

## **LGA Boards' Improvement Activity**

### **Purpose of report**

For discussion.

### **Summary**

This is a progress report on improvement activity undertaken by other LGA Boards.

#### **Recommendation**

That Members note the report.

#### **Actions**

Subject to members' comments, officers will develop the LGA's improvement offer as part of its on-going work.

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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 helps ensure consistency with the key principles underpinning the approach to sector-led improvement and helps 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. Significant improvement activity led by other LGA Boards since this was last reported is set out below.

### **Community Wellbeing Board**

4. A bespoke event on key issues for lead members with responsibility for adult social care in the North East and Yorkshire & Humberside was held in January jointly with the CHIP programme, in response to the lower take up in that region of leadership development events earlier in the year. Our promotional material outlining all the current offers for local leaders around care and health was updated in advance of LGA Annual Conference and the local elections.

### **Community Wellbeing Board; Care and Health Improvement Programme (CHIP)**

5. [CHIP](#) is the sector-led improvement programme for adult social care and health delivered jointly with ADASS, funded mainly by the Department of Health and Social Care (DHSC) with contributions from the NHS for some digital activity and Transforming Care. DHSC has agreed to fund CHIP until March 2020 based on priorities around risk and resilience, effective care and health systems and our contribution to Transforming Care.
  - 5.1. Delayed transfers of care (DTC) national enhanced support offer - work is underway to provide enhanced diagnostic and sustainability support to the first of nine areas identified by national partners as those facing significant challenges in managing patient discharge from hospital. The work has been commissioned by NHS England, NHS Improvement, ADASS and the LGA, coordinated by CHIP and funded by an additional £1.2 million grant from the DHSC.

- 5.2. Integrated commissioning for better outcomes framework published - a practical tool to support councils and NHS commissioners improve commissioning outcomes, [the framework](#) covers four areas: building the foundations; taking a person-centred, place-based and outcomes-focused approach; shaping provision to support people, places and populations; and continuously raising the ambition. It was commissioned by the LGA and NHS Clinical Commissioners in consultation with the sector and input from Think local Act Personal and the Care Providers Alliance.
- 5.3. Digital engagement extended - we have secured a further three years' funding from NHS Digital to continue the [Social Care Digital Innovation Programme](#) into 2020/21. A prospectus inviting expressions of interest is available. Designed to help councils develop local digital solutions to improve social care, the first wave of the programme in 2017/18 provided up to £50,000 to the 19 successful bidders. Interim evaluation has just been published.
- 5.4. We held a national digital summit in March with NHS Clinical Commissioners and support of NHS Providers. Seventy six delegates attended 'Delivering Health and Care in a Digital Age', including representatives from 31 councils with comments including:
- 5.4.1. "It was a great event- a good opportunity to hear from other Authorities- the 'Good Thinking' work in London and the work that has taken place in Wigan and Stockport was particularly interesting."
- 5.4.2. "I really buy into the fact that digital technology can help as part of a multi-functional toolkit to help individuals stay more independent and have their capability increased to self-manage long term conditions."
- 5.5. Lord O'Shaughnessy, Parliamentary Under Secretary of State for Health, gave the keynote speech.
- 5.6. We are involved in the Cabinet Office's new £700,000 cyber security programme led by the Care Provider Alliance. Discovery work will take place in North Yorkshire, Greenwich and Central Bedfordshire, with providers focusing on support around data security. This will help us identify opportunities to support the sector.

### **Children and Young People's Board**

6. The Department for Education (DfE) has [announced](#) that we will receive £2 million to improve leadership in children's social care services. We are working with the Association of Directors of Children's Services and Solace to deliver greater hands-on peer support for councils, including development activity, sharing learning and supporting regional networks for lead members and intensive political and corporate support, working alongside Partners in Practice and others with expertise in social care practice, for those councils identified as in particular need.

