

LGA Boards' improvement activity

Children and Young People Board

Following the withdrawal of DfE funding in April 2013 (and subsequent consultation with local authorities), the LGA Children and Young People's Board agreed that the LGA would continue some key elements of the Children's Improvement Board led programme and continue to work in partnership with ADCS and SOLACE to support councils and to continue a high level dialogue on improvement and on the relationship with regulation by Ofsted.

The key elements of the sector-led offer are:

- a leadership academy for lead members for children's services (with 13 attending the most recent one in September);
- joint work on leadership in partnership with SOLACE and the Virtual Staff College (who provide leadership support for DCSs);
- quicker and easier access to data reports on children's services;
- the safeguarding peer review and shorter "diagnostics" on safeguarding and care;
- and up to five days immediate specialist children's services support for councils receiving an inadequate Ofsted judgement.

The LGA's Principal Advisers are the first point of contact for advice for councils and each region has a lead member, a chief executive and a DCS who leads on sector-led improvement, as well as the regional networks of lead members for children who receive regular updates from the LGA.

<http://www.local.gov.uk/cyp-improvement-and-support>

Community Wellbeing Board

The Board provides input to, and receive reports from, a number of joint sector led improvement and implementation programmes, funded by the Department of Health, in the following areas:

Health and Wellbeing System Leadership: Health and Wellbeing Boards are in their first year of full operation. Bringing together local leaders from health and local government, they are becoming the focal point for local decisions on health priorities, health service reconfiguration and integration. As a result of negotiations with DH, NHS England, Public Health England, and Healthwatch England, the LGA was able to bring together separate funding strands into a single funding grant of £1.925 million for 2013-2014 to provide a health and wellbeing system support programme.

The LGA's work to support system leadership and health and wellbeing boards is focused on:

- influencing and supporting the integration of health and care along with other local services

- supporting health and wellbeing boards to develop their system leadership capacity
- working with national partners to develop a joint approach to leadership at a national and local level.

http://www.local.gov.uk/health/-/journal_content/56/10180/3767240/ARTICLE

Healthwatch and patient and public engagement in health and social care: Healthwatch works at national and local level to ensure a strong voice for patients and the public in the commissioning and provision of healthcare, public health and social care services. Local Healthwatch is commissioned by upper-tier councils and the LGA has developed the Healthwatch Implementation Team to support councils in this role.

http://www.local.gov.uk/health-wellbeing-and-adult-social-care/-/journal_content/56/10180/3492011/ARTICLE

Towards Excellence in Adult Social Care (TEASC) programme. This is a DH funded programme of sector led improvement in adult social care. The work will have a focus on the role of innovation, peer challenge and new ways of engaging with local people and data, to drive improvement in the quality of local services. It includes delivery of the LGA's safeguarding adults programme to support councils in their lead roles in safeguarding by influencing policy, sharing good safeguarding practice and providing support for improvement.

http://www.local.gov.uk/adult-social-care/-/journal_content/56/10180/5516287/ARTICLE

The LGA is co-delivering, with NHS England, the two-year **Winterbourne View Joint Improvement Programme**. The Programme aims to provide leadership and support to transform services locally to ensure that services are personalised, safe and local, building on current good practice. The aim is to support local areas to provide swift and sustainable action across the system and across people's life course. This should result both in a movement away from the use of long stay, large-scale hospital services and also lead to real and rapid change in the attitudes and culture around care.

http://www.local.gov.uk/web/quest/adult-social-care/-/journal_content/56/10180/3912043/ARTICLE

Care and Reform Support joint programme office: After a number of years lobbying for changes in care and support legislation it is before Parliament in the form of the Care Bill. The care and support reform agenda is complex and wide-ranging. We will need to support councils by raising awareness of the agenda (both to the sector and beyond), gathering intelligence on 'ground level' issues as they emerge, and sharing best practice. We are currently working to co-design and manage, with ADASS and DH, a Care and Support Programme Office, funded by DH. This office will support the delivery and implementation of the Care Bill and related reforms in a way which ensures that they fully reflect the views of local government.

