

## **Annex A: LGA Boards' improvement activity**

### **City Regions Board and People and Places Board**

#### **Support offer on devolution**

1. There has been very good take-up of the LGA's support offer. Andrew Campbell (LGA Associate Director, currently on secondment to the LGA from his position as a Director General in DCLG) has met with groups of councils in every part of the country and his connections have been particularly valuable in helping local areas gain insight into the thinking of Whitehall departments as they refine their pitches. Over the past few weeks, he has been helping places prepare for their challenge sessions with Ministers.
2. Our Devo Next hub continues to receive positive feedback from the sector and we have added a number of new features, including:
  - 2.1. A short video to explain what combined authorities are.
  - 2.2. Links to the September bids and summaries of the devolution deals that have been announced.
  - 2.3. Links to useful resources developed by local authorities.
  - 2.4. Links to research and analysis to bolster the evidence base for bids.
  - 2.5. Infographics illustrating the benefits of devolution for businesses and what could be gained by devolving skills and employment support.
3. The LGA has also organised several well-attended events on devolution including:
  - 3.1. A national conference on communicating about devolution in Birmingham on October 21<sup>st</sup>.
  - 3.2. A joint national conference with SOLACE on governance in a new world on November 27<sup>th</sup>.
  - 3.3. Two events for elected members to explore place-based leadership in the context of devolution as part of the LGA's Leading Edge and Leaders' Programme.
4. Whilst more new deals are expected to be announced over the next few months, (including more non-met deals), other areas will be beginning their implementation phase. Given this work in councils, both the City Regions and the People & Places Board will be discussing the focus of the next phase of our support work at their meetings this month. This will particularly include capacity building to support delivery and sharing emerging lessons from those further ahead.

#### **Community Wellbeing (CWB) Portfolio**

5. The Board discussed the developing proposals for the Care and Health Improvement Programme (CHIP) for 2016/17 at the last meeting. Highlights from the third quarter of the current programme to 31<sup>st</sup> December include:

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- 5.1. A focus on Winter Pressures including weekly coordination meetings with Dept of Health and the recruitment of a pool of Social Care Advisers to support Care and Health Advisers in their work with councils;
  - 5.2. Co-production of a national plan to develop community services and reduce inpatient beds as part of the Transforming Care programme;
  - 5.3. Risk awareness toolkit launched by the Towards Excellence in Adult Social Care Board. The tool has been designed for use as a high-level check of the key domains of risk;
  - 5.4. Co-designed a workforce support package with planning tools, best practice guidance, integrated roles development;
  - 5.5. Progress influencing and implementing support packages including Local Integration Support Fund;
  - 5.6. Progress on Care Act implementation support products (e-learning, regional learning networks, commissioning).
6. Further details of the Care and Health Improvement programme can be found here <http://www.local.gov.uk/chip>
7. In addition to the improvement work being undertaken by the Care and Health Improvement Team, the CWB Portfolio has undertaken a range of improvement activity since the last report:
- 7.1. A Practice Guide for commissioning independent health complaints advocacy was published before Christmas and circulated to all commissioners and providers of independent health complaints advocacy services to inform the recommissioning process.
  - 7.2. An invitation-only roundtable discussion between Greater Manchester and aspirant health devolution areas will be held in Tameside on 3 February and is being jointly organised by the LGA, Greater Manchester and the Public Sector Transformation Network.
  - 7.3. The LGA is working with the NHS Confederation and NHS Clinical Commissioners to organise a roundtable briefing and discussion on the impact of the Cities and Devolution Bill on health services. The meeting is likely to be arranged for early Spring 2016.
  - 7.4. A Leadership Essentials programme for adult social care portfolio holders was held on 18 – 19 November, with for the first time some of the speakers shared with the Leadership Essentials programme for Health & Wellbeing Chairs and Co-chairs held at the same time. 100% of attendees indicated that the programme has provided them with a basis for further improvement. Support for regional lead member networks for adult social care has continued.
  - 7.5. The [Evaluation of the Making Safeguarding Personal programme 2014/15](#) outlines some practice and policy recommendations for safeguarding practice locally, with an updated page on the LGA website now providing quality assured resources for local authorities and their partners to help them meet their new statutory duties

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under the Care Act, with the same text shared across a range of other organisations' websites to ensure consistency.

