

Appendix A - LGA Boards' improvement activity

City Regions Board and People and Places Board

Support offer on devolution

1. There is a substantive item on the agenda for this meeting.

Community Wellbeing (CWB) Portfolio

Care and Health Improvement Programme (CHIP)

2. CHIP is the LGA/Department of Health (DH) sector-led improvement programme, funded by DH, specifically for adult social care and health integration. For 2015/16 CHIP's aim was to improve care outcomes for local people by helping local authorities and Health and Wellbeing Boards (HWBs) to:
 - 2.1. embed HWBs as place-based health and care leader;
 - 2.2. use sector-led improvement to help deliver better quality care and health outcomes through local care and health services;
 - 2.3. make care and health sustainable locally.

Highlights from Quarter 4 (January to end of March 2016) include:

3. The end of year evaluation into CHIP impact/engagement in 2015-16 evidencing 'the significant positive impact that the CHIP has achieved'. It advised the CHIP to focus on continued support to the development of systems leadership, facilitation of a collaborative culture across health and care systems and key systemic risks; the report will be published shortly.
4. The end of year report being published shortly, highlighting the key achievements and programme reach, with signposting to programme webpages for full details.
5. The second Annual Chairs and Vice Chairs Summit co-chaired with NHS Clinical commissioners with attendance of over 60.
6. A total of 30 HWBs supported through facilitated self-assessment workshops and bespoke support to date.
7. The delivery of the fourth Leadership Essentials and two HWB peer challenges.
8. Launching the joint publication with NHS providers and NHS Improvement 'HWBs Engaging Effectively with Providers'.
9. Focus on winter pressures, with Care and Health Improvement Advisers continuing to provide general support to all regions and regional networks. They have provided specific support to 39 councils on this activity in this quarter.

10. The Care Act Stocktake 5 content and approach being fully co-produced with the sector and awaiting sign off for publication. Despite the returns implying that confidence is high, feedback from councils shows that workforce and retention remain key challenges for them. Stocktake 6 is currently being planned.
11. Completion of the Commissioning for Better Outcomes (CBO) programme and subsequent review of the offer. Authorities in two regions have completed a CBO Peer Challenge and plans for remaining regions are under discussion.
12. Support to the development of Sustainable Transformation Plans.
13. On-going development of local digital roadmaps to support the NHS Five Year Forward View commitment that by 2020 all health and care records will be digital and interoperable.

CHIP programme 2016-17

14. We are currently developing the CHIP programme for 16/17 with DH. It will concentrate on the following points:
 - 14.1. Developing effective leadership to integrate and devolve local care and health by 2020.
 - 14.2. Managing the financial and systems (commissioning, markets, winter pressures and efficiency) risks and improving service delivery.
 - 14.3. Improving quality and safeguarding.
15. Further details of the CHIP can be found at <http://www.local.gov.uk/chip>.

CWB Portfolio

16. 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:
 - 16.1. Organised a briefing session for the community and voluntary sector and NHS stakeholders on the Cities and Devolution Act 2016 and health devolution. The slide pack from the event was published on the LGA website.
 - 16.2. Held a roundtable discussion between the GMCA, NHS Greater Manchester and the Public Sector Transformation Network to discuss Greater Manchester's progress on health devolution with senior policy makers in other areas hoping to reach an agreement on health devolution. The summary report of the roundtable discussion was published at the end of March 2016 and has almost 2,000 downloads to date.
 - 16.3. Provided advice to the Principal Adviser on phase two of the Merseyside City Region devolution plans on the inclusion of health and prevention. Should they agree to include prevention and health in phase two of their plans, we will

