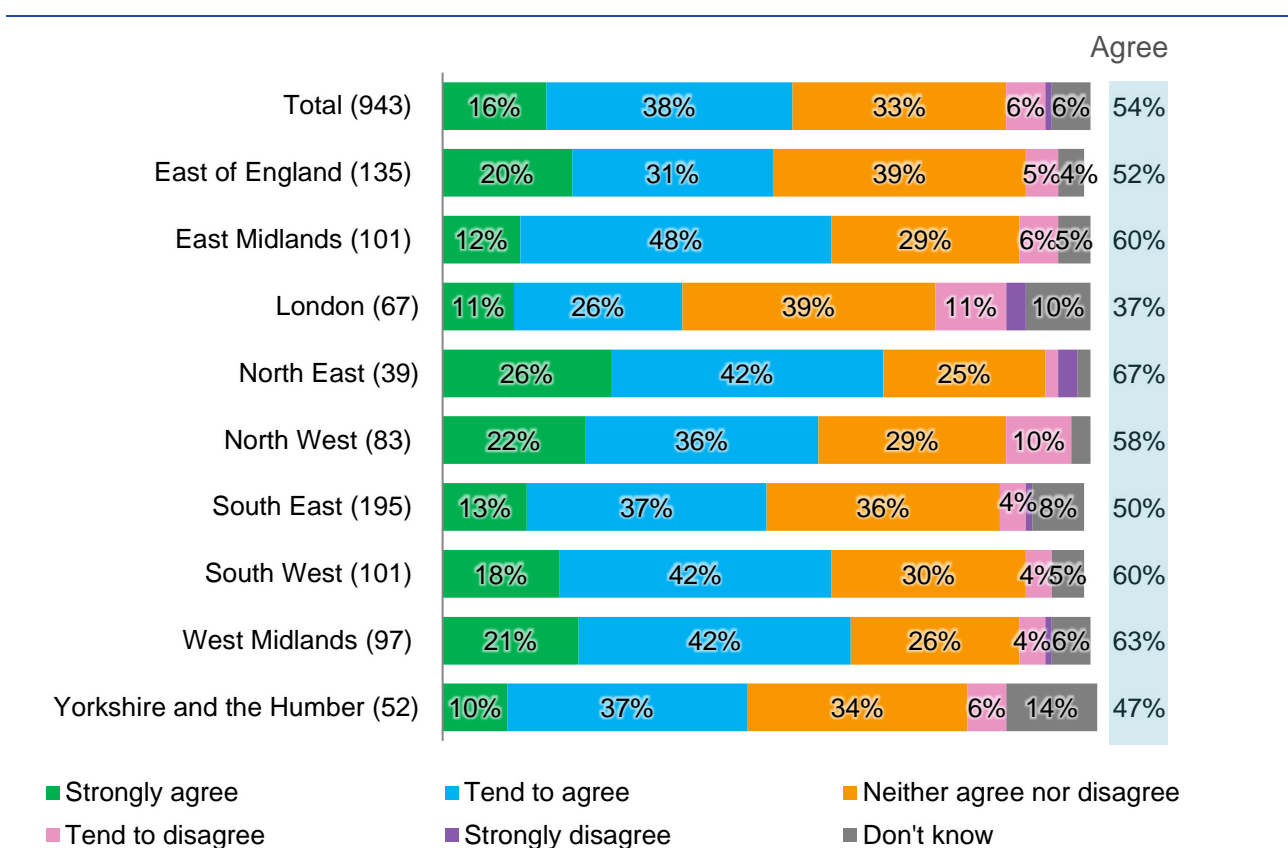
Data labels for values of 3% or lower have been removed

*Due to rounding, the sum of 'strongly agree' and 'tend to agree' may differ from the summary shown in the summary 'agree' column

Levels of agreement that the LGA demonstrates value for money are lower than average in London (37%), which has seen a decline of 11 percentage points since 2021. In addition, while levels of disagreement are relatively consistent by region, with the differences between regions largely a result of those selecting 'neither agree nor disagree' or 'don't know', 14% of those in London disagree that the LGA demonstrates value for money (compared to 21% in 2021).

While consistent with the average, the proportions of those in Yorkshire and Humber and in the North East who agree that the LGA demonstrates value for money (47% and 67% respectively) have also declined, by 14 and 12 percentage points respectively.

Figure 5: To what extent do you agree or disagree with the following statement? LGA demonstrates value for money. (By region)



Unweighted bases in parentheses, single response question
 Source: survey of LGA members
 Data labels for values of 3% or lower have been removed
 Due to rounding, the sum of 'strongly agree' and 'tend to agree' may differ from the figure shown in the summary 'agree' column

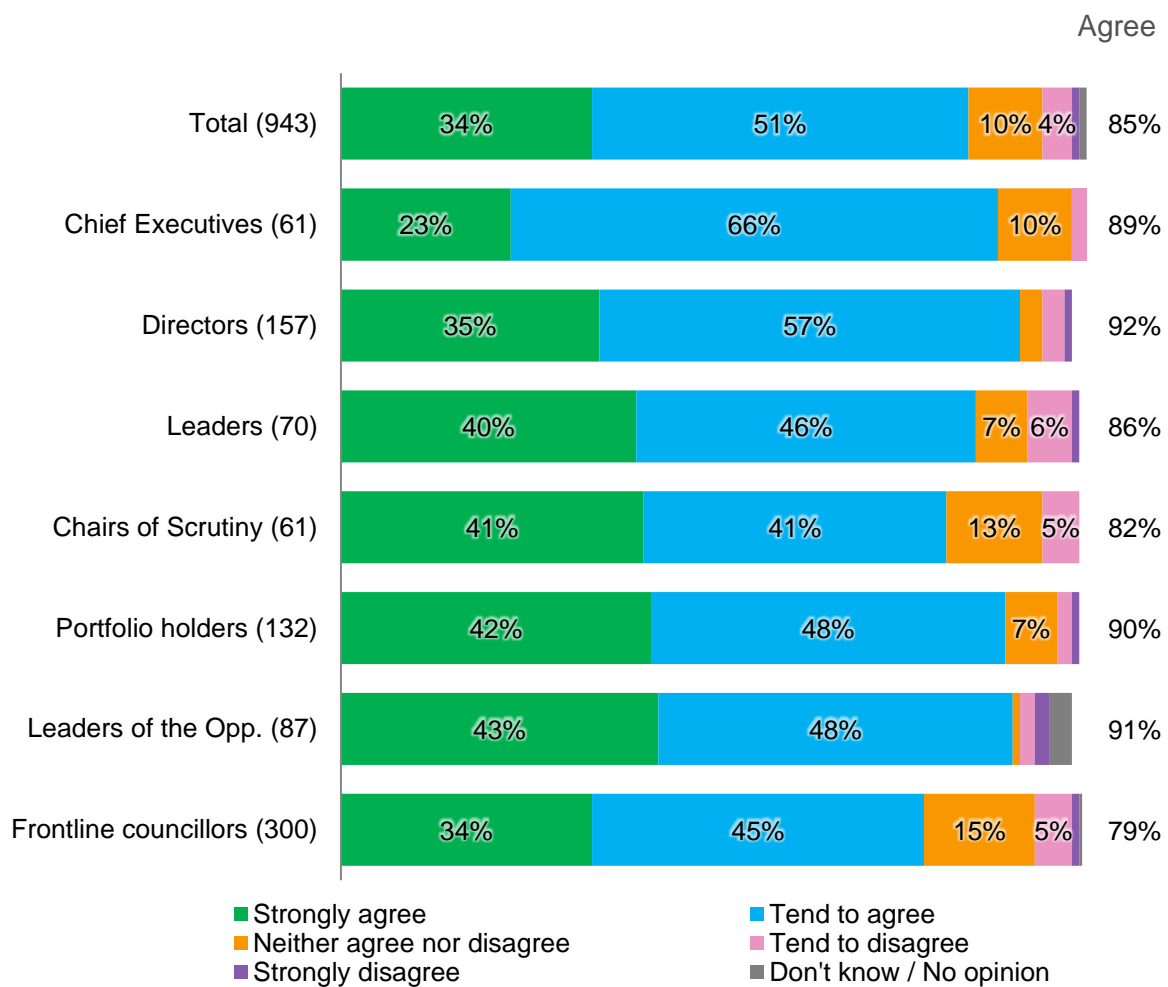
3.5. LGA reflecting priorities of local governments

New to the survey this wave, stakeholders were asked the extent to which they agree or disagree that the LGA reflects the values and priorities of local government.

Over four in five (85%) agree that this is the case, including 34% who strongly agree, while only 5% disagree.

Directors are most positive in this respect (92%), while frontline councillors are less likely than average to agree that the LGA reflects the values and priorities of local government (79%).

Figure 6: To what extent do you agree or disagree with the following statement? The LGA reflects the values and priorities of local government. (By role type)



Unweighted bases in parentheses, single response question
 Source: survey of LGA members
 Data labels for values of 3% or lower have been removed

3.6. Visibility of LGA lead members

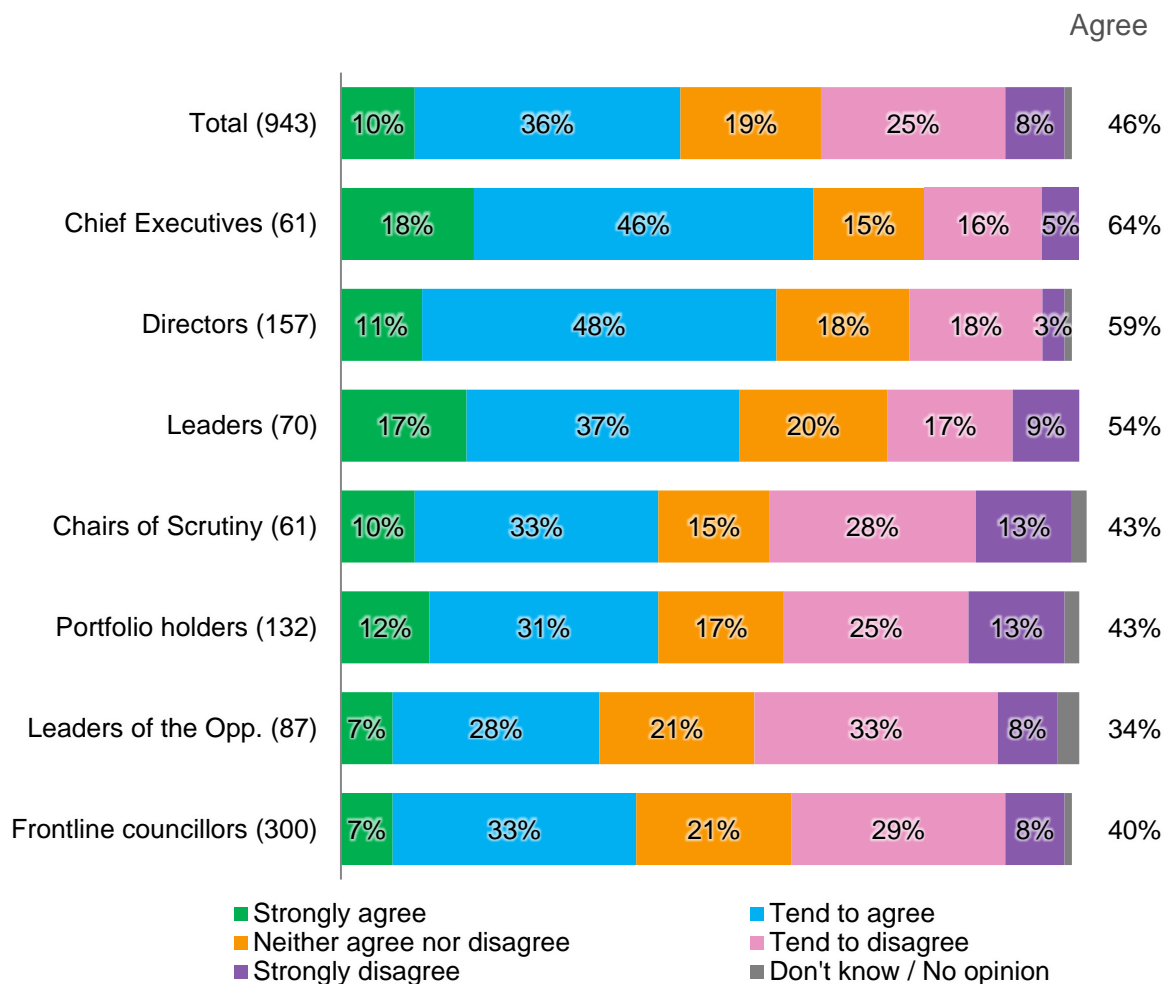
In the media

Again, new to the survey this wave, stakeholders were asked the extent to which they agree or disagree that LGA lead members are generally visible in the media.

Just under half (46%) agree that this is the case, while a third (33%) disagree.

Chief executives (64%) and directors (59%) are more likely than average to agree that LGA lead members are generally visible in the media, while leaders of the opposition (34%) and frontline councillors (40%) are less likely than average to do so.

Figure 7: To what extent do you agree or disagree with the following statement? The LGA lead members are generally visible in the media. (By role type)



Unweighted bases in parentheses, single response question
 Source: survey of LGA members
 Data labels for values of 3% or lower have been removed

Results are largely consistent by region, with the exception that those in the South East are more likely to disagree that LGA lead members are generally visible in the media (42%).

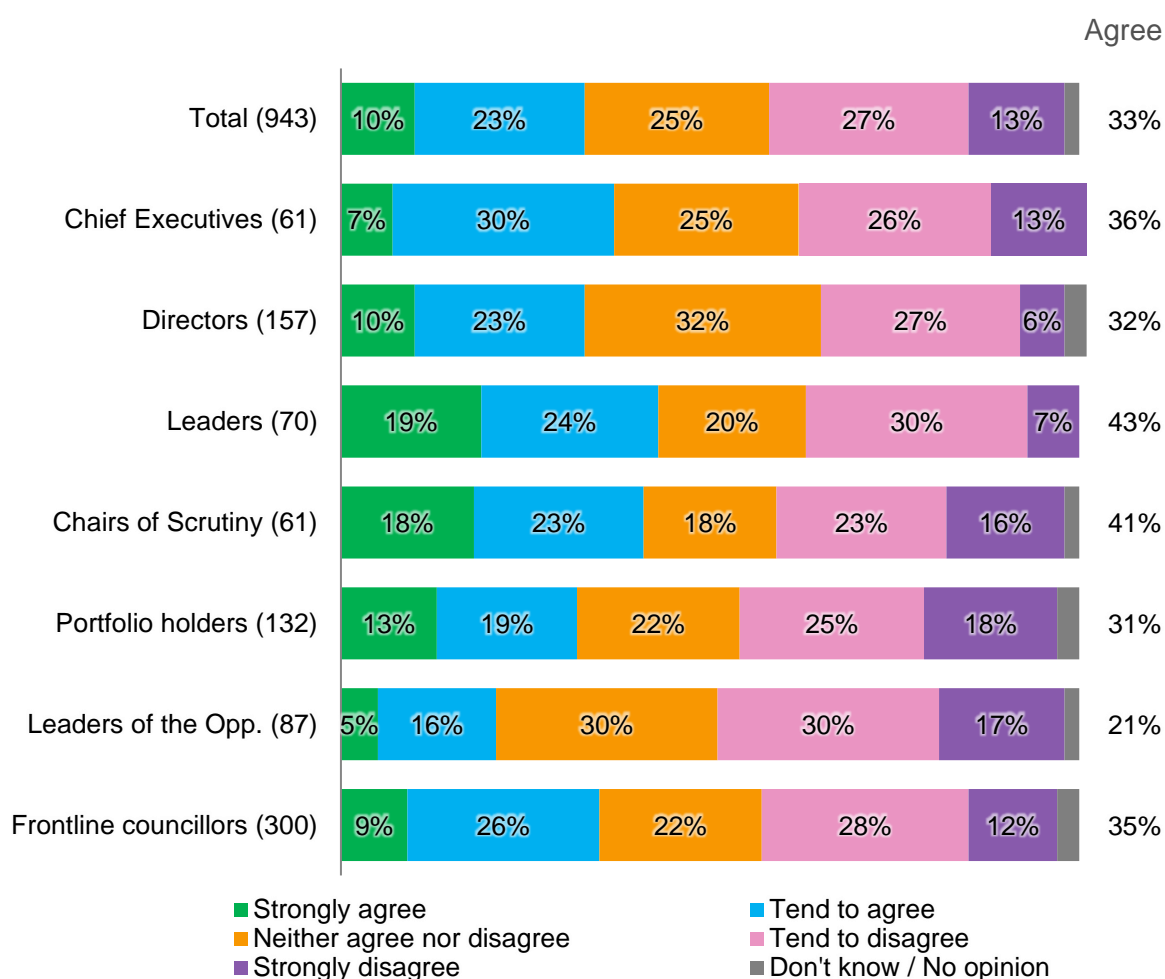
In my region

Stakeholders were also asked the extent to which they agree or disagree that LGA lead members are generally visible in their region.