7. As part of Government's plans to improve social mobility through education, it has also committed £8.5 million to spread best practice on improving early language outcomes. A new peer challenge programme and support for councils is central to this offer. We are working with DfE to design the programme to be launched in autumn. Ahead of this, we want to test our approach to ensure it is a positive tool for councils. We have therefore promoted the opportunity to get involved, seeking to pilot the programme in three councils over June and July. Further details are available on our [website](#).
8. Additionally, we have commissioned the Isos Partnership to bring councils together to explore the current challenges around Special Educational Needs and Disability (SEND). The project will seek evidence from council officers with responsibility for SEND and inclusion and seek the views of representatives from the charitable sector and DfE. The findings of these discussions will help develop key, practical messages to share best practice, which will be used as the basis for discussion at regional events for councils later this year.

#### **Culture, Tourism and Sport (CTS) Board**

9. We have published our [research into the economic impact of Christmas markets](#) with a list of recommendations for councils considering developing a market. Many of the recommendations apply to general event planning and form part of the CTS Board's work to help councils extend their tourism season. The research has already been used for teaching by Bournemouth University's Department of Events and Leisure.
10. We have been commissioned by Sport England to deliver three councillor Leadership Essentials for Sport programmes during 2018/19, and following our successful pilot event earlier this year, to also run three officer development events. We are also in discussion about running a regionally focused event in Greater Manchester, supporting cross-boundary working between neighbouring authorities.
11. Discussions are underway with Arts Council England about our improvement offer for 2018/19. We expect this to include two councillor Leadership Essentials for culture, and a continuation of the cultural peer challenges – currently taking place in Middlesbrough, Epping Forest, and Doncaster. In 2018/19, we expect there to be a particular focus on library services and a greater number of peer challenges commissioned, as a result of funding transferring from the Libraries Taskforce to the Arts Council for work to support libraries.

12. **Good practice** - The CTS Board is developing a comprehensive conference and events plan to share best practice and highlight innovation. An Action on Parks conference is currently scheduled for 24 May, and an event on 20 September to support those councils receiving funding from The Football Association and The Department for Digital, Culture, Media & Sport to develop local football strategies. Other topics being considered for events in 2018/19 include: 1) social prescribing of culture and sport, 2) sport and physical activity, culture-led regeneration (regional workshops), and 3) tourism. We also continue to feature best practice on the [Culture Hub](#), most recently an example from Bradford on inclusion through events.

### **Environment, Economy, Housing and Transport (EEHT) Board**

13. Town centre revitalisation - We held a seminar in November 2017 with senior officers from member councils, in line with the LGA's Memorandum of Understanding with the Ministry of Housing, Communities and Local Government on sector-led support. The seminar helped identify key common issues where councils would welcome good practice advice and what format that advice should take. Subsequently we commissioned further work resulting in a good practice handbook for council leadership and a more detailed, extensive online resource for senior practitioners and councillors who would like more information on revitalising their town centres. These were due be launched at the LGA's fully booked conference 'What next for our town centres?' on 14 May. Further support in 2018/19 is being considered.
14. Housing - The 2017/18 Housing Advisers programme, launched in September 2017, was a success with over 40 councils receiving support. We will continue to evaluate progress in these participating councils. The programme will run again in 2018/19 and applications for support will be sought shortly. We have commissioned work on unimplemented planning permissions, scrutiny of housing functions and HRA innovations.

15. **Good practice** - We have published a guide for councils on [planning positively through partnership](#), which includes case studies from a range of councils and partnerships.

### **Safer and Stronger Communities Board**

16. Counter-extremism and integration - Proposals for the Board's offer to councils around the counter-extremism and integration agenda are currently being worked up, including further leadership essentials courses around Prevent, counter-extremism and cohesion, engaging with the pilot authorities announced in the Integration Strategy and the piloting of approaches around community engagement.
17. Modern Slavery - Following the successful regional workshops the Board ran last financial year, it is now considering running specific events focusing on modern slavery in adult social care and how modern slavery can be disrupted, producing a case studies document to support the guide jointly published with the Independent Anti-Slavery

Commissioner and researching how public awareness on consumer habits can support instances of modern slavery.