The Integration Transformation Fund (ITF): £3.8 billion was announced in the June Spending Round to improve integration between health and social care. This is a significant

opportunity to improve the lives of some of the most vulnerable people in our society and make savings for the public purse. The funding is described as: “a single pooled budget for health and social care services to work more closely together in local areas, based on a plan agreed between the NHS and local authorities”. To access the ITF each locality will be asked to develop a local plan by March 2014, which will need to set out how the pooled funding will be used and the ways in which the national and local targets attached to the performance-related £1 billion will be met.

http://www.local.gov.uk/health-wellbeing-and-adult-social-care/-/journal_content/56/10180/4096799/ARTICLE

Culture Tourism and Sport Board

The Culture Tourism and Sport Board has led the delivery of a sector-led improvement programme for culture and sport portfolio holders building on the key components set out in Taking the Lead i.e. strengthening local accountability, investing in leadership, learning from good practice, peer challenge and transparent information. Much of the activity is delivered in partnership with the DCMS Non Departmental Public Bodies.

In July the CTS Board agreed a programme of improvement activity for 2013/14 that will enable the Board to reach over 100 councillors through leadership academies, seminars, action learning sets and peer support. Topics covered include libraries, the visitor economy, sport, heritage and a new Cultural Academy.

<http://www.local.gov.uk/culture-and-sport-improvement>

Economy and Transport Board

The LGA's growth offer to councils was promoted at this year's annual conference and is described in “Investing in local economic growth’ – the LGA's offer of support to councils 2013/14”.

http://www.local.gov.uk/c/document_library/get_file?uuid=ef1944ec-1e3c-41bb-bec6-6a3c4870a333&groupId=10180

A number of councils that have received a corporate peer challenge have chosen to focus the flexible element on local growth ranging from inward investment strategies; to how open services are to business; and to overall economic strategy. A selection of case studies is being drawn together to illustrate and promote this work. Nearly 70 councils took part in a recent ‘Making you LEP work’ event, jointly organised with the LEP Network.

Environment and Housing Board

The Board's two main programmes are:

Supporting councils to drive improvement in planning. This is a priority for the Board with the aim that councils are effectively supported on priorities in planning including getting a plan in place and avoiding designation for poor performance. Experience from councils is

used to inform LGA policy development and good practice. The work is undertaken through the Planning Advisory Service which is funded by DCLG.

<http://www.pas.gov.uk/home>

Climate Local: Climate Local is the LGA's sector-led, voluntary initiative to support councils and share good practice on action to reduce carbon emissions and build resilience to a changing climate. Momentum in the initiative continues to build with councils setting out how they will take action on climate change, whilst, realising multiple benefits such as helping to create and protect jobs, reducing energy bills for everyone and developing local supply chains.

http://www.local.gov.uk/web/guest/the-lga-and-climate-change/-/journal_content/56/10180/3574359/ARTICLE

The Board has also published some good practice materials on housing and energy. It has:

- published a guide for elected members to support effective management of their housing stock under the new self-financing Housing Revenue Account. The guide is available on the LGA website. [Good practice principles to support the self-financed HRA](#)
- published a new case study resource on councils' work to cut energy costs for residents whilst creating jobs through schemes to improve the energy efficiency of homes. [case study resource on energy efficiency](#)
- published a collection of case studies on "Supporting housing and growth" showcasing how councils are taking action to unlock growth and get housing developments moving. The case studies are available on the LGA website. [Supporting housing and growth: Case study guide](#)

European and International Board

In responding to increasing international demand for English local government to support developing nations, the LGA has pioneered externally funded, demand led, international development peer-to-peer support packages. This model has projected our sector's self-support principles onto the global stage, recognising that councils across the world face similar economic, social and environmental challenges (delivering services with reduced budgets, ageing populations, youth unemployment etc).

The LGA was recently commissioned by the pan-African LGA to pioneer the model of local government peer review across African countries. To date, peer reviews led by African local government experts from thirteen African countries, shadowed by British local government peers, have been delivered in Namibia, Ghana, Cameroon and Uganda, with a fifth entirely African-led peer review recently completed in the Ivory Coast.

Safer and Stronger Communities Board

Community Safety Improvement Support: The Board will continue to work with community safety partnerships (CSPs) to help them become more efficient and effective so they are able to deliver safe and secure communities. Key priorities will be ensuring that relations with

PCCs are strong and productive, and that they have bespoke support on issues they are facing.