A third (33%) agree that this is the case, while two in five (40%) disagree.

Results were largely consistent by role, with the exception that leaders of the opposition were less likely than average to agree (21%).

Figure 8: To what extent do you agree or disagree with the following statement? The LGA lead members are generally visible in my region. (By role type)



Unweighted bases in parentheses, single response question

Source: survey of LGA members

Data labels for values of 3% or lower have been removed

Results are largely consistent by region, with the exception that those in the East of England are more likely to agree that LGA lead members are generally visible in their region (42%), and those in the South East are less likely to do so (25%), and more likely than average to disagree (49%).

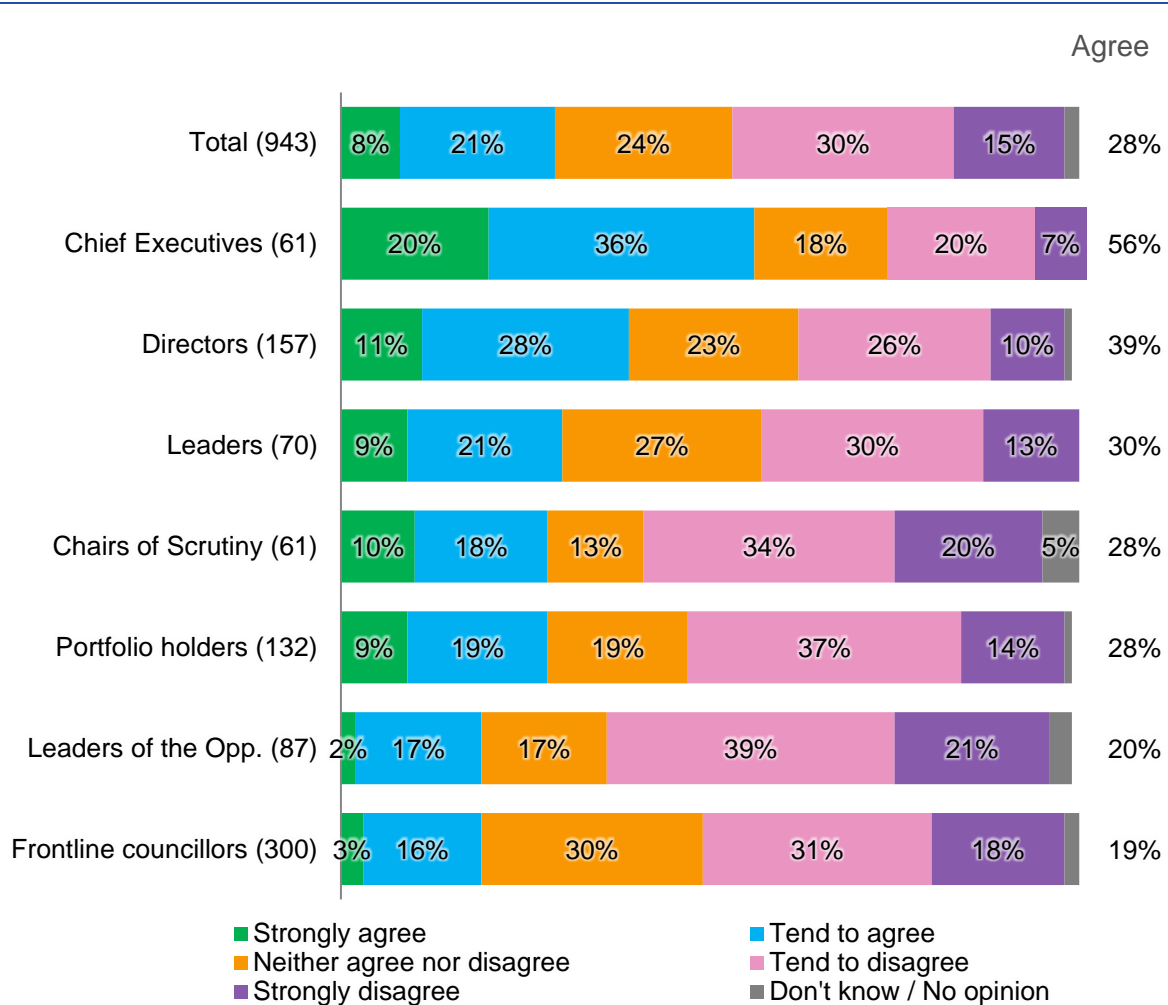
3.7. Visibility of senior officers in the LGA

Again, new to the survey this wave, stakeholders were asked to what extent they agree or disagree that LGA senior officers are generally visible in their region.

Overall a quarter (28%) agree that this is the case, while close to half (46%) disagree.

Chief executives (56%) and directors (39%) are more likely to agree that LGA senior officers are generally visible in their region, while frontline councillors are less likely to do so (19%).

Figure 9: To what extent do you agree or disagree with the following statement? The LGA senior officers are generally visible in my region. (By role type)



Unweighted bases in parentheses, single response question
 Source: survey of LGA members
 Data labels for values of 3% or lower have been removed

Again, results are largely consistent by region, with the exception that those in the South West are more likely to agree that LGA senior officers are generally visible in their region (38%), and those in the South East are less likely to do so (20%), and more likely than average to disagree (57%).

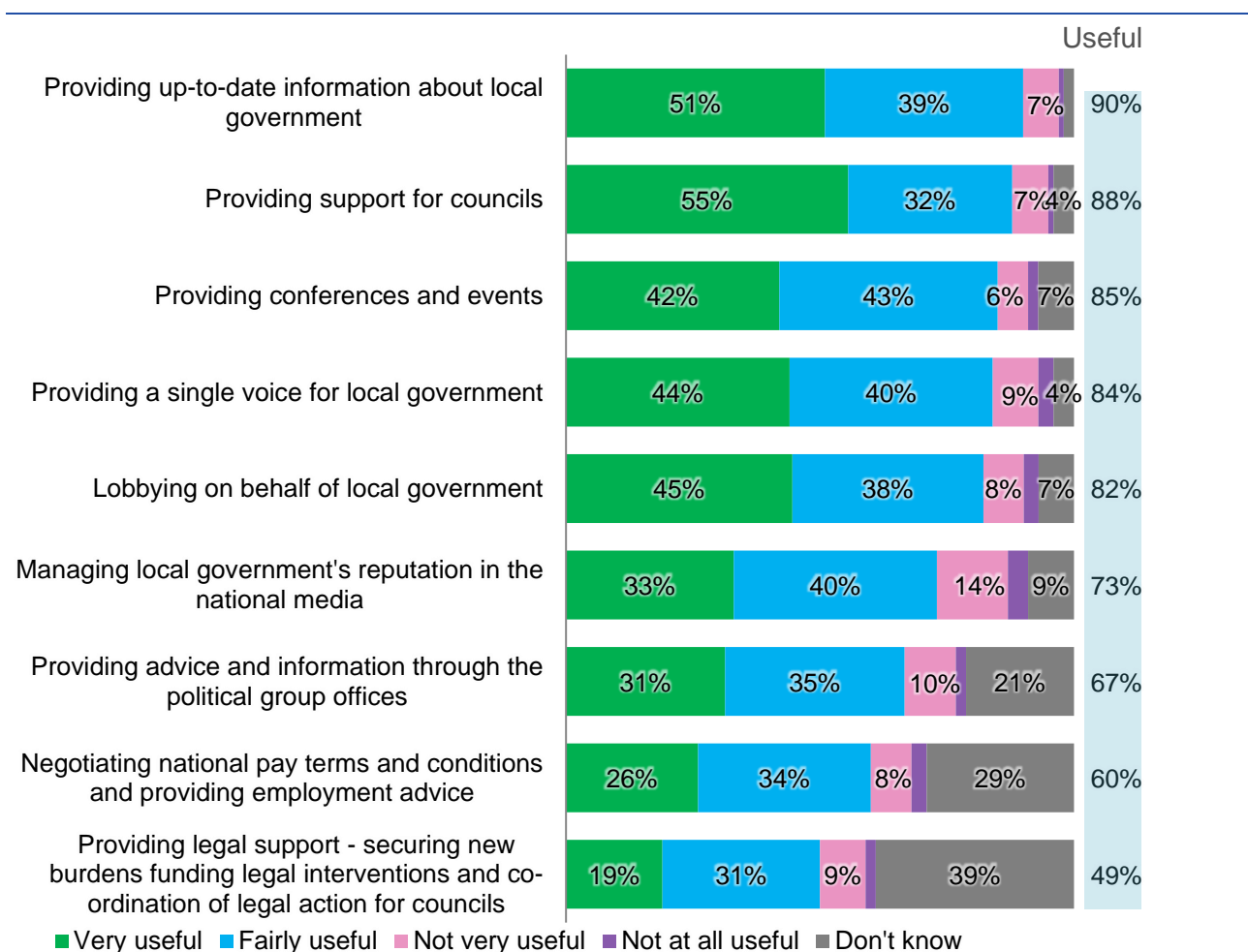
3.8 Usefulness of activities undertaken by the LGA

Figure 10 details how useful stakeholders find various activities that the LGA provides either to their council or local government. As has been the case from 2016 onwards, *providing up-to-date information about local government* continues to perform strongly and is rated the most useful activity this year (90%).

Providing support for councils (88%), *providing conferences and events* (85%) *providing a single voice for local government* (84%) and *lobbying on behalf of local government* (82%) are considered the next most useful activities by stakeholders.

Both *negotiating national pay, terms and conditions and providing employment advice* (60%) and *providing legal advice and co-ordination of legal action for councils* (49%) remain the least useful activities in the opinion of stakeholders, as has been the case since 2013. However, it should be noted that for these measures, generally this is due to a higher proportion of stakeholders saying they 'don't know', rather than considering them not useful. However, the proportion who regard *managing local government's reputation in the media* as not useful is higher at 18%.

Figure 10: Please tell me how useful or not each of the following LGA activities are to your council or local government as a whole.



Base = 943 single response question

Source: survey of LGA members

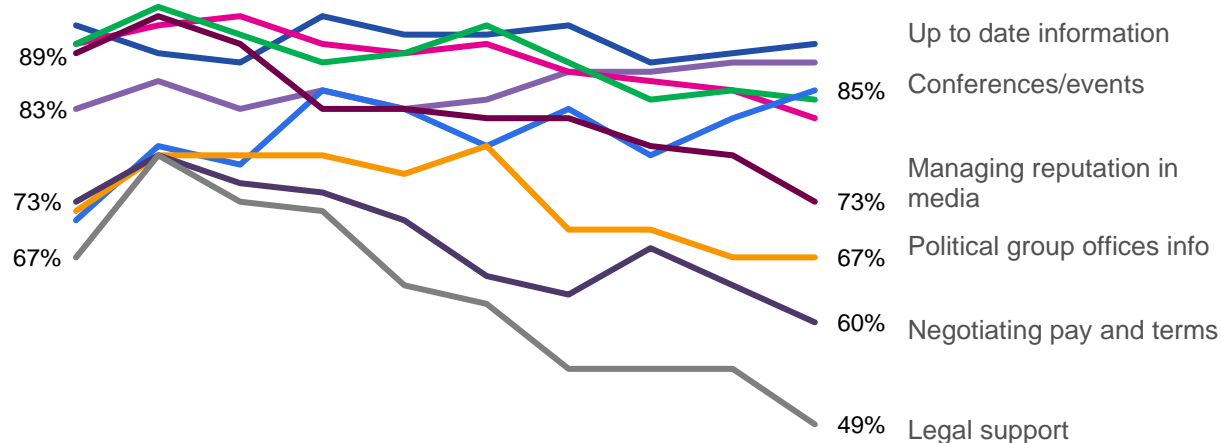
Data labels for values of 3% or lower have been removed

*Due to rounding, the sum of 'very useful' and 'fairly useful' may differ from the figure shown in the summary 'useful' column

Figure 11 below shows the trended data for these measures, and highlights the long-term downward trend in perceptions of usefulness in relation to:

- *providing legal support – securing new burdens funding, legal interventions, and co-ordination of legal action for councils*
- *negotiating national pay, terms and conditions and providing employment advice*
- *managing local government’s reputation in the media*
- *providing advice and information through the political group offices*

Figure 11: Please tell me how useful or not each of the following LGA activities are to your council or local government as a whole. (Over time)



2012 (937) 2013 (917) 2014 (821) 2015 (831) 2016 (862) 2017 (1,004) 2019 (1,106) 2020 (1,003) 2021 (946) 2023 (943)

Bases in parentheses, single response question
Source: survey of LGA members

Table 8 shows the usefulness of LGA activities by amalgamated role, combining those who deem the activities either very or fairly useful. Any figures which are significantly higher than average have been **highlighted**, and any that are below average are in *italics*.

To summarise, officers are more likely than average to regard the following as useful:

- *providing support for councils (97%)*
- *providing conferences and events (95%)*
- *lobbying on behalf of local government (89%)*
- *managing local government’s reputation in the media (81%)*
- *negotiating national pay, terms and conditions and providing employment advice (72%)*
- *providing legal support – securing new burdens funding, legal interventions, and co-ordination of legal action for councils (55%)*

Senior and frontline councillors are more likely than average to regard *providing advice and information through the political group offices* as useful (79% and 73% respectively).