18. Strengthening fire and rescue authorities strategic leadership - Planning is already underway on running two fire leadership essentials courses over the next year. Consideration is also being given to how fire and rescue authorities can be supported in improving the diversity and inclusiveness of the fire and rescue service.
19. County Lines - A joint event with the Children and Young People's Board on the county lines phenomena is being planned for July to enable local authorities to share good practice in addressing this issue. County lines refers to the exploitation of vulnerable young people and adults by violent gang members in order to move and sell drugs across the country. The conference will focus on the effect of violence on vulnerable people, the importance of safeguarding and early intervention to tackle this issue, the prevalence of child criminal exploitation and how councils can assist in tackling county lines activity in their areas.

#### **Resources Board - Finance**

20. This quarter saw us continuing our work with the Government on business rates retention and the Fair Funding Review. Following the LGA's Vice Chairman's, Councillor David Simmonds', evidence to the Housing, Communities and Local Government Select Committee inquiry into business rates retention, the Committee's subsequent report backed our call for councils to be able to use extra business rates income to plug the funding gap facing local government. The Committee suggests that any new responsibilities placed on councils from further business rate retention should be linked to stimulating and promoting economic growth. The report follows the LGA's lines on business rates retention very closely.
21. The National Audit Office published its report into the Financial Sustainability of Councils, including some stark messages about the funding of local government. The LGA's Chief Executive, Mark Lloyd, gave evidence to the Public Accounts Committee inquiry into this report in early May.
22. Officers continued to attend regular meetings of the county council, district council, municipal and unitary authorities treasurers societies to provide them with updates on various developments to aid with financial planning and share knowledge.
23. We are commencing work on preparing for the 2019 Spending Review and will be looking at the efficiency of local government in delivering services and how local government promotes a 'good investment' by generating savings elsewhere in public spending.

### **Resources Board - Workforce**

24. Local Government Pay - Agreement has been reached on a two-year pay deal for the majority of local government staff, which includes a redesigned national pay spine from 2019. The new spine accommodates the National Living Wage and provides significant pay increases for the lowest paid, the majority of whom are women. Advice and support on implementing the new pay spine is under development in the workforce team.
25. Gender pay gap - Working with the research team the workforce team has produced a detailed analysis of the recent published data on the gender pay gap in relation to local government. In councils, the mean pay gap is -6.8 per cent, compared with -12 per cent across the economy. The median pay gap is -5 per cent, compared with -9.7 per cent across the economy. The full report is being distributed and data made available through LG Inform as the first phase of support and advice to help councils deal with any ongoing gender pay issues.
26. Disability and Flexibility - The LGA is in the process of gaining its Leader status in Disability Confidence, which will then enable the Workforce Team to be able to support councils to become Disability Confident employers who actively seek out and hire skilled disabled people. There are over seven million people (nearly 20 per cent) of the working age population in the UK who are disabled or have a long term health condition. Under the Disability Confident scheme, councils will be able to recruit and retain more people with disabilities and also help other employers in their area to do the same.
27. Standards for Employers of social workers - The Department for Health and Social Care and other stakeholders have agreed that the Standards should be refreshed to take into account the recent changes in social work practice. Expressions of interest have now been received from stakeholders to be part of an expert task and finish group to review the Standards to ensure that they are updated and fit for practice.

28. **Good practice** - The LGA continues to promote the London Borough of Hackney's work to support managers to create more flexible roles for people with disabilities, in turn helping to positively change attitudes, behaviours and cultures, not just within the organisation but amongst networks, supply chains, and communities.

### **Implications for Wales**

29. There are no implications for Wales.

### **Financial Implications**

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

### **Next steps**

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