

Val Beint
Director of Community Services
Shropshire County Council
Shirehall
Abbey Foregate
Shrewsbury
Shropshire
SY2 6ND

8 November 2010

Dear Val

Proposal to support Shropshire County Council with implementing NHS White Paper reforms

This proposal has been prepared by Lorna Shaw. It follows initial discussions with Rod Thomson, Director of Public Health on 27 August and a subsequent meeting with you on 29 October. On the back of these discussions please find set out below a proposal as to how Local Government Improvement and Development Healthy Communities Programme can support Shropshire County Council with transitional planning and implementation of key areas of the NHS White Paper reforms.

Background

The NHS White Paper – *Liberating the NHS: equity and excellence* – sets out far reaching changes to the health policy landscape. Significantly for local government, these changes will see the return of the public health role and specific responsibility for:

- Convening statutory health and wellbeing boards to support joint working on health and wellbeing
- Leading commissioning-led joint strategic needs assessment
- Supporting local voice and patient choice
- Promoting joint commissioning between GP consortia and local authorities

A public health white paper is due imminently, which is expected to provide more information on the proposed relocation of the public health role to local

government. In the meantime, Shropshire County Council have invited Local Government Improvement and Development's Healthy Communities Programme to set out how it could support the county to establish a shadow health and wellbeing board by April 2011, in line with the NHS White Paper implementation timetable.

Your requirements

The view emerging from the 29 October meeting is that Shropshire County Council would benefit from support around two parallel areas of work. These are:

1. a peer review of the JSNA to consider what has worked well and how JSNA might need to evolve or adapt to take account of the changes in the NHS White Paper. The review to look at, among other things:
 - cross-border considerations
 - commissioning arrangements and how to maximise commissioning opportunities
 - joint working across health economies e.g. Telford and Wrekin; mental health services;
 - scrutiny programme and contribution to health
 - progress on health challenges following the visit of the National Support Team

2. an engagement programme with elected members to include:
 - Masterclass on commissioning
 - Leadership of the public health agenda
 - Getting elected members ready for health and wellbeing boards
 - Governance of health and wellbeing board
 - Members view of health inequalities

Our response

Local Government Improvement and Development (LGID) have a successful track record of carrying out peer reviews and undertaking leadership development with elected members. We will bring this experience to support Shropshire with a JSNA peer challenge and a leadership programme for elected members.

We will provide up to 5 days' support for the JSNA peer review. A small review team including elected member peer and officer peer from LGID will be established to deliver the review. An early meeting will be set up between officers from the council and LGID to plan and agree the timescales for the review.

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Managing Director: *Rob Whiteman*

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The programme for elected members will be designed in consultation with members and officers to ensure the content reflects expectations and needs. We will provide up to 4 days' support for elected members' activities, including planning and facilitating.

Taken together these activities are intended to support Shropshire County Council with implementing the NHS white paper (and yet to be published public health white paper) and to ensure that the council is at the forefront of making the requisite changes for success.

This project will be led by Lorna Shaw (Principal Consultant), supported by Liam Hughes, National Adviser and Trevor Hopkins, Principal Consultant. These three will jointly oversee the project and manage the relationship with Shropshire County Council. The programme will utilise the input of Local Government Improvement and Development peers, Regional associates, National Advisors and associates to deliver the activities as appropriate.

Our Team

Lorna Shaw, (Local Government Improvement and Development Principal Consultant) will be the key contact with Shropshire County Council and lead the team and have overall responsibility for quality and delivery.

Liam Hughes, (Local Government Improvement and Development National Adviser for Healthy Communities) will provide relevant professional expertise and advise the Council and partners as required.

Trevor Hopkins (Local Government Improvement and Development Principal Consultant) to support the activities as required including facilitation of the leadership programme for elected members

John Rylance (Local Government and Development Improvement Manager) to lead the JSNA peer review process

Local Government Improvement and Development member and officer peers (as appropriate and subject to availability)

Project Resources

The table below sets out the estimated level of resources from the Healthy Communities Programme to support the project. There is no fee for Shropshire County Council.

Phase and work stream	Team Member	Days	Day Rate	Fee
Project Sponsorship	Sue Johnson / Susan Biddle Head of Healthy Communities	1	£1000	nil
JSNA peer challenge	John Rylance, Improvement Manager (5 days)	5	£800	nil
	Lorna Shaw	2	£800	nil
	Elected member peer	5	£300	nil
	Liam Hughes, National Adviser	1	£1000	nil
Elected members' programme	Liam Hughes	2	£1000	nil
	Trevor Hopkins	4	£800	nil
	Lorna Shaw	2	£800	nil
	Member peer	2	£300	nil
	Associates	2	£1000	nil
Project support	Project Coordinator	3	£400	nil

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Working with Local Government Improvement and Development

In order for the project to work smoothly we would need to work very closely with you. The key things we would expect from you are:

- To supply necessary key documents
- To arrange all necessary interviews and meetings, this would include arranging rooms, facilities and confirming attendance
- If necessary to provide the Local Government Improvement and Development team with office space and facilities
- To clarify reporting requirements and agree the completion date
- To be available to answer further questions and enquiries.