Table 8: Proportion saying LGA activities are useful. (By amalgamated role type)

Stakeholder group	Officers	Senior councillors	Frontline councillors
Sample size	(218)	(350)	(300)
Providing up-to-date information about local government (for example, 'first' magazine, e-bulletins and website)	91%	90%	90%
Providing support for councils (for example, peer support, sharing best practice, and training and mentoring for councillors)	97%	86%	85%
Lobbying on behalf of local government	89%	81%	81%
Providing a single voice for local government	87%	86%	83%
Managing local government's reputation in the national media	81%	73%	69%
Providing conferences and events	95%	88%	75%
Providing advice and information through the political group offices	50%	79%	73%
Negotiating national pay, terms and conditions and providing employment advice	72%	56%	54%
Providing legal support	55%	49%	45%

The following outlines where individual regions differ significantly compared to the average. Notably, those in the South East are less likely to find a range of activities useful:

- London
 - less likely to find *providing up-to-date information about local government* useful (83%)
- North East:
 - More likely to find *providing conferences and events* as useful (98%)
- North West:
 - more likely to find *negotiating national pay, terms and conditions and providing employment advice* useful (75%).
- South East:
 - less likely to find *providing a single voice for local government* useful (80%)
 - less likely to find *managing local government's reputation in the national media* useful (66%)

3. Views on the LGA and its services

- less likely to find *negotiating national pay, terms and conditions and providing employment advice* useful (46%)
- less likely to find *providing legal support – securing new burdens funding, legal interventions, and co-ordination of legal action for councils* useful (40%)
- West Midlands:
 - More likely to find *providing advice and information through the political group offices* useful (81%)
 - More likely to find *managing local government's reputation in the national media* useful (84%)

4. Views on LGA communications

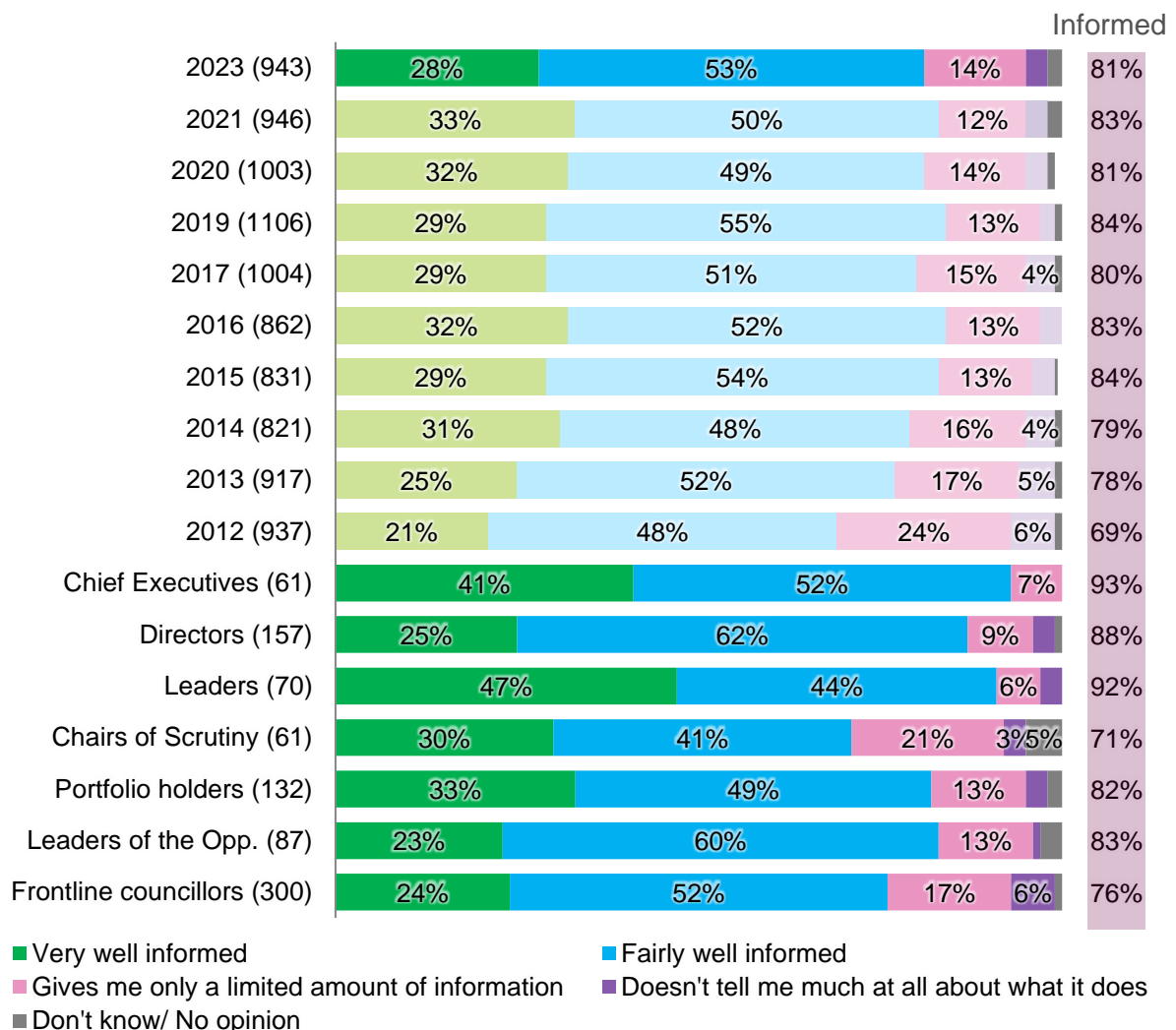
4.1. How the LGA keeps members informed

Over four in five (81%) stakeholders think the LGA keeps them very or fairly well informed about its work, which is much in line with previous rounds since 2013.

One in seven stakeholders (14%) think that the LGA gives them only a limited amount of information and 3% think that the LGA doesn't tell them much at all about what it does, again in line with recent years.

Chief executives are most likely to feel informed (93%), closely followed by Leaders (92%), while chairs of scrutiny and frontline councillors are significantly less likely than average to feel informed (71% and 76% respectively).

Figure 12: How well informed, if at all, do you think the LGA keeps you about its work? (Over time and by role type)



Unweighted bases in parentheses, single response question

Source: survey of LGA members

Data labels for values of 3% or lower have been removed

*Due to rounding, the sum of 'very well informed' and 'fairly well informed' may differ from the figure shown in the summary 'informed' column

4.2. Finding out about the work of the LGA

As has been the case since 2012, *'first' magazine* continues to be the most common method for finding out about the work of the LGA among stakeholders (59%). This is followed by *'first online' and emails*, mentioned by 56%, which represents a significant uplift on the 25% who mentioned *'first online'* in 2021. However, it is worth noting that the 'and emails' part was not included in the 2021 survey and so the change could be due to the inclusion of emails in the code.

Similarly, there has been an increase in the proportion who mention *publications and reports*, the next most common source of information, from 31% in 2021 to 52% in the latest wave. A similar proportion (50%) mention *events and conferences*.

The *media* is mentioned less as a source of information than was the case in 2021 (30% compared to 41%), while one in five (22%) mention *LGA social media channels*, added to the survey in the latest wave.

Other than the differences highlighted above, the pattern of results is similar to that in previous waves.

Figure 13: How do you generally find out about the work of the LGA?



Base = 943, multiple response question
Source: survey of LGA members

By amalgamated role, the following summarises the top three sources of information by amalgamated role:

Officers:

- events and conferences (65%)
- weekly e-bulletin from the LGA Chief Executive (65%)
- LGA website (58%)

Senior councillors:

- 'first' magazine (74%)
- political group offices e-bulletin (61%)
- 'first online' and emails (58%)

Frontline councillors:

- 'first' magazine (85%)
- 'first online' and emails (69%)
- Publications and reports (60%)

4.3. Usefulness of different channels used to find out about work

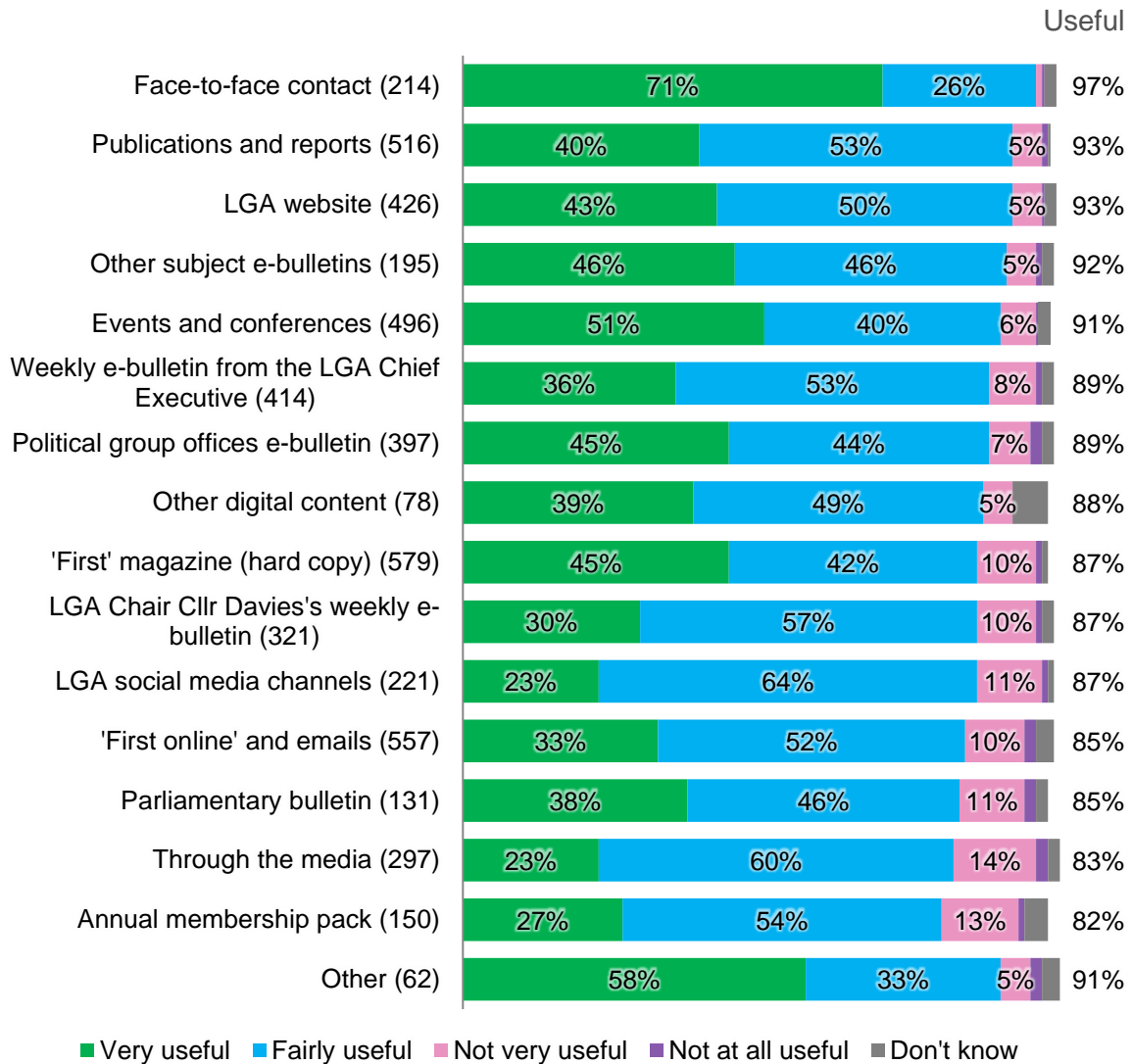
For the first time in the latest wave, stakeholders who had used each channel to find out about the work of the LGA, were asked how useful it is.

There is little difference between the channels in terms of how useful they are viewed overall, with between 82% and 97% rating each as very or fairly useful.

However, face-to-face contact clearly ranks most highly in terms of being very useful (71%), followed by events and conferences (51%), other subject e-bulletins (46%), political group offices e-bulletin (45%) and 'first' magazine (45%).

LGA social media channels (23%), the media (23%) and the annual membership pack (27%) are the channels least likely to be regarded as very useful in finding out about the work of the LGA.

Figure 14: How useful or not do you find each of the following methods? (By role type)



Unweighted bases in parentheses, bases are those who use each for =m of communication, single response question
 Source: survey of LGA members

5. Areas of support

5.1. Views on sector-led improvement

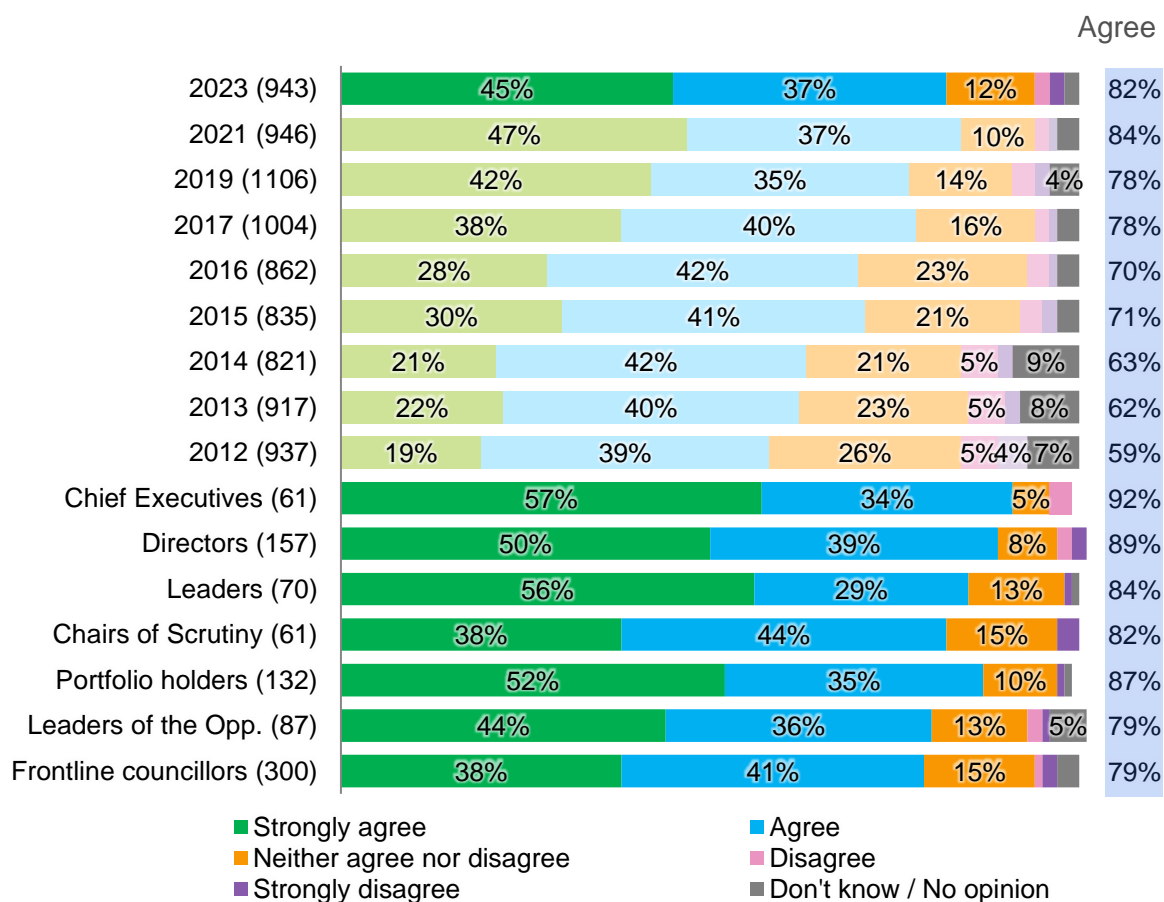
One of the key goals of the LGA is to facilitate the improvement of councils by mobilising knowledge, skills and experience within the sector. This approach is called 'sector-led improvement'.

The increases in support for sector-led improvement seen in 2021 have largely been maintained in the latest survey (82% agree that it is the right approach in the current context, compared to 84% in 2021).

Chief Executives and Directors are more likely than average to agree that sector-led improvement is the right approach (92% and 88% respectively), as was the case in 2021. However, Leaders are now no more likely than average to agree (84%), unlike 2021.

There are no significant differences by region on this measure, with the exception that those in the South East are less likely to agree (77%).

