

11 July 2017

LGA Boards' improvement activity

Purpose

For information.

Summary

To present a progress report on improvement activity undertaken by other LGA Boards.

Recommendation

That the Improvement & Innovation Board are asked to note the progress report on improvement activity undertaken by other LGA Boards.

Action

Officers to respond as necessary to any comments.

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LGA Boards' improvement activity

Background

1. Members have agreed that it is important for this Board to retain a strategic or 'overarching' perspective on the improvement activity currently undertaken across LGA Boards. This will help ensure consistency with the key principles underpinning the approach to sector-led improvement and help avoid any potential duplication.
2. To achieve this:
 - 2.1. officers coordinate the flow of business through the Boards so that the Improvement and Innovation Board can be invited to express strategic views about any significant improvement issues put before other boards
 - 2.2. during the year the Improvement and Innovation Board receives suitably timed progress reports on the major improvement programmes
 - 2.3. as far as possible, the Improvement and Innovation Board meets towards the end of each cycle of meetings so it can consider any significant issues put before other Boards and then report back to Boards at their next meeting.
3. A progress report drawing together a summary of significant improvement activity led by other LGA Board's since this was last reported is set out in the attached **Appendix 1**.

Implications for Wales

4. There are no implications for Wales.

Financial implications

5. There are no additional financial implications arising from this report.

Next steps

6. Subject to members' views, officers will continue to brief the Board on the latest improvement activities across all LGA Boards.

Appendix 1

Progress report

1. This progress report draws together a summary of significant improvement activity led by other LGA Boards since this was last reported to this Board in March 2017:

City Regions, and People and Places Boards

2. The LGA's work on devolution is led by the City Regions, and People and Places Boards. Under their direction, the LGA has sought to support councils with their devolution ambitions, with activity primarily focussing on: negotiating deals, moving from a deal to implementation, sharing knowledge and best practice. Recent activity has included:
 - 2.1. supporting combined authorities (CAs) and mayoral candidates in the run-up to local elections:
 - 2.1.1. working with mayoral candidates through the political group offices to ensure successful candidates were able to hit the ground running and feel part of the local government family
 - 2.1.2. supported the Department for Communities and Local Government, and the Electoral Commission in the roll-out of their campaigns to raise awareness of local elections, especially in CA areas
 - 2.1.3. hosted the April meeting of the CA chief executives' network to share preparations for elections and plan for working with mayors
 - 2.1.4. piloting a self-assessment diagnostic tool for CAs in advance of a future peer challenge offer
 - 2.2. establishing a mayoral support offer:
 - 2.2.1. convening the first meeting of new mayors/deputy mayors since their election. This mayoral forum offered the chance for CA mayors to meet senior civil servants from Whitehall to discuss their role in driving economic growth and provided an opportunity to build links with commonwealth mayors and discuss international trade and investment. The LGA will convene a further meeting (at the mayors' request) in the Autumn
 - 2.2.2. establishing a mayoral secretariat with dedicated officer capacity to: facilitate engagement between mayoral CAs and Whitehall, coordinate briefings and research of shared interest to the mayoral CAs, arrange ministerial meetings for the mayors and, where required, the leaders of CA member councils. It will also advise on external support offers

2.3. working with Universities UK and the Higher Education Funding Council for England to:

- 2.3.1. complete the pilot phase of the Leading Places project, which aims to strengthen and develop place-based collaborative leadership between the local government and higher education sectors, at a national event on 28 March attended by over 100 delegates
- 2.3.2. launched phase two of Leading Places, following a call for expressions of interest; the project is now live in 15 areas
- 2.3.3. supported the delivery of the first phase of the Local Growth Academy, a collaborative leadership development programme aimed at the higher education and local government sectors, now planning for second phase to be launched in November

2.4. continuing to develop and deliver our bespoke support offer to areas looking to secure and advance local devolution, including: leadership support, overview and scrutiny support, policy development, communications and negotiations with Whitehall.

Community Wellbeing Board

- 3. We published updated '[must knows](#)' for new lead members of adult social care on integration, use of resources and performance and a new must know on Sustainability and Transformation Plans (STPs). The 'must knows' are a long-standing source of information and support and focuses on the key issues facing portfolio holders, reviewed on a rolling basis.
- 4. A joint [publication](#) with the Association of Directors of Social Services (ADASS), the National Trading Standards (NTS) Scams Team and the Adult Principal Social Worker Network (APSWN), outlines how to recognise and respond to the signs of financial abuse, and the effects of scams as part of local safeguarding activity, with a focus on the key roles of councillors and Health and Wellbeing Boards.
- 5. An induction for new lead leaders of care and health will be held jointly with the Care and Health Improvement Programme (CHIP) on 18 July.