- 7.6. A good practice document on public health transformation to showcase innovation across eight local authorities has been commissioned.
- 7.7. Eight Health Champion Training events for Elected Members have been delivered in collaboration with the Royal Society of Public Health.
- 7.8. Work is being undertaken with the District Councils Network (DCN) to develop a support offer to district councils to understand their contribution to public health.
- 7.9. New case studies highlighting the links between planning and fast food have been published.
- 7.10. A major conference on the transition of commissioning public health services for 0-5s has been delivered.
- 7.11. *Must Knows* for elected members on the commissioning of public health services for 0-5 year olds have been published.
- 7.12. The new Health in All Policies pilot peer programme has been launched.
- 7.13. Nine case studies have been published to showcase local government's experience of commissioning sexual health services.
- 7.14. A process to completely refresh the *Must Know* series of public health guides is currently underway.

### **Children and Young People Board (CYP)**

8. There is a separate report about children's improvement on the agenda for this meeting.
9. In addition the CYP Board is commissioning two projects that seek to identify what drives improvement in children's services.
10. The first project will explore how authorities are driving improvement in their Children's Services; consider how authorities' own improvement processes are working alongside the support and intervention from the DfE, the LGA's own sector-led improvement offers, and the Ofsted single inspection framework; and understand which interventions to promote improvement can be shown to be most effective at improving outcomes for children.
11. The second project, which is being undertaken jointly by the LGA and Early Intervention Foundation (EIF), will seek to identify what works in preventing child maltreatment as well as the effectiveness of current methods of protecting children identified as at risk of neglect or harm. Work will be focussed on four key strands: what works in prevention of child maltreatment; what do we know about what is currently being delivered in England and the cost and impact of the current system; how cost effective is existing practice and what is the economic case for spending money differently and; what does this mean for local decisions about expenditure and the practice, services & interventions that children identified as at risk of harm receive.

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12. The last meeting of the Children's Improvement Board was attended by Eleanor Schooling, the interim director of social care at Ofsted, to discuss the development of the inspection framework that will replace the existing SIF. The LGA will continue to work with ADCS and Solace to argue for a more effective and proportional inspection regime in discussions with the inspectorate.
13. We have held two leadership essentials for children's services in October and November, attended by 29 members and feedback from these members has been positive. A third programme is taking place in January 2016 and we are also seeking to hold an alumni event in the summer of 2016.
14. During the coming the year the CYP Board will continue to:
  - 14.1. promote good practice in 'what works' in children's services improvement
  - 14.2. assess the effectiveness, value for money and outcomes of current children's services arrangements
  - 14.3. discuss with Ofsted whether the current pace of inspections could be slowed to allow this support to take effect and drive rapid improvement in children's services
  - 14.4. help councils with their financial challenges by supporting a programme of productivity improvement.

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

15. So far this year we have supported 71 councillors to lead transformational change of sport, culture and library services. 15 portfolio holders attended the LGA/Arts Council England Libraries seminar on 15 September at The British Library, with another planned for 27 January at The Hive, Worcester. 90% of delegates felt the seminar shared useful learning and tools. We are delivering three fully funded library peer reviews in January and February. Two Leadership Essentials Sport events in partnership with Sport England were organised in July and October 2015, with 31 councillors attending. A further event is planned in March 2016. Two Leadership Essentials Culture events with Arts Council England were organised in November and December 2015, with 25 councillors attending.
16. The joint LGA/Department for Culture, Media and Sport Leadership for Libraries Taskforce has published an online good practice toolkit for libraries, which will be regularly updated to reflect latest case studies.
17. Finally, we continue to work with the National Cultural Commissioning Programme, which is supporting cultural organisations to be 'commissioner ready', to share the learning from the three year programme and are hosting the national learning event at LGA in April.