Figure 15: To what extent do you agree or disagree that sector-led improvement is the right approach in the current context? (Over time and by role type)



Unweighted bases in parentheses, single response question
 Source: survey of LGA members
 Data labels for values of 3% or lower have been removed

5.2. Usefulness of LGA's sector support offer

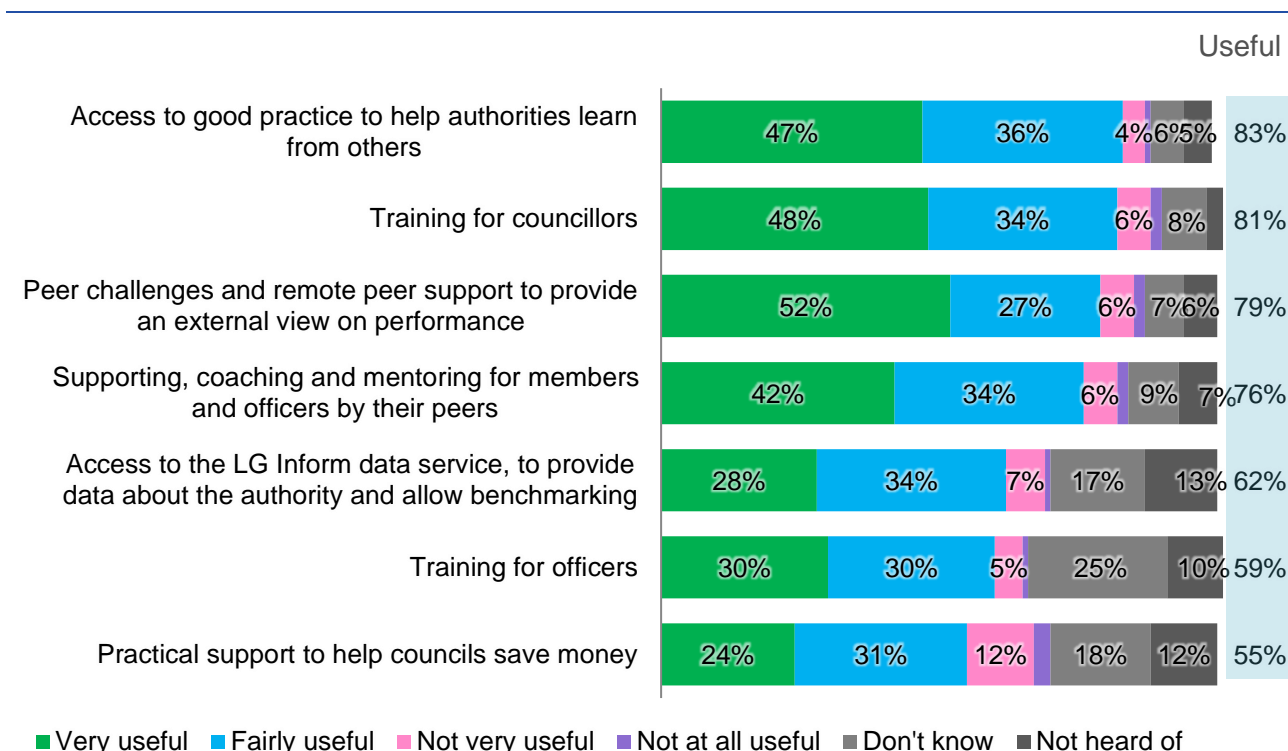
Respondents were asked about the usefulness of specific elements of the LGA's improvement support offer.

As in previous waves, *access to good practice to help authorities learn from others* is regarded as most useful (83% regard it as very or fairly useful, including 47% who regard it as very useful), followed by *training for councillors* (81% useful including 48% very useful), *peer challenges to provide an external view on performance* (79% useful including 52% very useful) and *supporting, coaching and mentoring for members and officers by their peers* (76% useful, including 42% very useful). These are all elements that also have higher levels of awareness (84% to 89%).

Access to the LG Inform data service, to provide data about the authority and allow benchmarking was regarded as useful by 62%, and *training for officers* by 59%, but this is largely as a result of lower levels of awareness (70% and 65% respectively), rather than high levels of endorsement as being not useful (8% and 6% respectively).

Practical support to help councils save money is rated as the least useful, by 55%, and while this also has lower levels of awareness (71%), a significant minority (15%) regard this as not useful. This also represents a continued decline in the perceived usefulness of this element of support, from 69% in 2019 and 64% in 2021.

Figure 16: How useful are the following elements of the LGA's improvement support offer for councils?



Base=943, single response question

Source: survey of LGA members

Data labels for values of 3% or lower have been removed

Looking at the usefulness of the LGA's support offer by amalgamated job role, differences in ratings largely reflect differences in levels of awareness, with officers both more likely to be aware of each element and more likely to rate each positively.

The proportions rating each element as not useful is consistently low across all grouped roles (10% or fewer), with the exception of *practical support to help councils save money*, which 22% of officers rate as not useful, as compared to 13% of senior and 8% of frontline councillors.

Notably, stakeholders in the South East are less likely than average to rate all elements of support as useful with the exception of *practical support to help councils save money*, *supporting coaching and mentoring for members and officers by their peers* and *training for councillors*, despite similar levels of awareness.

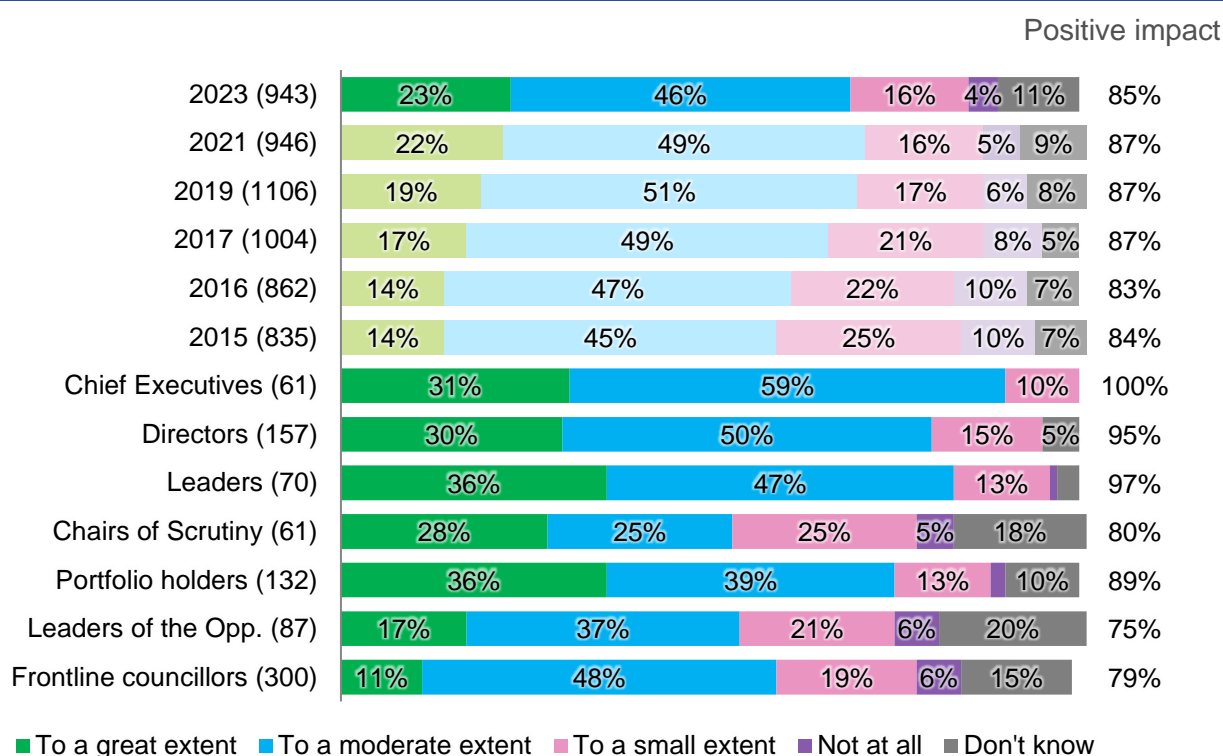
5.3. Impact of LGA's sector support offer

Most stakeholders continue to be positive about the impact that the LGA's improvement support has had on local authorities. Overall, 85% feel that this support has benefited their local authority by a great, moderate or small extent, whereas 4% say it has had no impact at all.

All chief executives describe the support as having a positive impact (100%), and nearly all directors (95%) and leaders (97%) also have overwhelmingly positive opinions. Frontline councillors, chairs of scrutiny and leaders of the opposition are less positive, but around three quarters think the support has had a positive impact (79%, 80% and 75% respectively).

However, it is leaders and portfolio holders who are most likely to say that the elements of the sector support offer their council has accessed had a positive impact on their authority to a great extent (both 36%).

Figure 17: Overall, thinking about this improvement support to what extent do you think that these have had a positive impact on your authority? (By role type)⁶



Base=943, single response question

Source: survey of LGA members

Data labels for values of 3% or lower have been removed

5.4. Most valuable forms of support for the future

Stakeholders were asked to think about the next three years, and to say which elements of support currently offered by the LGA they anticipate will be most valuable to them or their council.

Over three quarters (78%) mention at least one element of support, and the most commonly mentioned are *peer challenge/review/support* (25%), *training and development* (22%), and *effective lobbying* (17%).

Around one in ten mention benchmarking/sharing best practice (12%), budgetary/financial advice (12%), access to information/data (11%) and financial support/access to funding (8%), with other elements mentioned by small proportions.

The following summarises the three most commonly mentioned elements by role.

Chief executives:

- peer challenge/review/support (44%)
- effective lobbying of central government (34%)
- training and development (26%)

Directors:

⁶ Note that the summary 'positive impact' figure includes all those who selected the 'great', 'moderate' or 'small extent' answer options.

- peer challenge/review/support (33%)
- effective lobbying of central government (27%)
- benchmarking/sharing best practice (17%)

Leaders:

- peer challenge/review/support (44%)
- training and development (30%)
- effective lobbying of central government (23%)

Chairs of scrutiny:

- peer challenge/review/support (21%)
- training and development (21%)
- effective lobbying of central government (13%)

Cabinet members:

- peer challenge/review/support (26%)
- training and development (17%)
- effective lobbying of central government (16%)

Leaders of the opposition:

- training and development (26%)
- peer challenge/review/support (25%)
- budgetary advice (10%)

Frontline councillors:

- training and development (27%)
- access to information/data (17%)
- peer challenge/review/support (15%)

5.5. New forms of support

Stakeholders were asked to think about the next three years, and suggest what new forms of support, if any, they would like to become part of the LGA's sector support offer. The responses given to this question were extremely varied and nuanced, most likely linked to the respondent's individual council and role.

Overall, around half (54%) of stakeholders mention at least one new form of support they would like to see as part of the LGA's sector support offer, however, there is no strong consensus on what form this support should take.

The mostly commonly mentioned form of support was only mentioned by 6% of stakeholders (in relation to financial support/management and education/training/seminars), with most forms of support mentioned by only 1% or 2%.

5.6. Memorable LGA activities

Stakeholders were asked to say something memorable they recall the LGA doing over the past year.

Around two thirds (64%) mention something, most commonly peer review/challenges (14%), conferences/events (13%), training sessions/courses (8%), communication/information (7%) and being supportive/helpful (6%).

Chief executives and leaders are more likely than average to mention conferences/events (26% and 27% respectively). Frontline councillors are more likely than average to mention training sessions/courses and communication/information (14% and 13% respectively).

6. Analysis by political affiliation

The table below summarises the results by political affiliation. Any figures which are significantly higher or lower than the average have been **highlighted**, and a minus symbol indicates that the result is significantly lower than the average, and a plus symbol that it is significantly higher than average.

This analysis shows that views of the LGA and its services are generally less positive than average among Conservative stakeholders. However, they are equally likely to agree that the LGA demonstrates value for money, and remain equally likely to think the sector support areas they have accessed have had a positive impact on their authority.

Among Labour stakeholders, views of the LGA and its services are largely in line with the average, although they are particularly likely to find *providing a single voice for local government* and *providing advice and information through the political group offices* useful. By contrast, in terms of support, they are less likely than average to find *training for officers* useful.

Liberal Democrat stakeholders continue to be less likely than average to feel they know a great deal or a fair amount about the LGA, but are more likely to find the support offer of *providing advice and information through the political group offices* useful. Similar proportions to other political groups find LGA's support offers useful, with the exception of *access to LGA's Inform data service* and *training for officers*.

Table 9: Analysis by political affiliation

	Total (943)	Conservative (195)	Labour (208)	Liberal Democrat (126)	Independent, Green and Others (118)
Views on the LGA and its services					
Q1. How well do you know the Local Government Association (the LGA)?					
Summary: Great deal/Fair amount	76%	69% (-)	73%	68% (-)	67% (-)
Q2. Which of these phrases best describes the way you would speak of the Local Government Association to other people?					
Summary: Positively	76%	71% (-)	75%	73%	76%
Q3. Overall, how satisfied or dissatisfied are you with the work of the Local Government Association?					
Summary: Satisfied	73%	67% (-)	74%	75%	76%
Q4. To what extent do you agree or disagree with the following statement? The LGA demonstrates value for money					
Summary: Agree	54%	56%	58%	54%	51%
Q5. To what extent do you agree or disagree with the following statement? The LGA reflects the values and priorities of local government					
Summary: Agree	85%	79% (-)	89%	85%	81%
Q6. To what extent do you agree or disagree with the following statements?					
The LGA lead members are generally visible in the media					
Summary: Agree	46%	44%	46%	37% (-)	37% (-)
The LGA lead members are generally visible in my region					
Summary: Agree	33%	37%	33%	36%	29%

	Total (943)	Conservative (195)	Labour (208)	Liberal Democrat (126)	Independent, Green and Others (118)
Q7. To what extent do you agree or disagree with the following statement? The LGA senior officers are generally visible in my region					
Summary: Agree	28%	23%	24%	23%	22%
Q8. Please tell us how useful or not each of the following LGA activities are to your council or local government as a whole.					
Providing a single voice for local government					
Summary: Useful	84%	81%	89% (+)	89%	79%
Lobbying on behalf of local government					
Summary: Useful	82%	79%	86%	81%	78%
Providing advice and information through the political group offices					
Summary: Useful	67%	71%	77% (+)	84% (+)	73%
Negotiating national pay, terms and conditions and providing employment advice					
Summary: Useful	60%	57%	62%	49% (-)	47% (-)
Managing local government's reputation in the national media					
Summary: Useful	73%	74%	76%	69%	60% (-)
Providing support for councils (for example, peer support, sharing best practice, and training and mentoring for councillors)					
Summary: Useful	88%	83% (-)	87%	89%	84%
Providing legal support - securing new burdens funding, legal interventions, and co-ordination of legal action for councils (for example, NHS Foundation Trust claims for business rate rebates and Truck Cartel compensation claims)					
Summary: Useful	49%	46%	54%	44%	44%
Providing up-to-date information about local government (for example, 'first' magazine, e-bulletins and website)					
Summary: Useful	90%	89%	92%	90%	91%
Providing conferences and events					
Summary: Useful	85%	81%	87%	82%	74% (-)
Views on LGA communications					
Q9. How well informed, if at all, do you think the LGA keeps you about its work?					
Summary: Very/Fairly well informed	81%	74% (-)	84%	81%	79%
Areas of support					
Q12. To what extent do you agree or disagree that sector-led improvement is the right approach in the current context?					
Summary: Agree	82%	76% (-)	88% (+)	83%	77%
Q13. How useful are the following elements of the LGA's sector support offer for councils?					
Peer challenges and remote peer support to provide an external view on performance					
Summary: Useful	79%	72% (-)	80%	79%	71% (-)
Supporting, coaching and mentoring for members and officers by their peers					
Summary: Useful	76%	78%	75%	72%	72%
Access to good practice to help authorities learn from others					
Summary: Useful	83%	81%	85%	86%	75% (-)
Access to the LG Inform data service, to provide data about the authority and allow benchmarking					

6. Analysis by political affiliation

	Total (943)	Conservative (195)	Labour (208)	Liberal Democrat (126)	Independent, Green and Others (118)
Summary: Useful	62%	60%	59%	53% (-)	47% (-)
Practical support to help councils save money					
Summary: Useful	55%	60%	58%	50%	50%
Training for councillors					
Summary: Useful	81%	81%	87% (+)	85%	83%
Training for officers					
Summary: Useful	59%	56%	52% (-)	45% (-)	49% (-)
Q14. In considering those elements of the sector support offer your council has accessed, to what extent do you think that this has had a positive impact on your authority?					
Summary: To an extent	85%	84%	81%	78% (-)	83%

Note: All statistically significant changes from 2020 are **highlighted**. Positive differences are signified with (+), negative with (-)

7. Conclusions

This section summarises the main findings and themes evident from this research.