- continue to provide policy advice to the PA and possibly on-site support for the Merseyside City Region.
- 16.4. Supported senior officers and members from individual member authorities by answering their questions and concerns about integration, STPs and devolution. Their main concerns have been focused on the footprints, leadership and lack of local government involvement in the development of STPs. We have raised their concerns through senior officers and members of the LGA at the highest levels in Government, Department of Health and NHS England.
 - 16.5. Gave a presentation to the South East Health and Wellbeing Board Chairs and Co-ordinators Network on integration, Sustainability and Transformation Plans (STPs) and devolution and provided policy support and an update to the quarterly South East Chairs of Adult Social Care network meeting.
 - 16.6. Held the ADASS/LGA Adult Safeguarding Network to support local improvement of adult safeguarding.
 - 16.7. Organised a series of regional events to explore next steps at a regional level in the Syrian Refugee Resettlement Programme, as well as sharing current practice.
 - 16.8. Co-commissioned improvement support for councils on the armed forces community covenant – set to report in August.
 - 16.9. Ran an event for councils on 29th February on supporting an ageing population – a post event good practice document is being developed.
 - 16.10. Published 'Combatting loneliness - a guide for councils' along with the Campaign to End Loneliness and Age UK. This received significant media interest and downloads.
 - 16.11. Organised a roundtable in February for councils on Ageing and local government.
 - 16.12. Members signed off 'Engaging and empowering communities: Our shared commitment and call to action' – a partnership agreement promoting coproduction and community capacity to be published by Think Local Act Personal in May 2016.

Children and Young People Board (CYP)

17. The Board commissioned the Isos Partnership to look at how local children's services can best be supported to improve rapidly and in a sustained way. The interim report has now been published and aims to provide a rich evidence base on the challenges and opportunities being faced by local authorities in adapting to the current challenging context, combined with practical examples and case studies of good and innovative emerging practice. The report identifies seven key enablers of children's services improvement. It is hoped that these will be of direct value both to policy makers in central government and local authorities themselves. The next stage of the

research will use an action learning approach to model and test different approaches to improvement. The report can be found [here](#).

18. The Board also commissioned work analysing the outcomes of all Ofsted Single Inspection Framework (SIF) inspections to date, alongside a textual analysis of the key judgments set out in the inspection reports. It highlights seven characteristics of an authority that is likely to be judged as good, which will help to inform local authorities' improvement work. This analysis can be found [here](#).
19. The LGA and Solace submitted a joint response to Ofsted's consultation on proposed changes to the arrangements for re-inspecting a council previously judged to be *inadequate* by a SIF. While we welcomed the proposal of a more proportionate approach, focused on the areas of highest risk, we expressed concerns on how the full suite of inspections, including the successor to the SIF, Joint Targeted Inspections, Child Sexual Exploitation (CSE) deep dives and inspection of Special Educational Needs and Disability (SEND) provision, can be sustained at a time when resources are being significantly reduced. Our response to the consultation can be found [here](#).
20. The LGA/Solace/Association of Directors of Children's Services (ADCS) children's improvement board met on the 27 April 2016, with Eleanor Schooling and Graham Archer attending on behalf of Ofsted and the Department for Education (DfE) respectively. Discussions focussed on how best the sector could work with the DfE and Ofsted to support those councils already in intervention, as well as those councils that have yet to be inspected but are causing concern. Attendees also agreed that it would be helpful for discussions to take place at the regional level, between Members/ADCS/Solace and representatives from Ofsted and the DfE, to identify councils causing concern and preventative measures that could be put in place to mitigate against a poor Ofsted judgement. There was recognition that SLI work was already being undertaken in regions and that discussions should build on these existing arrangements.
21. A third Leadership Essentials for children's services course took place in January 2016 and an additional alumni event for members who have attended in previous years has been confirmed to take place on the 14-15 July 2016. Planning has already begun on the next three courses that will commence in September 2016.

Culture, Tourism and Sport (CTS) Board

22. We have successfully delivered our externally funded culture and sport improvement activity for 2015/16. This included three library peer reviews, three Sport Leadership Essentials Programmes, two Culture Leadership Essentials Programmes and a library leadership seminar. We have supported 150 councillors to lead transformational change of library, leisure and cultural services. We are in discussions with Sport England and Arts Council England to refresh and update our offer for this year so that it continues to focus on the biggest challenges facing Portfolio Holders.
23. The LGA hosted the national learning event for the Arts Council England funded Cultural Commissioning Programme on 13 April 2016. Over 45 delegates from

councils, cultural organisations and the health sector heard from Kent County Council and Gloucestershire Clinical Commissioning Group about how they have embedded culture in their commissioning policies.