We have completed 26 Safer communities peer challenges (CSPs). Its central aim is to help community safety partners improve how they deliver outcomes to make local communities safer, drawing on the experience of peers and the best practice in the sector.

http://www.local.gov.uk/web/guest/peer-challenges/-/journal_content/56/10180/3511484/ARTICLE

Workforce Board

The Workforce team works with councils and other employers to support them to create a workforce able to respond to the major challenges within the public sector. Their support and specialist advice is designed to:

- help councils develop a flexible, engaged and productive workforce
- ensure that pay and reward is fair, affordable and effective
- identify, develop and provide tailored, innovative, interventions, products or advice that address the strategic workforce challenges facing councils in areas such as recruitment, skills, employee engagement, performance management, organisational restructuring and pay and grading structures.

For example:

The LGA has sponsored a programme to pilot a Decision Making Accountability (DMA) approach to organisation design in local government. The approach identifies the maximum number of management layers required for any organisation and the optimum design of accountability level. Its key aim is to protect front line services and ensure that these are supported by an efficient and accountable management structure. The use of DMA techniques has been found to create typical financial savings of between 5 - 20 per cent of management costs.

The workforce team produced “Pay policy and practice in local authorities: a guide for councillors” which provides elected members with a clear understanding of what a pay policy should contain and how best to scrutinise its application.

The team also continues to support a number of local authorities to resolve complex employee relations cases relating to senior managers.

<http://www.local.gov.uk/workforce>

Other area based initiatives:

Public Service Transformation Network: The Government’s Public Transformation Network is intended to spread the opportunities created by Community Budgets around the country, leading to more joint working and shared services – it is intended to provide

dedicated support to help areas develop practical reforms and deliver better services for less at a local level. The first 9 areas to receive innovative support were announced at the LGA Annual Conference in July.

There has been strong interest in the network with over 40 expressions of interests covering more than 60 local authorities plus their partners. These areas will be offered light touch support from the network with the potential to have more intensive support at a later stage.

<https://www.gov.uk/government/news/nine-new-places-join-next-phase-of-local-public-service-transformation>

Health integration pioneers: In *Integrated Care and Support: Our Shared Commitment*, a collaboration of national partners (including the LGA) set out an ambitious vision of making person-centred coordinated care and support the norm across England over the coming years. The partners have signalled how they will work together to enable and encourage local innovation, address barriers, and disseminate and promote learning in support of better person-centred, coordinated care for the benefit of patients and people who use services, their carers and their local communities more generally.

The national partnership has therefore invited expressions of interest from local areas to become integration 'pioneers' as a means of driving forward change at scale and pace, from which the rest of the country can benefit.

This approach builds on the community budget pilots, which provided insights into co-designing integrated health and care. The pioneer programme will link directly with the Public Service Transformation Network extending across government and participating localities.

The partners aim to stimulate successive cohorts of pioneers, supporting them for up to five years. In return expecting them to contribute to accelerated learning across the system.

http://www.local.gov.uk/web/quest/search/-/journal_content/56/10180/3990688/ARTICLE

Transformation Challenge Award: This DCLG Challenge Award is available to support local authorities, including fire and rescue authorities, that are at the cutting edge of innovation for service transformation so that they are going further and faster in re-engineering service delivery and achieving efficiency savings. Such authorities can be exemplars for other local authorities across the country.

Local Government Minister Brandon Lewis announced (9 October 2013) that 18 local authorities will share a £6.9 million reward for radically overhauling how they do business, a part of the government's pledge to transform public services.

As announced in this year's Spending Review, in 2015 there will be a £100 million Transformation Fund to help even more councils to set up shared services, combining their operations for service delivery, including with other public and private sector service providers.

<https://www.gov.uk/government/news/can-do-councils-leading-transformation-of-local-government>

Systems leadership: Local Vision: The *Systems Leadership – Local Vision* programme was launched on 28th June 2013. The programme, is a collaboration between Public Health England, National Skills Academy for Social Care, NHS Leadership Academy, Virtual Staff College, Local Government Association and the Leadership Centre. It offers places the chance to advance leadership capability across public sector organisations through developing solutions to a breakthrough locality issue.

Neighbourhood Community Budgets: Following the success of the 12 neighbourhood community budgets programme, DCLG announced on 9 July 2013 a wider roll out. The Government is providing £4.3m of new financial support over 18 months to enable at least 100 communities to design and deliver local services that focus on local priorities, and reduce costs. It is hoped at least 20 of the 100 new areas will come up with very ambitious proposals focusing on large or complex services, such as adult social care or exploring complex delivery models, such as payment by results or the use of social finance.

http://www.local.gov.uk/web/guest/community-budgets/-/journal_content/56/10180/3691921/ARTICLE