7.1. Is the LGA well known among its members?

LGA continues to be well known by the majority of stakeholders. Three quarters (76%) have a great deal or a fair amount of knowledge of the LGA. There have been no notable changes in the proportions who know LGA and the differences by stakeholder type are consistent with those seen in 2021.

7.2. How would the LGA's members describe it to others?

76% of stakeholders would speak positively about the LGA, either prompted or unprompted, which is in line with results since 2019.

7.3. Are the LGA's members satisfied with its work?

Overall satisfaction with the LGA is stable at 73%. However, the proportion who say they are 'very satisfied' has fallen to 22% (from 27% in 2021), and is now in line with levels seen on 2020.

Satisfaction has decreased noticeably for Chief Executives and Leaders and they are now no longer the most satisfied, with Leaders of the Opposition taking their place. Most of this decrease for Chief Executives and Leaders can be explained by higher neutral ratings.

7.5. Do the LGA's members demonstrates value for money?

At an overall level there have been no changes in perceptions of value for money. However, Chief Executives and Directors are now less likely to agree with this statement than they were in 2021.

7.6. Do the LGA's members consider its work useful?

Over four in five (85%) agree that the LGA reflects the values and priorities of local government.

However, less than half agree that LGA lead members are generally visible in the media (46%), or in their region (42%), and only 28% agree that LGA senior officers are generally visible in their region.

There continues to be a long-term downward trend in perceptions of the LGA's usefulness in relation to some activities, but perceptions of usefulness on core LGA functions are largely unchanged.

7.7. Does the LGA keep its members informed about its work?

The majority of stakeholders continue to think that the LGA keeps them very or fairly well informed about its work (81%).

7.8. How do the LGA's members find out about its work?

A greater proportion of stakeholders are now using '*first online*' and *emails* (56%) and *publications and reports* (52%) than have done so in previous years. It should be noted, however, that in previous years the '*and emails*' bit of *first online* wasn't specified so this increase could be due to a change in how the code is displayed to respondents rather than a real increase.

First magazine continues to be the most commonly selected method for finding out about the work of the LGA (59%).

7.9. How useful are the various channels of communication?

All of the channels are considered to be at least fairly useful by the majority of stakeholders who use them. Face-to-face contact is the channel with the highest proportion of users who say it is 'very useful' (71%).

7.10. Is sector-led improvement the right approach, according to the LGA's members?

The majority of stakeholders continue to agree that sector-led support is the right approach in the current context (82%).

Generally, the areas of sector-led support that have the highest levels of awareness among stakeholders are the ones that are perceived to be the most useful. Levels of usefulness are in line with those seen in 2021.

7.11. Has the LGA's improvement support to councils had a positive impact?

85% of stakeholders agree that the LGA's improvement support has had a positive impact on their authority.

7.12. What support do members value most?

The most commonly mentioned forms of LGA support that stakeholders anticipate will be most valuable to them are *peer challenge/review/support* (25%), *training and development* (22%), and *effective lobbying* (17%).

Appendix 1: Analysis excluding don't know responses

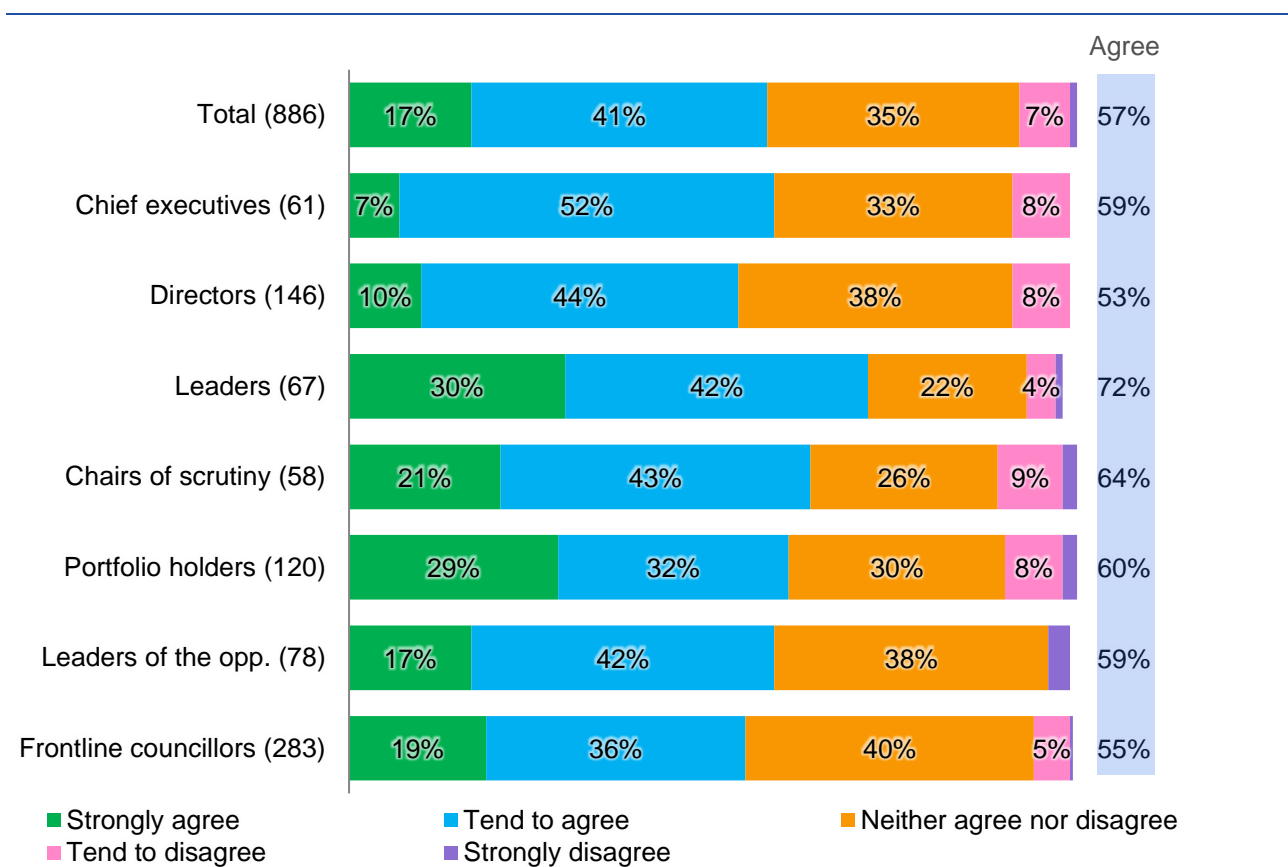
As seen in many of tables throughout this report, 'don't know' or 'not aware' answers often make up a significant proportion of the responses to a question. In these cases, to contextualise the results, percentages of respondents excluding those who answered 'don't know' or equivalent have been provided in the following section. Insights are not tracked against previous reports in order to avoid confusion where comparing these results to reports from previous years.

In order to connect these insights back to the main report, the section numbering has been replicated with the addition of an "a". For example, section 3.4.a below relates back to section 3.4 in the main report.

3.4.a. Value for money of the LGA

Excluding respondents who say they 'don't know' whether the LGA provides value for money, three fifths (57%) of those remaining say that they agree that it does provide value for money. It should be noted that those not agreeing with this are far more likely to say they 'neither agree nor disagree' (35%) rather than actively disagreeing that it provides value for money (7%). Leaders are the most likely to agree with the statement, with all others around the average.

Figure 18: To what extent do you agree or disagree with the following statement? LGA demonstrates value for money. (By role type). Excluding 'don't know'



Unweighted bases in parentheses, single response question

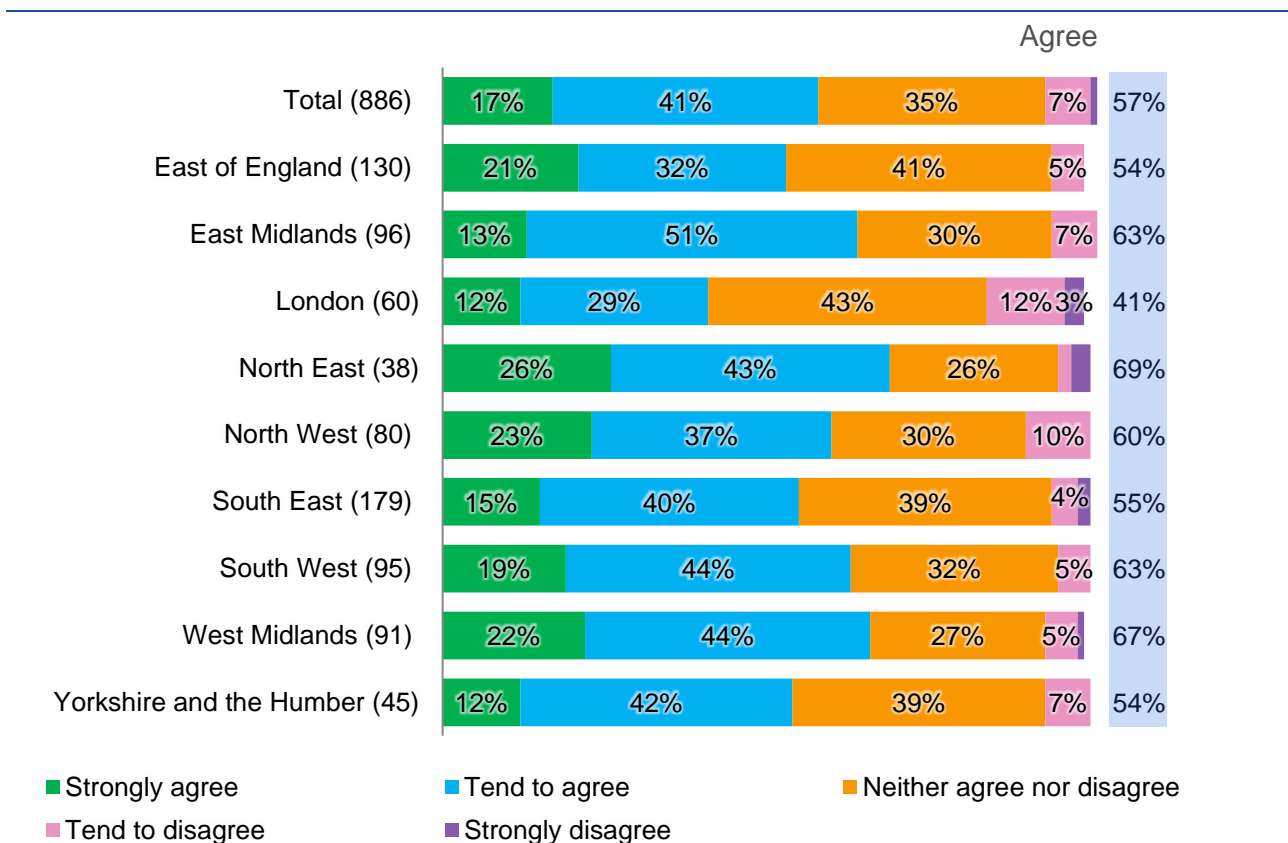
Source: survey of LGA members

Data labels for values of 3% or lower have been removed

*Due to rounding, the sum of 'strongly agree' and 'tend to agree' may differ from the summary shown in the summary 'agree' column

With over two thirds (69%) of respondents who did not give a 'don't know' answer, the North East, has the highest levels of agreement that the LGA provides value for money. Disagreement is significantly higher in London (15%), and higher than was the case in 2021 (10%).

Figure 19: To what extent do you agree or disagree with the following statement? LGA demonstrates value for money (By region). Excluding 'don't know'



Unweighted bases in parentheses, single response question

Source: survey of LGA members

Data labels for values of 3% or lower have been removed

*Due to rounding, the sum of 'strongly agree' and 'tend to agree' may differ from the figure shown in the summary 'agree' column

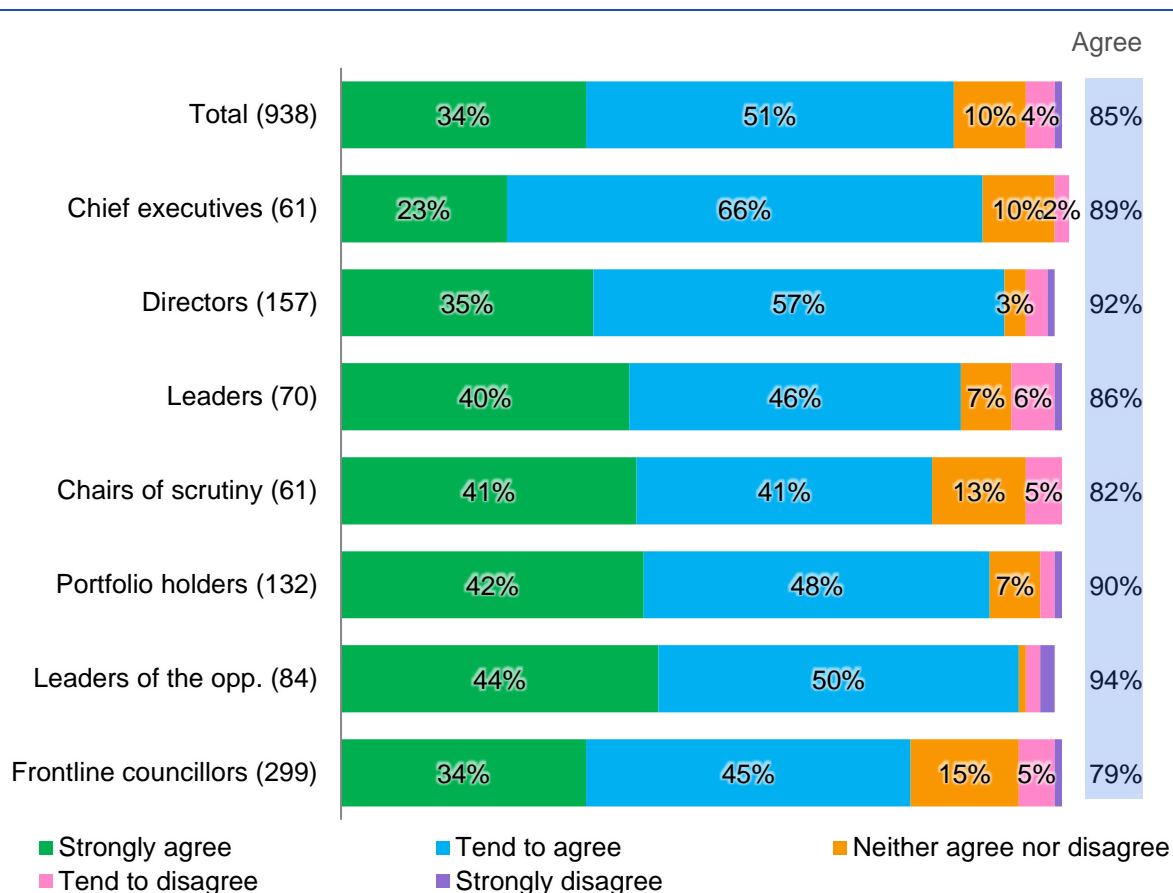
3.5.a. LGA reflecting priorities of local governments

New to the survey this wave, stakeholders were asked the extent to which they agree or disagree that the LGA reflects the values and priorities of local government.