Care and Health Improvement Programme (CHIP)

- 6. CHIP is the sector-led improvement programme for adult social care (ASC) and health. It is funded mainly by the Department of Health (DH) with contributions from the NHS for some digital activity and Transforming Care. DH has agreed to continue that funding until March 2020 based on a set of priorities around risk and resilience, effective care and health systems and our contribution to the Transforming Care Programme.
- 7. Insight and activity from January to June 2017 includes the following:

- 7.1. We continue with preparations to roll out Better Care Fund (BCF)/integration support when the guidance goes live. We have launched the Better Care Advisers/Multidisciplinary Consultants (BCA/MDC) Support Programme. This is designed to ensure councils and their partners develop a compliant BCF plan and/or progress integration locally. We are currently processing 20 requests but implementation is contingent on publication of the planning guidance.
- 7.2. We ran five facilitated integration tool workshops with the NHS Confederation with more planned for 2017/18. These are part of our support package to assist areas assess their readiness for the integration of care and health services and develop plans.
- 7.3. Our ongoing support of HWBs is showing that a significant number of them have reasserted a focus on the wider determinants of health and their place-based leadership role, recognising a need to provide the compelling strategic context for STPs and an important base to achieving a more sustainable care and health system. This involves working with boards across the STP footprint and widening membership to include police, fire, housing providers, etc. Links between the economy, employment, housing, growth and wellbeing are seen by many as a key element of this approach.
- 7.4. Elsewhere, requests for support on funding flows increase. This was one of the most frequent requests raised through the learning disability commissioners' survey and is a recurring issue across transforming care systems. Lack of security was also a recurring theme identified through the Safeguarding Adults Boards Chairs self-audit on the Care Act. Our national finance Care and Health Improvement Adviser (CHIA) worked to better understand the underlying factors and devise appropriate local solutions. We now offer finance support to some council partners, including joint workshops with NHS England (NHSE) to support work to unblock issues around the funding flows. We have also co-produced a national finance template in partnership with NHSE to establish funding position of councils, enabling targeted support and continued national discussions.
- 7.5. We have published an updated Risk Awareness Tool (complementing Association of Directors of Adult Social Services (ADASS) and Chartered Institute of Public Finance and Accountancy (CIPFA) tools). We have repositioned the tool as the main methodology for ASC risks and have linked it to other tools/offers in the sector. Our CHIAs are promoting the tool to support DASSs and senior leaders to target resources on the most pressing needs, ensure political and executive leaders are well informed for their decision making duties and that ADASS regions can focus their sector-led improvement activity to areas in most need. We have also delivered some bespoke support on managing and mitigating financial risk with some challenged councils where requested. We have also launched a facilitated risk awareness self-assessment support offer.
- 7.6. Separately, demand remains high for facilitated, tailored sessions on financial risk. This is revealing that financial risk is inextricably linked with, and creating pressure

on, other areas of ASC risk particularly workforce, markets, managing demand, prevention and commissioning.

- 7.7. Our work on commissioning continues to develop. We hosted national market shaping event and planning social care delivery with Public Sector Transformation Academy/Whitehall and Industry Group with over 70 commissioners and care providers attending. We have commissioned a third party to develop the Integrated Commissioning for Better Outcomes (iCBO) framework supported by a reference group of councils and Clinical Commissioning Groups. We also took up coordinator responsibilities as part of Quality Matters Action Plan, leading on the CBO priority.
- 7.8. The updated High Impact Change Model was also published with inclusion in the BCF national conditions highlighting it's significance in supporting local health and care systems. Again, our CHIAs will be promoting the benefits of the tool's practical support on patient flow and discharge and assessment of systems' current effectiveness and consideration of new interventions. The reported numbers of delayed transfers of care (DTocS) remain high in comparison to previous years. We continue to work with system partners to deliver a coordinated support offer that is of benefit in the short, medium and long term.
- 7.9. Our efficiency work has received NHS approval for a new project building on the health and care system efficiencies work to support system leaders in the north to develop a more sustainable model with reduced DTocS. The first of three detailed assessments revealed that a lack of understanding and trust between partner organisations, process focus rather than patient focus and complexity of systems and pathways are causes of delays to care transfers.
- 7.10. Final evaluation visits with the ten councils participating in the efficiency project were conducted with learning to be shared through forthcoming events and workshops. A report on the findings will be published in due course.
- 7.11. The first two cross system health and care peer challenge pilots were completed. Evaluation of the methodology and future approach for the learning disability/Transforming Care peer review methodology is also underway.
- 7.12. For the fourth year, we ran the popular Annual HWB Chair and Vice Chair summit with NHS Clinical Commissioners attracting over 60 delegates.
- 7.13. Highlights of our NHS funded digital and information work include:
 - 7.13.1. Launch of the updated Social Care Digital Maturity Self-Assessment with councils following co-design with the sector. In a similar approach to last year, this is a voluntary self-assessment for councils to help them understand their local progress and consider local priorities. Self-assessment also includes guidance and case studies to support knowledge sharing across the sector. It closed at the end of June with 93 councils signed up as of 9 June. We will work closely with councils to support them in use and adoption.