Local Government Improvement and Development is committed to equality and values diversity. We are a dynamic organisation, with a diverse range of staff. We aim to reflect this in all the work that we do. We work for local government, with elected members, officers and other partners. This means that every day, we work with a wide range of people with different needs and experiences. We seek to deliver improvement support that is tailored to meet the specific needs of individuals, groups and organisations.

We will ensure that our work supports local authorities and their partners in their legal obligations with regards to equality (e.g. the public sector equalities duties on gender equality, disability equality, and race equality; human rights obligations and employment legislation). Our work managing the Equality Standard for Local Government (ESLG) means that all our teams are supported by staff knowledgeable and experienced in equalities and diversity.

The design and delivery of our work addresses accessibility covering a range of issues such as:

- Physical access at events - e.g. through induction loops, timings of meetings, catering and interpreting)
- Materials – e.g. being provided in different formats, following the Plain Language Commission, RNIB and other accessibility guidelines
- Actions – e.g. responding well to situations that might arise, and ensuring respectful behaviour when facilitating workshops.

We will ensure that these issues are addressed, by actions taken either by clients or by ourselves in order that all relevant stakeholders can benefit from our improvement support.

Making sure we deliver

All Local Government Improvement and Development assignments are managed in accordance with our quality assurance framework. This covers,

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project management, client contract management, management of all relevant papers and materials, billing and invoicing, and procedures for review and sign off of all client deliverables, including presentations and reports.

Evaluation

Evaluating the effectiveness and impact of our projects is central to our work and our client approach. We would like to discuss with you how:

- We can jointly evaluate the effectiveness of the project during its life and at its completion
- You may wish to sustain the benefits of the project
- We could disseminate generic messages on practice more widely

Next steps and contact details

Once you have confirmed your wish to accept this proposal we will enter into a formal contract and discuss and agree a start date with you. Following commissioning we will agree a plan for the work, formalise reporting arrangements and agree these with you.

I hope that this proposal meets your requirements. If you have any queries, or wish to talk about anything outlined here in further detail please do not hesitate to get in touch with me. My mobile number is 07917 831 745 and I can be contacted by email at lorna.shaw@idea.gov.uk

I look forward to hearing from you.

Yours sincerely,

L Y Shaw

Lorna Shaw
(Local Government and Improvement, Principal Consultant)

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About Local Government Improvement and Development

Local Government Improvement and Development is local government's own improvement agency. We are wholly owned by the Local Government Association (LGA). Just over half our work is funded by a top slice of the annual Revenue Support Grant (RSG). Our share of this is less than 0.1 per cent a year. From this we lever in a further £22 million of improvement resources, through a combination of grants and paid for services, making a total spend of around £47 million. For example, our strategic development work, through central government-funded programmes on issues such as health, housing and third sector commissioning, brings valuable new improvement resources into the sector.

Our board represents local government and other key independent interests in public service improvement including business and central government.

We believe that local government has the capacity to lead its own improvement. We share learning between members, officers and across authorities and transfer knowledge of what works across the sector. We then use this knowledge to influence national policy. We believe that national proposals for public service reform need to be driven by local political priorities and the experience of citizens and customers.

We're the first port of call for support on improvement. There are nearly 400 councils in England and most will have had contact with us. At any one time, we are working on nearly 100 individual assignments with over 60 councils. We also receive support from the Welsh LGA to help Welsh councils. You're just as likely to see Local Government Improvement and Development people helping a small district council to improve its services as you are to find them at a top table discussion in Whitehall.

Local Government Improvement and Development has a network of experienced regional associates who are always available to find you the support you need to tackle the most pressing issues facing your organisation, whether it is delivered by Local Government Improvement and Development or other organisations within the local government family. They can advise on the opportunities available through national programmes, the Regional Improvement Partnerships and other channels, and they are a key liaison point with Communities and Local Government, the LGA, government offices and the Audit Commission.

Every month, thousands of councillors and officers use our information resources, attend one of our programmes or contribute to our work on national policy. We are aiming for a 90 per cent satisfaction rating for our services.

We help all councils but we prioritise and subsidise support for those facing particular leadership or workforce challenges and those in the lower performance categories.

We offer a range of bespoke support on individual services or to groups of councils with common issues. Between them, Local Government Improvement and Development people spend over 13,000 days every year with councils and their partners, helping to support improvement. We focus our work around the following five themes, the areas in which we believe we can have the greatest impact for local government:

- supporting local government improvement
- stronger political leadership
- developing a talented workforce
- improving places through partnership
- helping people and communities.