Excluding those who provide a 'don't know' response, Over four in five (85%) agree that this is the case, including 34% who strongly agree, while only 5% disagree.

Directors and leaders of the opposition (92% and 94% respectively) are most positive in this respect, while frontline councillors are less likely than average to agree that the LGA reflects the values and priorities of local government (79%).

Figure 20: To what extent do you agree or disagree with the following statement? The LGA reflects the values and priorities of local government. (By role type). Excluding 'don't know'



#Unweighted bases in parentheses, single response question

Source: survey of LGA members

Data labels for values of 3% or lower have been removed

*Due to rounding, the sum of 'strongly agree' and 'tend to agree' may differ from the summary shown in the summary 'agree' column

3.6.a. Visibility of LGA members

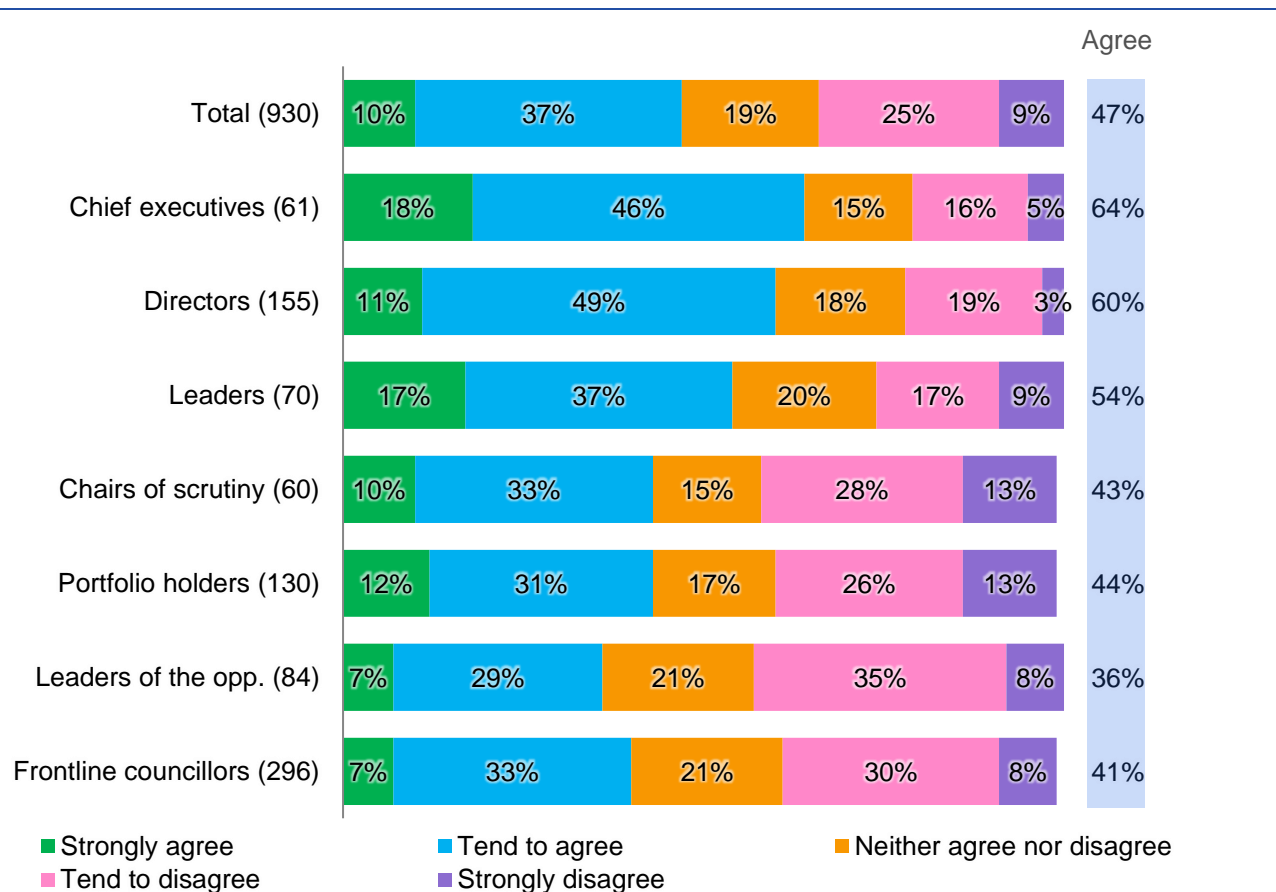
In the media

Again, new to the survey this wave, stakeholders were asked the extent to which they agree or disagree that LGA lead members are generally visible in the media.

Less than half (47%) agree that this is the case, while a third (34%) disagree.

Chief executives (64%) and directors (60%) are more likely than average to agree that LGA lead members are generally visible in the media, while leaders of the opposition (36%) and frontline councillors (41%) are less likely than average to do so.

Figure 21: To what extent do you agree or disagree with the following statement? The LGA lead members are generally visible in the media. (By role type). Excluding 'don't know'



Unweighted bases in parentheses, single response question

Source: survey of LGA members

Data labels for values of 3% or lower have been removed

*Due to rounding, the sum of 'strongly agree' and 'tend to agree' may differ from the summary shown in the summary 'agree' column

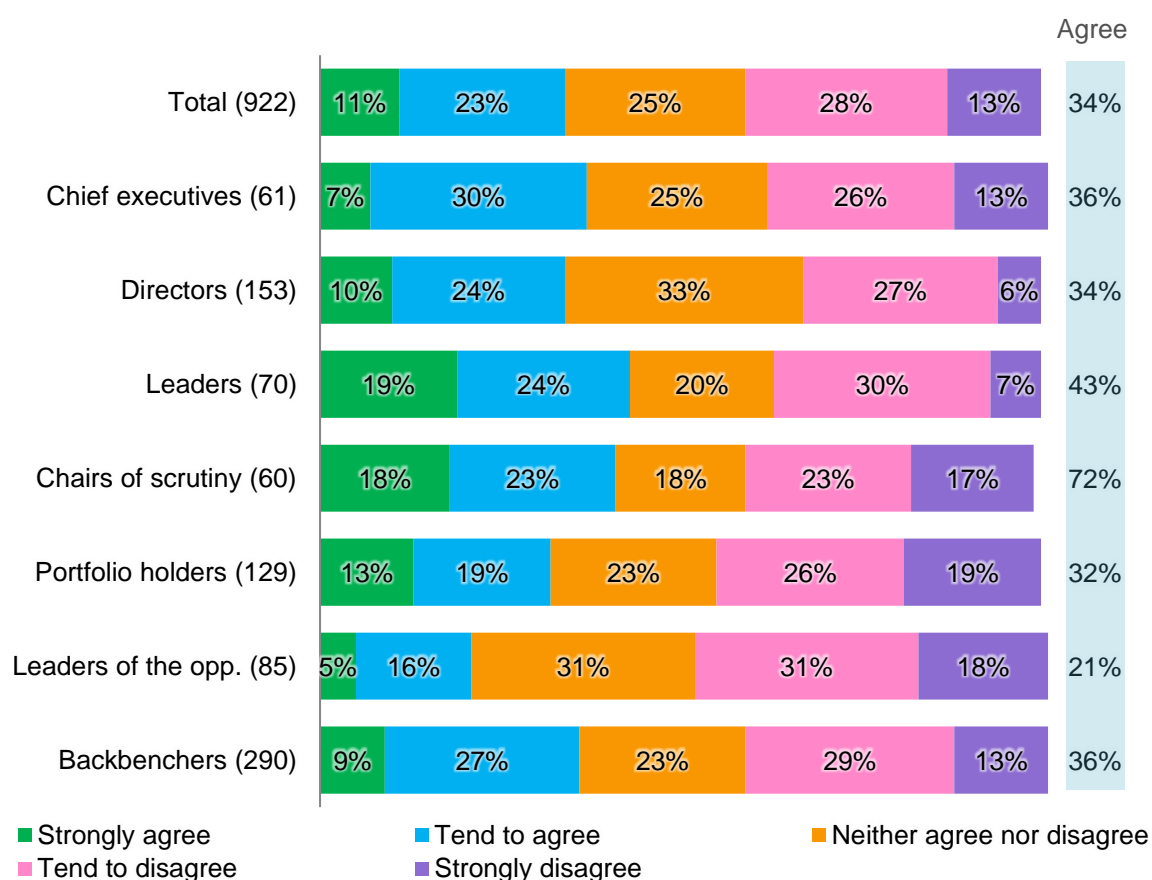
In my region

Stakeholders were also asked the extent to which they agree or disagree that LGA lead members are generally visible in their region.

A third (34%) agree that this is the case, while two in five (41%) disagree.

Results were largely consistent by role, with the exception that leaders of the opposition were less likely than average to agree (21%).

Figure 22: To what extent do you agree or disagree with the following statement? The LGA lead members are generally visible in my region. (By role type). Excluding 'don't know'



Unweighted bases in parentheses, single response question

Source: survey of LGA members

Data labels for values of 3% or lower have been removed

*Due to rounding, the sum of 'strongly agree' and 'tend to agree' may differ from the summary shown in the summary 'agree' column

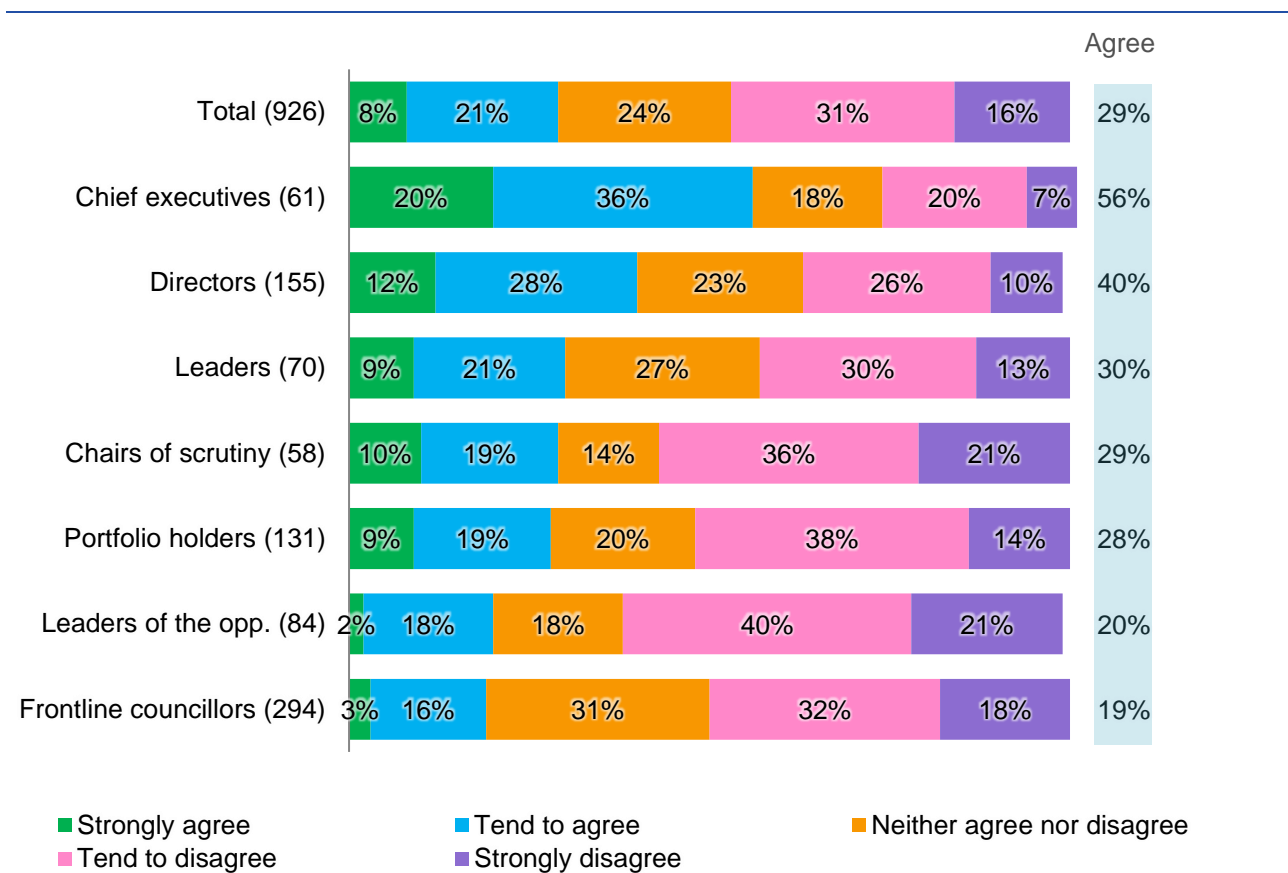
3.7.a. Visibility of senior officers in the LGA

Again, new to the survey this wave, stakeholders were asked to what extent they agree or disagree that LGA senior officers are generally visible in their region.

Overall three in ten (29%) agree that this is the case, while close to half (47%) disagree.

Chief executives (56%) and directors (40%) are more likely to agree that LGA senior officers are generally visible in their region, while frontline councillors are less likely to do so (19%).

Figure 23: To what extent do you agree or disagree with the following statement? The LGA senior officers are generally visible in my region. (By role type). Excluding 'don't know'



Unweighted bases in parentheses, single response question

Source: survey of LGA members

Data labels for values of 3% or lower have been removed

*Due to rounding, the sum of 'strongly agree' and 'tend to agree' may differ from the summary shown in the summary 'agree' column

3.8.a. Usefulness of activities undertaken by the LGA

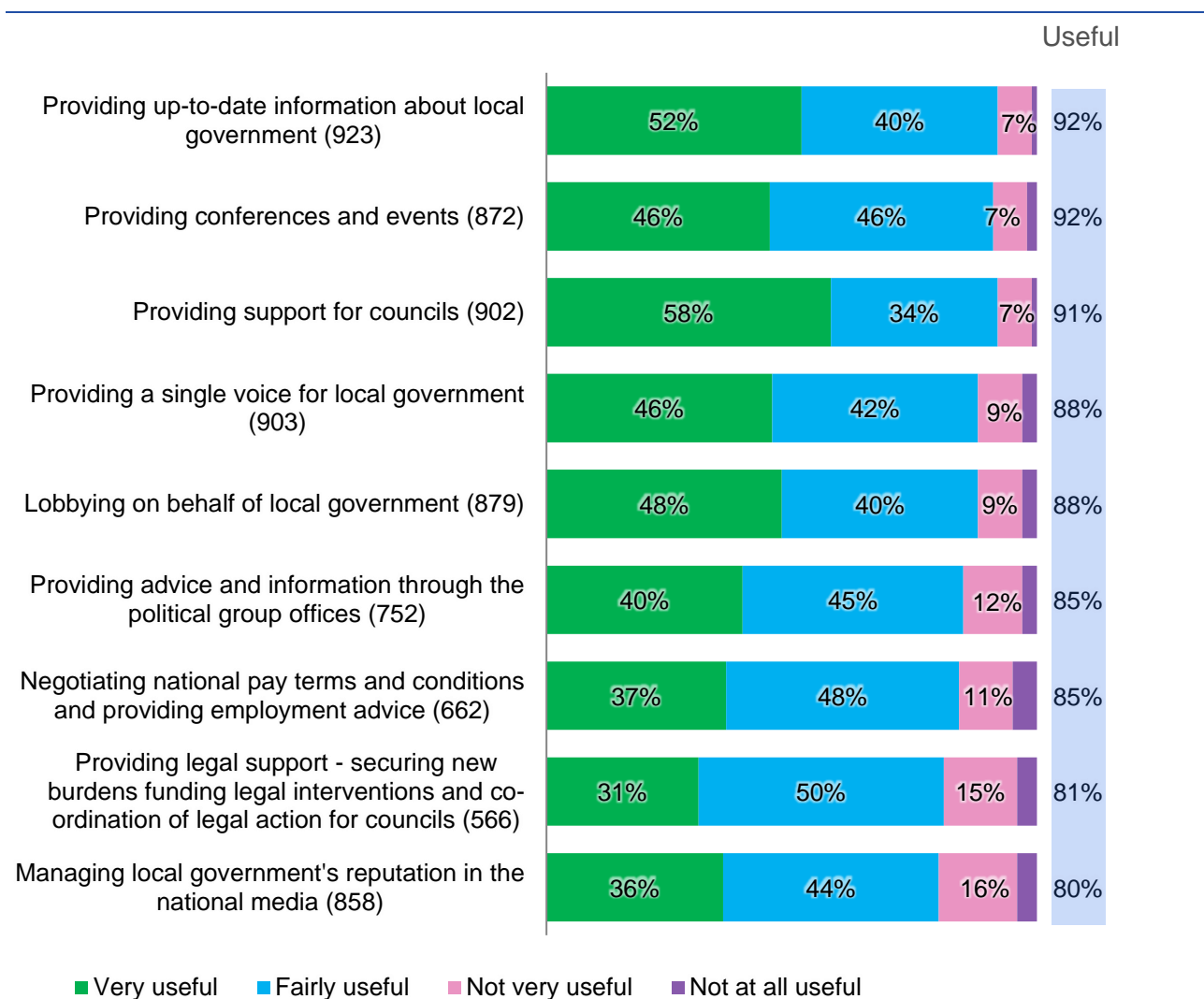
When excluding respondents who say they 'don't know' how useful given activities of the LGA are, the vast majority of remaining respondents find all activities tested 'very' or 'fairly' useful.