- 7.13.2. Launch of the Digital Local Investment Programme in partnership with NHS Digital. This is providing £750,000 to support digital activity across social care. 76 applications were received from councils and they have been reviewed by the LGA, DH, NHS Digital with external input from Kings Fund and technical input from Socitm (Society of IT Managers). 15 councils are to receive investment funds of up to £50,000.

Culture, Tourism and Sport (CTS) Board

8. An Archives, Libraries and Museums peer challenge took place in Herefordshire Council in May 2017.
9. We are publishing a councillor handbook on library services, to help councils to plan the future of their services and learn from innovative practice in other councils. As part of our work with the Libraries Taskforce, we have also commissioned the development of a benchmarking framework for library services, based on sector best practice, to help library services to self-assess their performance and identify areas for improvement.
10. A Leadership Essentials Sport event took place on 22 and 23 June 2017, and Arts Council England has confirmed funding for two further Leadership Essentials Culture events on 25 and 26 October 2017, and 7 and 8 December 2017.
11. Discussions are also ongoing with Arts Council England and Sport England to secure further funding to deliver a culture and sport improvement programme during 2017/18.

Environment, Economy, Housing and Transport (EEHT) Board

Housing

12. The LGA has completed a project and launched a report looking at the different ways that councils can enable housing growth, jointly with the Town and Country Planning Association. This includes, for instance, practice in establishing a housing company, supporting community land trusts, entering into a joint venture with housing associations and private developers, and engaging communities in shaping new development.
13. The LGA is close to completing a project investigating, capturing and presenting council innovation in providing temporary accommodation (TA). The use of TA is rising across the country and is becoming financially unsustainable for more councils. The project captures innovations in reducing the demand for TA, in sourcing new TA – for instance through acquiring and converting property, or constructing new property – or in finding alternatives to TA. The final report and toolkits will be launched shortly, and there will be a learning event in September.
14. The LGA is close to completing a project looking at how councils can meet the housing need of an ageing population, in ways that integrate housing with health and care. This includes examples of councils engaging older people, using the planning system to understand demographic demand, enabling and shaping a market to deliver age-friendly homes and places, and helping deliver new models of supported and extra care housing.

15. The LGA is planning the launch of a Housing Advisers Programme to provide expert advice and support for councils seeking to innovate or improve in the direct or indirect delivery of new homes, in planning for new homes, and in adapting and responding to homelessness. The programme will require participating councils and advisers to write up the learning experience to be included in wider LGA improvement activity, events and promotions. The programme hopes to launch shortly.
16. The LGA is currently scoping other sector-wide learning projects to support councils to respond to and meet local housing need to be delivered over the course of 2017/18.
17. The LGA is running 8 free housing peer challenges, and will offer housing peer challenges as part of its wider sector-led improvement offer.

Unlocking Growth through Partnership

18. Following joint study visits to Southampton and Milton Keynes councils, the LGA and British Property Federation launched a good practice report on [local development, growth and regeneration through successful public/private collaboration](#) at an event attended by leaders from local government, the development and investment industries and central government. The report includes recommendations for councils, development industry and central Government.