24. We continue to provide practical support to councils on improving their library service through the joint LGA/Department for Culture, Media and Sport Leadership for Libraries Taskforce. This included launching a toolkit on community managed libraries in March 2016. We are currently consulting the sector on priorities for the next four years.

Environment, Economy, Housing and Transport (EEHT) Board

25. We have now prepared for publication an online toolkit for councils, developed with the help of a joint BPF/LGA peer challenge event in Southampton, which includes sections on: the changing nature of local leadership for economic growth, the business case for councils to be engaged in this area, tips to becoming investor friendly, the post-2016 landscape for local growth and a series of case studies.
26. We have also commissioned research to update information on the funding streams for economic growth.

Safer and Stronger Communities Board

27. Since the start of the year the Board has provided a range of support to our member authorities. This has included holding three regional events on the role of councils in responding to severe weather events, which included presentations from Somerset and Cumbria on the impact of flooding in their areas. We have also drafted a guide for councillors on councils' role in civil emergencies that is now being finalised.
28. Ahead of the Police and Crime Commissioner elections we held a training session for panel members and officers covering a range of issues affecting Police and Crime Panels, including the recommendations from the Committee on Standards in Public Life report on accountability and ethics in policing. Alongside the seminar we have also launched an e-learning course for new Police and Crime Panel members.
29. Domestic abuse accounts for a significant proportion of violent crime. To help councils better understand the financial impact of domestic abuse on their authorities, we have commissioned research from Portsmouth City Council into the costs of domestic abuse on a range of different types of councils.
30. A range of support has been offered to councils around the licensing agenda. This has included providing bespoke training to Lancaster City Council on taxi licensing, and conducting a licensing peer review of Warrington. We held the annual licensing conference to share best practice, and have also hosted an effective practice learning event with the Home Office to launch a second round of local alcohol action areas. We have provided ongoing support to eight pilot areas exploring the evidence base needed to inform the introduction of a public health objective into the Licensing Act 2003, and we have also worked with the Home Office on improving councils' analytical and intelligence tools (based on LG Inform), an objective included in the Modern Crime Prevention strategy, which was recently published by the government.

31. We have continued to support Fire and Rescue Authorities lead the transformation of the fire and rescue service. A Fire Leadership Essentials Programme for leading members on Fire and Rescue Authorities was held in February 2016. The programme was updated to reflect the key issues affecting the sector and was well received by members. Another programme is planned for October 2016. In March 2016 the annual fire conference examined a number of current issues and included sessions on the workforce in the 21st century and collaboration with the police and ambulance services. At the conference we also launched “Beyond Fighting Fires 2”, a collection of nine case studies looking at how the Fire and Rescue Service is transforming the way that it delivers services, as well as exploring new forms of collaboration with other services, including the police, the ambulance service and local authorities.

Resources Portfolio

32. 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 strategic finance for infrastructure and growth. 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. This work is well underway and it is intended to produce a report in due course.

Finance improvement support offer

33. 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.
34. 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.
35. 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.

36. The offer is supported by the use of data analytics for councils. The latest iteration of the popular 'spider chart' that summarises twenty-four indicators of general financial health and direction of travel was released in November 2015 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

37. 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 circa 50 per cent 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.
38. The integrated offer includes support around the following key elements, full details of which were reported at a previous meeting:
- 38.1. reducing management costs;
 - 38.2. increasing motivation and performance;
 - 38.3. reducing recruitment difficulties;
 - 38.4. creating a more flexible and agile workforce;
 - 38.5. modernising pay and reward;
 - 38.6. delivering workforce transformation and managing changes.
39. The workforce team's work has already delivered savings of £4million working with up to 20 per cent of councils year on year.