As has been the case from 2016 onwards, *providing up-to-date information about local government* continues to perform strongly and is rated the most useful activity this year (92%), along with *providing conferences and events* (92%) and *providing support for councils* (91%).

Providing a single voice for local government (88%) and *lobbying on behalf of local government* (88%) are considered the next most useful activities by stakeholders.

When 'don't know' responses have been excluded, *providing legal support* (81%) and *managing local government's reputation in the media* (80%) are the least useful activities in the opinion of stakeholders.

Figure 24: Please tell me how useful or not each of the following LGA activities are to your council or local government as a whole. Excluding 'don't know'



Unweighted bases in parentheses, single response question

Source: survey of LGA members

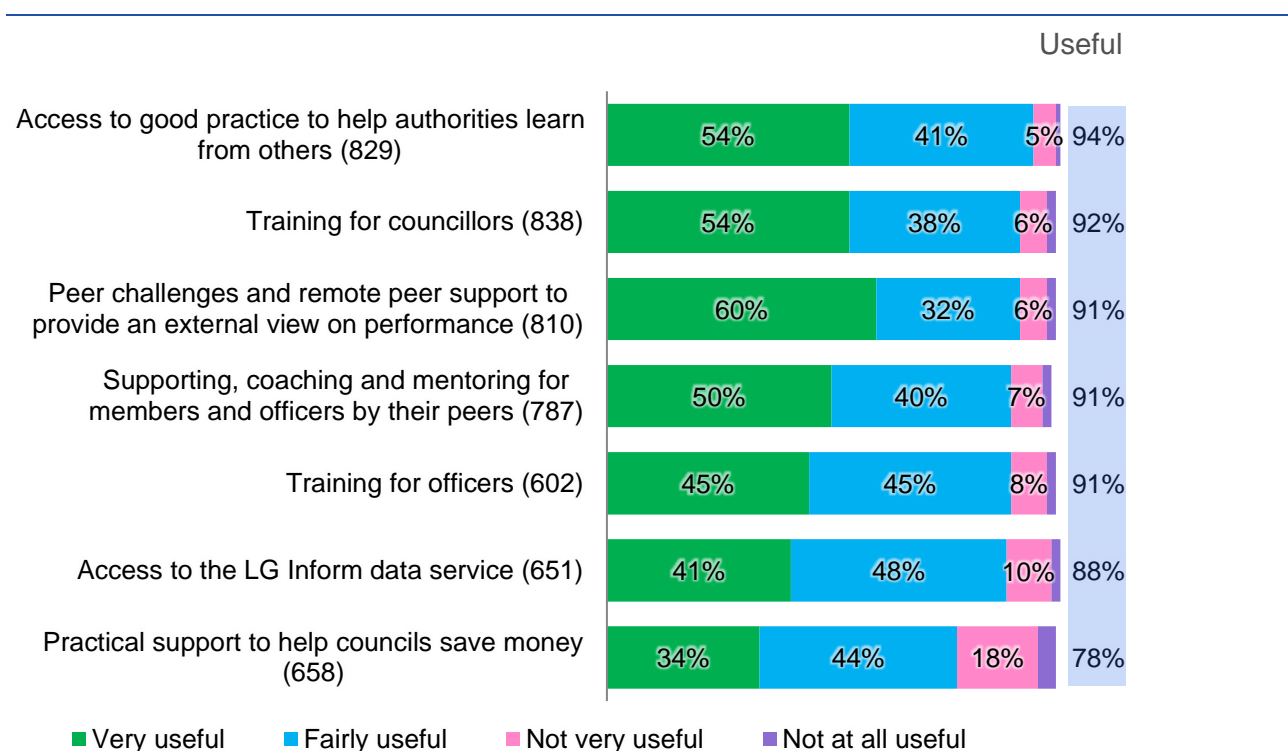
Data labels for values of 3% or lower have been removed

*Due to rounding, the sum of 'very useful' and 'fairly useful' may differ from the figure shown in the summary 'useful' column

5.2.a. Usefulness of LGA's sector support offer

Removing those who have 'not heard of' each element of the LGA's improvement support offer, and those who say they 'don't know' how useful each is, all elements are seen as useful by the remaining respondents. *Access to good practice to help authorities learn from others* (94%) and *training for councillors* (92%) are seen as the most useful. The only elements regarded as useful by less than nine in ten are access to the LG Inform data service (88%) and *practical support to help councils save money* (78%), where a fifth (22%) say this is 'not very' or 'not at all' useful.

Figure 25: How useful are the following elements of the LGA's improvement support offer for councils? Excluding 'don't know'



Bases in parentheses, single response question, excluding those answering 'don't know' or 'not heard of'
 Source: survey of LGA members

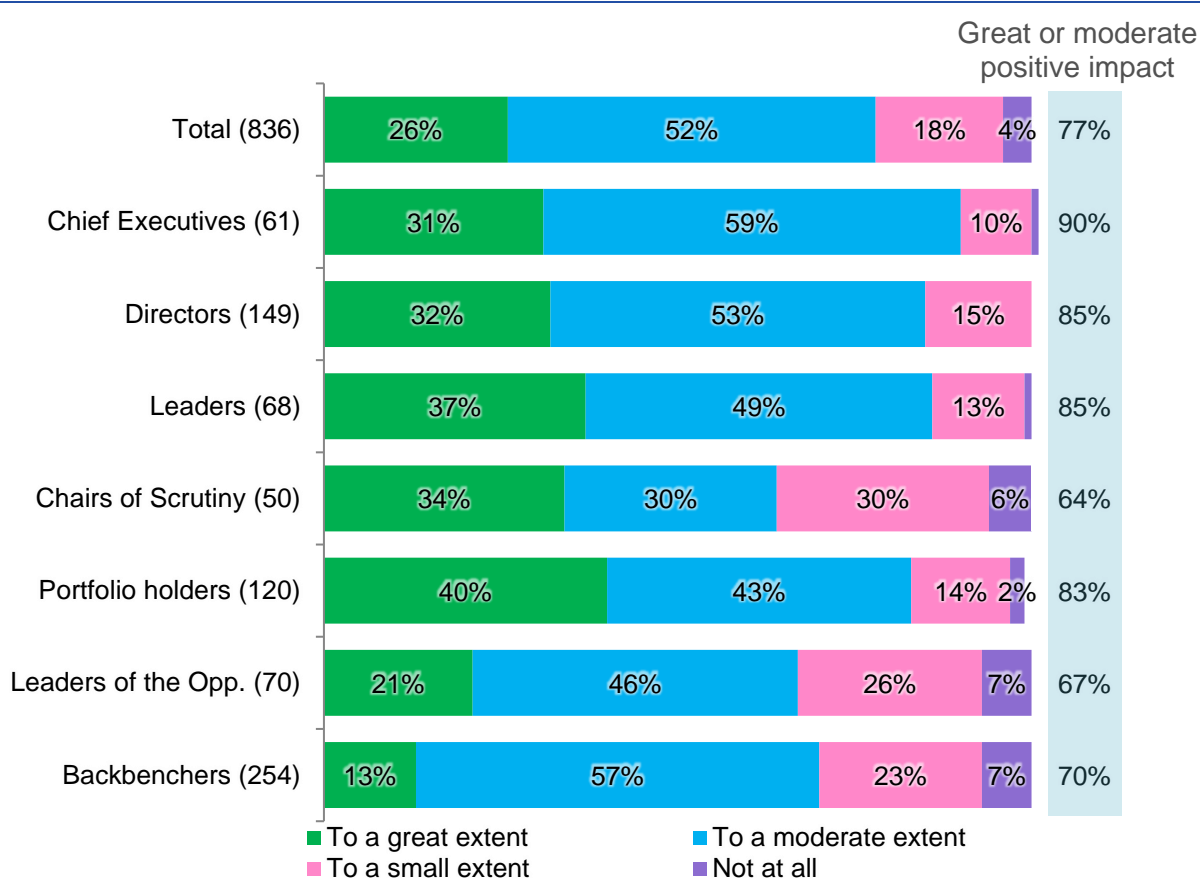
Data labels for values of 3% or lower have been removed

5.3.a. Impact of LGA's sector support offer

Of those providing an opinion, a quarter of respondents (26%) say that the LGA's sector support offer has had a positive impact on their authority to 'a great extent' and a further 52% say that it has had a moderately positive impact. Only a twentieth (4%) think it had no impact.

Chief executives (90%) and directors (85%) are more likely than average to feel it has had a great or moderate impact, while chairs of scrutiny, leaders of the opposition and frontline councillors are less likely to do so (64%, 67% and 70% respectively).

Figure 26: Overall, thinking about this improvement support to what extent do you think that these have had a positive impact on your authority? (By role type) Excluding 'don't know'



Bases in parentheses, single response question, excluding those answering 'don't know' or 'not heard of'
 Source: survey of LGA members
 Data labels for values of 3% or lower have been removed

Appendix 2: Standard error

The following table shows the maximum standard error for each of the region and role types considered in this report⁷.

Category	Number in sample population	Number of interviews reported on	Maximum standard error (%)
Region			
East of England	2,450	135	8.2%
East Midlands	1,789	101	9.5%
London	2,088	67	11.8%
North East	861	39	15.3%
North West	2,199	83	10.6%
South East	3,403	195	6.8%
South West	1,627	101	9.4%
West Midlands	1,680	97	9.7%
Yorkshire and the Humber	1,064	52	13.3%
Amalgamated role type			
Officers	1,885	218	6.2%
Senior councillors	3,092	350	4.9%
Frontline councillors	12,184	300	5.6%
Role type			
Chief executives	299	61	11.2%
Directors	1,586	157	7.4%
Leaders	267	70	10.1%
Leaders of the opposition	599	87	9.7%
Chairs of scrutiny	644	61	11.9%
Portfolio holders	1,582	133	8.1%
Frontline councillors	12,184	300	5.6%
Local authority type⁸			
English county	1,345	54	13.1%
English unitary	4,122	214	6.5%
London borough	2,095	68	11.7%
Metropolitan district	2,628	102	9.5%
Non-metropolitan district	6,768	436	4.5%

⁷ Please note, the total base sizes for local authority, region and role subgroups are not equal due to some respondents refusing to disclose this information.

⁸ The total population size for local authority type is larger than the total population due to the presence of duplicates between local authority types. However, it should be noted that for sampling and analysis purposes, each councillor is only counted once (i.e. they will only be counted in one row in the number of interviews achieved column).

Appendix 3: Questionnaire

Survey introductions

ONLINE INTRO

We are conducting a survey on behalf of the Local Government Association – the LGA – to help them in their role supporting councils.

As you are a key stakeholder of the LGA, we are keen to hear your views. The survey should take 15 minutes to complete. We would really appreciate it if you could take part.

Just to confirm, your responses will be treated in the strictest confidence. No individual or authority will be identified in any publications without your consent. BMG Research abides by the Market Research Society Code of Conduct and data protection laws at all times.

You can find out more information about BMG's surveys and what we do with the information we collect in our Privacy Notice which is on our website www.bmgresearch.co.uk/privacy.

Click **NEXT** to begin the survey

By clicking the **NEXT** button, you agree to participate in the survey.

CATI INTRO

Introduction – INITIAL CALLS

Good morning, afternoon, evening. My name is from BMG Research, an independent research organisation.

We are conducting a survey on behalf of the Local Government Association – the LGA – to help them in their role supporting councils.

As you are a key stakeholder of the LGA, we are keen to hear your views. The survey should take 15 minutes to complete. We would really appreciate it if you could take part.

Are you able to take part now, or would you like to arrange a suitable time for me to call you back?

Introduction – WHERE CALLING FOR A SCHEDULED INTERVIEW APPOINTMENT

Good morning, afternoon, evening. My name is from BMG Research, an independent research organisation.

I am calling you, as agreed, so you can take part in the survey we are conducting on behalf of the Local Government Association to help them in their role supporting councils.

The survey should take around 15 minutes of your time. Are you able to take part now, or would you like to arrange a suitable time for me to call you back?

Appointments, assurances, and refusals – USE IF NEEDED IN ALL CALLS

IF WANT TO RE-ARRANGE – CONFIRM TIME AND PHONE NUMBER, THANK AND CLOSE.

SEND ASSURANCE EMAIL IF REQUESTED

IF NEEDED AT ANY POINT DURING INTRODUCTIONS READ THE FOLLOWING ASSURANCES:

Just to confirm, your responses will be treated in the strictest confidence. No individual or authority will be identified in any publications without your consent. BMG Research abides by the Market Research Society Code of Conduct and data protection laws at all times.

You can find out more information about BMG's surveys and what we do with the information we collect in our Privacy Notice which is on our website www.bmgresearch.co.uk/privacy

IF REFUSE TO TAKE PART AT ANY POINT, WHY?

No time/too busy
Don't do surveys
No interest in helping LGA
Other, PLEASE WRITE IN:

Commencing the interview

Please note that this call may be monitored or recorded for training purposes.

Just to confirm, your responses will be treated in the strictest confidence. No individual or authority will be identified in any publications without your consent. BMG Research abides by the Market Research Society Code of Conduct and data protection laws at all times.

You can find out more information about BMG's surveys and what we do with the information we collect in our Privacy Notice which is on our website www.bmgresearch.co.uk/privacy.

ASK Can I confirm that you are happy to participate in the survey?

Record on script 'YES'

Thank you for agreeing to take part in this survey.