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

18. The Board held the first of two growth related improvement events on 7th December with over 50 participants covering subjects such as leadership, funding and financing and skills. All presentations and a write up of the event is available from the events section of

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the LGA website. A second event, linking transport and growth, will take place on 8th March.

19. The case studies work mentioned in the last report is currently in draft stage and will be published in the coming weeks. The final report has been developed to now include independent expert views of future opportunities for councils, following the most recent Spending Review.
20. The LGA is also joining the British Property Federation (BPF) in a visit to Southampton in March to explore practical opportunities for unlocking physical and regeneration projects. There will be a written output of the visit.

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

21. The Board continues to support councils and community safety partnerships on a range of responsibilities, the implications of new legislation and in tackling new or complex forms of crimes. The Board:
  - 21.1. Held the annual Safer Communities conference which looked at the role of community safety partnerships in a range of safeguarding issues.
  - 21.2. Published case studies on work councils are doing to engage their communities around the Prevent agenda.
  - 21.3. Commissioned an e-learning course for councillors on police and crime panels.
  - 21.4. Updated our guidance on setting licensing fees for councils.
  - 21.5. Commissioned bespoke support from CIPFA to assist councils in calculating fee levels under the Licensing Act, as part of a campaign to localise these fees.
  - 21.6. Convened a Safeguarding through Licensing workshop with the Home Office to identify and share best practice on tackling CSE and serious organised crime.
  - 21.7. Is providing bespoke support and advice to 2 councils on their licensing functions, as part of our ongoing support offer.
  - 21.8. Is developing a councillors guide to the Licensing legislation.

### **Resources Portfolio**

22. One of the key work themes for the Resources portfolio this year will be working to help councils have opportunities to access alternative sources of reviewing strategic finances for infrastructure, growth and devolution. As well as lobbying to free local government borrowing from Treasury restrictions, this work will assess and develop opportunities for councils to develop the case for accessing alternative sources of funding for investment in infrastructure.

### **Finance improvement support offer**

23. Effective financial management has never been more important to local authorities than it is now. The sector-led improvement offer to local government has developed over a period that has coincided with large-scale change in the way local authorities operate. A key driver for this change has been financial; the reduction in government funding, increased spending pressure and changes in the way funding is distributed have changed the way councils need to think about their finances. An imperative to transform services, innovate and work in partnership demands new approaches to financial decision-making and the management of financial risk.
24. Work with councils has identified a demand for good practice and support to help them manage their overall finances. This can range from achieving productivity or efficiency savings, through to ways of helping them engage with their local communities to prioritise how they spend resources. The standing offer consists of targeted peer reviews and health checks as well as member peer support for elected members. The leadership programme sessions on financial leadership have also proved popular.
25. As time has gone by, the standing finance improvement offer has been supplemented by more bespoke work with individual authorities that find themselves facing financial issues. This work is funded from existing budgets and uses peers and associates from our existing pools. In addition, we have signposted councils to specific support provided from other specialists in the sector, including for example CIPFA, which has long experience and more capacity to provide support in specialist areas such as social care and financial management training.
26. The offer is supported by the use of data analytics for councils. The latest iteration of the popular 'spider chart' which summarises twenty-four indicators of general financial health and direction of travel was released in November and is available for the first time on LG Inform. The impact of government funding announcements on the sector as a whole and on individual councils is also kept under review to inform the sector.

### **Workforce Improvement and productivity support offer 2016-17**

27. The LGA workforce offer of support helps councils modernise and change their workforce in the drive to deliver more for less. Workforce costs are currently c.50% of council spending (current pay bill is £52bn covering 1.2m employees). The need to increase workforce efficiency and productivity is therefore essential as funding reduces and demands for services and customer expectations increase.
28. The integrated offer includes support around the following key elements, full details of which were reported to the last meeting:
  - 28.1. Reducing management costs
  - 28.2. Increasing motivation and performance
  - 28.3. Reducing recruitment difficulties

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- 28.4. Creating a more flexible and agile workforce
  - 28.5. Modernising pay and reward
  - 28.6. Delivering workforce transformation and managing changes.
29. The Workforce team's work has already delivered savings of £4million working with up to 20% of councils year on year.