Safer and Stronger Communities Board

Modern Slavery

19. The LGA has been working since January with the Independent Anti-Slavery Commissioner's office on producing a guide for councillors on modern slavery. The aim of the guide will be to provide a high level overview to support councils to:
 - 19.1. recognise modern slavery in their local areas
 - 19.2. refer it appropriately
 - 19.3. spot potential victims of modern slavery, both adults and children, and support them appropriately
 - 19.4. recognise and use their tools and powers to disrupt the activities of serious and organised crime groups and individuals exploiting people
 - 19.5. successfully work in partnership to end modern slavery in their local area.
20. The LGA and Independent Anti-Slavery Commissioner's office have worked to create an expert reference group to help inform the guide, bringing together expertise from a wide variety of policy areas to reflect the wide-ranging nature of modern slavery. The guide is currently being drafted and should be published in the autumn.

Public Spaces Protection Orders (PSPOs)

21. PSPOs, introduced in 2014, sit amongst a broad range of powers and tools to help tackle anti-social behaviour locally. We have now published [guidance](#) for councils on using PSPOs, which sets out the issues to consider where local areas are contemplating introducing a PSPO, and offers practical guidance on the steps to take if councils choose to do so.

Taxi/Private Hire Vehicles (PHVs) licensing – national register and ongoing lobbying

22. There has been significant progress since March in regard to a national register of taxi/PHV drivers who have had licenses revoked or refused, with the LGA having commissioned the National Anti-Fraud Network (NAFN) to begin development of a national register of taxi license refusals and revocations. This will be managed, maintained and hosted by NAFN on behalf of all local authorities. NAFN is a not-for-profit shared service hosted by Tameside Metropolitan Borough Council, which exists to support its members in protecting the public interest.

23. The register will be available at no extra cost to all local authorities already signed up to NAFN's existing data and intelligence services, which is currently 86 per cent of English and Welsh councils. For those councils not already signed up, subscription will cost £1,000 and can be recouped through taxi/PHV license fees, ensuring that access will be cost neutral to authorities. We would welcome Board support in ensuring that all councils make use of the register once it is available.

24. The register will support councils to tackle the problem of individuals making applications to different licensing authorities following a refusal or revocation elsewhere, and offers a national response to an issue that extends beyond individual regions.

25. The project launched earlier this month and is intended to be complete by the end of 2017; further updates will be shared with the Board as the project develops.

Resources Board

Finance

Business Rates Retention

26. Before the general election was announced, in late March and early April, we held six regional events jointly with DCLG on the further business rates retention [consultation](#) and Fair Funding Review. In total, around 270 councillors and officers attended the sessions, and presentations from the events are available on our [website](#). Although the Government paused work on further business rates retention in the run-up to the general election, DCLG remained keen to receive responses to the second stage consultation, which closed in May. Our LGA [response](#) emphasised the importance of flexibility in the design of the scheme and highlighted the need for the Government to publish modelling of differing scenarios.

Workforce

Social Work

27. The Come Back to Social Work programme has now been completed, and candidates are currently being matched with councils across England. All the candidates had taken a career break and were finding it difficult to access the right training and support to come back to work. The campaign has been shortlisted for a national HR award. The workforce team is working with Wiltshire Council to develop a training programme for managers who will be managing people returning to work in social care. This research should be available later this year. The recent focus on helping women back into work following a career break has been given a boost with the Budget announcement that £5m will go towards extending return to work schemes to all levels of management.

Flexible working

28. The workforce team has been working with the councils in Nottinghamshire to become a Flexible Hiring region. This has been through the LGA Timewise Council offer, which has now extended to over 25 councils in England. The Nottinghamshire councils are coming together to adapt the way they recruit, attract talent into the area and drive inclusive growth in the process. They have met with the Local Enterprise Partnership to agree on a formal launch for the end of the year.

Performance Management

29. Thirty councils attended an LGA workforce event in March sharing good practice on performance management and exploring ways to embed effective performance management tools and cultures to drive up productivity.

Events

30. The workforce team held its popular annual employment law event in February. The event was attended by over 80 delegates. The overall feedback from delegates was excellent. The two education HR conferences were once again held in London and York in June. In total, more than 110 delegates attended, and initial feedback has been positive.

Career development and role profiles

31. The workforce team has recently completed the development of a set of benchmark role profiles for care commissioning roles with the trade unions. The profiles include indicative job evaluation scores and are designed to help councils assess their local role profiles and ensure that they offer good career structures to aid recruitment and retention.

Health and Care integration

32. The workforce team has recently completed a project with the Department of Health, Skills for Care and others to provide a summary and analysis of the workforce challenges and solutions in a variety of models of integration. Publication was delayed by the General Election.