SINGLE CODE

QA. ARE YOU INTERVIEWING THE ORIGINAL CONTACT? IF NOT, PLEASE CONFIRM JOB TITLE WITH REFERRAL AND CODE ACCORDINGLY:

Code	Answer list	Scripting notes
1	Officer – Chief Executive	
2	Officer – Deputy/Assistant Chief Executive	
3	Officer – Director/Assistant Director/Head of Communications	
4	Councillor – Leader of the council	
5	Councillor – Deputy leader of the council	
6	Councillor – Cabinet member of the council/portfolio holder	
7	Councillor – Chair of scrutiny	
8	Councillor – Backbench member of the council	
9	Councillor – Leader of the opposition	
95	Other	SCREENOUT

Main Questionnaire:

Base: All respondents

SINGLE RESPONSE, READ OUT SCALE

Q1. How well do you know the Local Government Association (the LGA)?

Please select one only

Code	Answer list	Scripting notes	Routing
1	Know a great deal about it		
2	Know a fair amount about it		
3	Know just a little about it		
4	Heard of but know nothing about it	SCREENOUT	
5	Never heard of it	SCREENOUT	
97	Don't know/ No opinion	SCREENOUT	

Base: All respondents

SINGLE RESPONSE, REVERSE READ OUT OF SCALE

Q2. Which of these phrases best describes the way you would speak of the Local Government Association to other people?

Please select one only

Code	Answer list	Scripting notes	Routing
1	I speak positively about the Local Government Association without being asked		
2	I speak positively about the Local Government Association if I am asked about it		
3	I have no views one way or another		
4	I speak negatively about the Local Government Association if I am asked about it		
5	I speak negatively about the Local Government Association without being asked		
97	Don't know		

Base: All respondents

SINGLE RESPONSE, REVERSE READ OUT OF SCALE

Q3. Overall, how satisfied or dissatisfied are you with the work of the Local Government Association?

Please select one only

Code	Answer list	Scripting notes	Routing
1	Very satisfied		
2	Fairly satisfied		
3	Neither satisfied nor dissatisfied		
4	Fairly dissatisfied		
5	Very dissatisfied		
97	Don't know/ No opinion		

Base: All respondents

SINGLE RESPONSE

Q4. To what extent do you agree or disagree with the following statement? *The LGA demonstrates value for money.*

Please select one only

Code	Answer list	Scripting notes	Routing
1	Strongly agree		
2	Tend to agree		
3	Neither agree nor disagree		
4	Tend to disagree		
5	Strongly disagree		
97	Don't know		

Base: All respondents

SINGLE RESPONSE

Q5. To what extent do you agree or disagree with the following statement? *The LGA reflects the values and priorities of local government.*

Please select one only

Code	Answer list	Scripting notes	Routing
1	Strongly agree		
2	Tend to agree		
3	Neither agree nor disagree		
4	Tend to disagree		
5	Strongly disagree		
97	Don't know		

Base: All respondents

SINGLE RESPONSE PER ROW, RANDOMISE ROWS

Q6. To what extent do you agree or disagree with the following statement? The LGA lead members are generally visible in....

Please select one per statement

Row Code	Row list	Scripting notes	Routing
1	The media		
2	My region		

Column code	Column list	Scripting notes	Routing
1	Strongly agree		
2	Tend to agree		
3	Neither agree nor disagree		
4	Tend to disagree		
5	Strongly disagree		
97	Don't know		

Base: All respondents

SINGLE RESPONSE

Q7. To what extent do you agree or disagree with the following statement? *The LGA senior officers are generally visible in my region.*

Please select one only

Code	Answer list	Scripting notes	Routing
1	Strongly agree		
2	Tend to agree		
3	Neither agree nor disagree		
4	Tend to disagree		
5	Strongly disagree		
97	Don't know		

Base: All respondents

SINGLE RESPONSE PER ROW, RANDOMISE ROWS, REVERSE READ OUT OF SCALE

Q8. Please tell me how useful or not each of the following LGA activities are to your council or local government as a whole.

Please select one per statement

Row Code	Row list	Scripting notes	Routing
A	Providing a single voice for local government		
B	Lobbying on behalf of local government		
C	Providing advice and information through the political group offices		
D	Negotiating national pay, terms and conditions and providing employment advice		
E	Managing local government's reputation in the media		
F	Providing support for councils (for example, peer support, sharing best practice, and training and mentoring for councillors)		
G	Providing legal support - securing new burdens funding, legal interventions, and co-ordination of legal action for councils (for example, NHS Foundation Trust claims for business rate rebates and Truck Cartel compensation claims)		

H	Providing up-to-date information about local government (for example, 'first' magazine, e-bulletins and website)		
I	Providing conferences and events		

Column code	Column list	Scripting notes	Routing
1	Very useful		
2	Fairly useful		
3	Not very useful		
4	Not at all useful		
97	Don't know		

Base: All respondents

SINGLE RESPONSE, REVERSE READ OUT OF SCALE

Q9. How well informed, if at all, do you think the LGA keeps you about its work?

Please select one only

Code	Answer list	Scripting notes	Routing
1	Very well informed		
2	Fairly well informed		
3	Gives me only a limited amount of information		
4	Doesn't tell me much at all about what it does		
97	Don't know/No opinion		

Base: All respondents

MULTI RESPONSE, RANDOMISE, ASK EACH METHOD ONE BY ONE**Q10.** How do you generally find out about the work of the LGA?*Please select all that apply*

Code	Answer list	Scripting notes	Routing
1	LGA Chairman, Cllr Davies's weekly e-bulletin		
2	LGA Chief Executive, Mark Lloyd's weekly e-bulletin		
3	Political group offices e-bulletin (from the Conservative, Labour, Liberal Democrat or Independent groups)		
4	Parliamentary bulletin		
5	'first' magazine (hard copy)		
6	'first online' and emails		
7	LGA website		
8	Through the media		
9	Publications and reports		
10	Events and conferences		
11	Face-to-face contact		
12	LGA social media channels (for example, Twitter, LinkedIn, Facebook, Threads or YouTube)		
13	Annual membership pack		
14	Other digital content (for example, videos or podcasts)	ANCHOR	
15	Other subject e-bulletins (for example, children and young people e-bulletin, finance e-bulletin)	ANCHOR	
16	Other	ANCHOR, SPECIFY	

Base: All respondents

SINGLE RESPONSE PER ROW, RANDOMISE ROWS, READ OUT**Q11.** Please tell me how useful or not, you find each of the methods you selected at the last question?**Please select one per statement**

Row Code	Row list	Scripting notes	Routing
1	LGA Chairman, Cllr Davies's weekly e-bulletin	SHOW IF Q10=1	
2	LGA Chief Executive, Mark Lloyd's weekly e-bulletin	SHOW IF Q10=2	
3	Political group offices e-bulletin (from the Conservative, Labour, Liberal Democrat or Independent groups)	SHOW IF Q10=3	
4	Parliamentary bulletin	SHOW IF Q10=4	
5	'first' magazine (hard copy)	SHOW IF Q10=5	
6	'first online' and emails	SHOW IF Q10=6	
7	LGA website	SHOW IF Q10=7	
8	Through the media	SHOW IF Q10=8	
9	Publications and reports	SHOW IF Q10=9	
10	Events and conferences	SHOW IF Q10=10	
11	Face-to-face contact	SHOW IF Q10=11	
12	LGA social media channels (for example, Twitter, LinkedIn, Facebook, Threads or YouTube)	SHOW IF Q10=12	
13	Annual membership pack	SHOW IF Q10=13	
14	Other digital content (for example, videos or podcasts)	SHOW IF Q10=14	
15	Other subject e-bulletins (for example, children and young people e-bulletin, finance e-bulletin)	SHOW IF Q10=15	
16	Other	SHOW IF Q10=16	

Column code	Column list	Scripting notes	Routing
1	Very useful		

2	Fairly useful		
3	Not very useful		
4	Not at all useful		
97	Don't know		

INTRO TEXT

The LGA also uses the knowledge, skills and experience in councils to help other councils improve, for example through peer challenges and leadership training for members and officers. This is delivered through the LGA's sector support programme.

Base: All respondents

SINGLE RESPONSE

Q12. To what extent do you agree or disagree that sector-led improvement is the right approach in the current context?

Please select one only

Code	Answer list	Scripting notes	Routing
1	Strongly agree		
2	Tend to agree		
3	Neither agree nor disagree		
4	Tend to disagree		
5	Strongly disagree		
97	Don't know		

Base: All respondents

SINGLE RESPONSE PER ROW, RANDOMISE ROWS, REVERSE READ OUT OF SCALE**Q13.** How useful are the following elements of the LGA's sector support offer for councils?*Please select one per statement*

Row Code	Row list	Scripting notes	Routing
A	Peer challenges to provide an external view on performance		
B	Supporting, coaching and mentoring for members and officers by their peers		
C	Access to good practice examples to help authorities learn from others		
D	Access to the <u>LG Inform</u> data service, to provide data about the authority and allow benchmarking		
E	Practical support to help councils save money		
F	Training for councillors		
G	Training for officers		

Column code	Column list	Scripting notes	Routing
1	Very useful		
2	Fairly useful		
3	Not very useful		
4	Not at all useful		
97	Don't know		
94	Not heard of this		

Base: All respondents

SINGLE RESPONSE, REVERSE READ OUT OF SCALE

Q14. In considering those elements of the sector support offer your council has accessed, to what extent do you think that this has had a positive impact on your authority?

Please select one only

Code	Answer list	Scripting notes	Routing
1	To a great extent		
2	To a moderate extent		
3	To a small extent		
4	Not at all		
97	Don't know		

Base: All respondents

OPEN RESPONSE

Q15. Thinking about the next three years, what current forms of support offered by the LGA do you anticipate will be most valuable to you or your council?

Please answer in the box below.

[_____]

Base: All respondents

OPEN RESPONSE

Q16. And thinking about the next three years, what new forms of support, if any, would you like to see in the LGA's sector support offer?

Please answer in the box below.

[_____]

Base: All respondents

OPEN RESPONSE

Q17. What is something memorable that you recall the LGA doing over the past year?

Please answer in the box below.

[_____]

Base: All respondents

OPEN RESPONSE

Q18. Finally, do you have any other comments about the LGA generally or how you would like the LGA to support you further?

Please answer in the box below.

[_____]

Closing demographics (Section T)

Base: All respondents

SINGLE RESPONSE

Q19A. The LGA would like to use the information collected in this survey to provide targeted support and further information to local authorities. Do you consent to us sharing your responses linked to your contact details with the LGA for this purpose (your responses will remain anonymous in any wider publications, and the LGA will keep your response confidential)?

Please select one only

Code	Answer list	Scripting notes	Routing
1	Yes		
2	No		

Base: All respondents

SINGLE RESPONSE

Q20B. The LGA would like to link the responses you provide to information they hold about you and your membership. Specifically, your organisation type, your role, where in the country your authority is based, and your political affiliation. This helps to ensure that we gather and understand the views of a representative mix of authorities and individuals. Do you consent to this information being used in this way?

Please select one only

Code	Answer list	Scripting notes	Routing
1	Yes		GO TO CLOSING TEXT
2	No		

Base: THOSE WHO ANSWERED 'NO' AT Q20B

SINGLE RESPONSE

In order to ensure that we speak to a representative mix of stakeholders, I'd like to ask you a few more questions regarding your role and your council. I recognise that you might not wish to give this information, in which case you are free not to answer

Q21. Are you happy to be asked these questions? [IF NECESSARY: You can still refuse to answer any individual question should you so wish]

Please select one only

Code	Answer list	Scripting notes	Routing
1	Yes		
2	No		GO TO CLOSING TEXT

Base: THOSE WHO ANSWERED 'YES' AT Q21

SINGLE CODE. PROBE TO PRECODES

Q22. Could you please confirm your job title / role that you have in your council?

Please select one only

Code	Answer list	Scripting notes	Routing
1	Officer – Chief Executive		
2	Officer – Deputy/Assistant Chief Executive		
3	Officer – Director/Assistant Director/Head of Communications		
4	Councillor – Leader of the council		
5	Councillor – Deputy leader of the council		
6	Councillor – Cabinet member of the council/portfolio holder		
7	Councillor – Chair of scrutiny		
8	Councillor – Backbench member of the council		
9	Councillor – Leader of the opposition		
95	Other	SPECIFY	
98	Refused/Prefer not to say		

Base: THOSE WHO ANSWERED 'YES' AT Q21

SINGLE CODE. IF MULTIPLE COUNCILS GIVEN CODE FIRST ONE MENTIONED

Q23. What is the name of your council?

Please select one only

Code	Answer list	Scripting notes	Routing
1	LIST OF COUNCILS		
98	Refused/Prefer not to say		

Base: THOSE WHO ANSWERED 'YES' AT Q21

SINGLE CODE. READ OUT

Q24. What type of council is this?

Please select one only

Code	Answer list	Scripting notes	Routing
1	English County Council		
2	English District or Borough Council		
3	English Unitary Authority		
4	London Borough		
5	Metropolitan Council		
96	Don't know		
98	Refused/Prefer not to say		

Base: THOSE WHO ANSWERED 'YES' AT Q21

SINGLE CODE

Q25. In which region is your council located?

Please select one only

Code	Answer list	Scripting notes	Routing
1	East of England		
2	East Midlands		
3	London		
4	North East		
5	North West		
6	South East		
7	South West		
8	West Midlands		
9	Yorkshire and the Humber		
98	Refused/Prefer not to say		

Base: THOSE WHO ANSWERED 'YES' AT Q21 AND JOB IS COUNCILLOR AT Q22 (4-9)

SINGLE CODE

Q26. Could you please confirm your political party affiliation?

Please select one only

Code	Answer list	Scripting notes	Routing
1	Conservative		
2	Green		
3	Independent		
4	Labour		
5	Liberal Democrat		
95	Other	SPECIFY	
98	Refused/Prefer not to say		

CLOSING TEXT

Thank you very much for taking the time to answer these questions.

Just to confirm, your responses will be treated in the strictest confidence. No individual or authority will be identified in any publications without your consent. BMG Research abides by the Market Research Society Code of Conduct and data protection laws at all times.

You are in control of any personal data that you have provided to us and the LGA in your response. You can contact us at all times to have your information changed or deleted.

You can find out more information about BMG's surveys and what we do with the information we collect in our Privacy Notice which is on our website www.bmgresearch.co.uk/privacy.

Appendix 4: Statement of Terms

Compliance with International Standards

BMG complies with the International Standard for Quality Management Systems requirements (ISO 9001:2015) and the International Standard for Market, opinion and social research service requirements (ISO 20252:2012) and The International Standard for Information Security Management (ISO 27001:2013).

Interpretation and publication of results

The interpretation of the results as reported in this document pertain to the research problem and are supported by the empirical findings of this research project and, where applicable, by other data. These interpretations and recommendations are based on empirical findings and are distinguishable from personal views and opinions.

BMG will not publish any part of these results without the written and informed consent of the client.

Ethical practice

BMG promotes ethical practice in research: We conduct our work responsibly and in light of the legal and moral codes of society.

We have a responsibility to maintain high scientific standards in the methods employed in the collection and dissemination of data, in the impartial assessment and dissemination of findings and in the maintenance of standards commensurate with professional integrity.

We recognise we have a duty of care to all those undertaking and participating in research and strive to protect subjects from undue harm arising as a consequence of their participation in research. This requires that subjects' participation should be as fully informed as possible and no group should be disadvantaged by routinely being excluded from consideration. All adequate steps shall be taken by both agency and client to ensure that the identity of each respondent participating in the research is protected.



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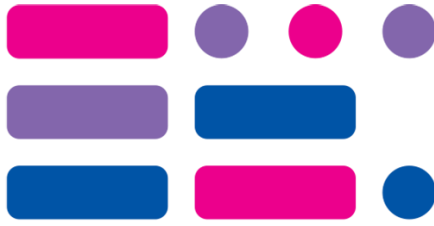
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