

## **LGA Boards' improvement activity**

### **Purpose of report**

For information.

### **Summary**

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

### **Recommendation**

That Members of Improvement & Innovation Board note the report.

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### 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 in October 2019 is set out below.

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

4. The Care and Health Improvement Programme (CHIP) is the sector-led improvement programme for adult social care funded mainly by the Department of Health and Social Care (DHSC).
5. **Care and Health Systems Leadership:** We have held a number of successful leadership events across the English regions focusing on reviewing and refreshing health and wellbeing boards as place-based leaders for health and care. These included two the North West and a West Midlands session to support a change in political leadership as well as combined sessions with councils in these regions to explore opportunities for joint working between HWBs. Opportunities for similar networks to develop are being explored in other regions.
6. **Adult social care use of resources:** Thirty-four councils have now received bespoke advice following the launch of our new approach to looking at the use of resources to ensure value for money in adult social care. A further twenty-four have been supported

with analysis of their individual headline results. The approach allows benchmarking at a national, regional and local level to support sector-led improvement.

7. **Suicide Prevention:** Since September 2019 this LGA/ADPH sector-led improvement programme has delivered:
  - 7.1. National: a series of resources and events designed to provide wider and easier access to the good practice and learning, consisting of a masterclass, webinar, 'Must Know' guide for councillors and case studies
  - 7.2. Regional: all 11 ADPH networks continue to make positive progress on their regional suicide prevention SLI priorities
  - 7.3. Local: bespoke peer-led workshops which are currently taking place, supporting local authorities and partners who self-identified as facing suicide prevention delivery challenges
8. We understand a similar amount of funding will be available for the programme to continue in 2020/21, though we await formal sign-off from DHSC.
9. **Social Care Digital Innovation Programme 2019-21:** Funded by NHS Digital, the LGA is now supporting six councils which have progressed from discovery to implementation of digital solutions in social care. Projects range from apps supporting independent travel, prevention and management of falls, and hydration in care homes, to remote assessments for equipment in people's homes, online care records and a tool to help people explore assistive technology. Four councils are being supported to scale up solutions from previous waves of the programme including collaborative robotics (cobots) in frontline care, conversation between people and social workers, online financial assessment, and better visualisation of data for decision-making.
10. The LGA is also providing match funding, through the Social Care Digital Innovation Accelerator in partnership with Co-fund and Collaborate to Innovate, for councils coming together to co-fund digital solutions. Projects are supporting new Liberty Protection Safeguards legislation processes and medicines support in domiciliary care.
11. **Shaping Places for Healthier Lives:** We launched this programme with endowment charity, The Health Foundation, in November 2019. The three-year grant award programme for local areas, led by their council, will explore the innovative approaches that mobilise action on the wider determinants of health. There were 110 expressions of interests submitted and we are currently in stage two of a three stage selection process. As a result of this programme five projects will be funded in the autumn to make sustainable changes to local systems, which are consistent with improved population health, and designed to last beyond the lifetime of the programme.

## City Regions and People and Places Boards

12. The People and Places and City Regions Boards has approved three projects to support the sector deliver its local employment and skills offer.
13. **Project on place-based employment and skills commissioning:** Shared Intelligence (SI) has been commissioned to deliver an improvement support offer for eight councils and combined authorities to work with local partners to identify and seek to address skills and employability challenges and opportunities. The LGA / Si brought all areas together in January to define the scope of the project and define bespoke improvement support for each area. The local support will enable areas to set out what steps they and their partners can take to make the system more effective and work towards a more place-based commissioning approach. The project will conclude in April. As an output, a final report will bring all the case study findings together and be shared with the wider sector. Areas involved are Bristol, Essex, Haringey, Nottinghamshire, Reading, South Ribble, Surrey and West Yorkshire Combined Authority.
14. **The evolving combined authority commissioning role:** Through the LGA's secretariat role of the Combined Authorities (CA) Employment and Skills Officer Network, we provide a forum to share learning on devolved employment and skills responsibilities. This includes Cornwall given devolved functions. As the returning Government has indicated devolution will be a key feature during this Parliament, the LGA will develop a short case study report available in the Spring charting the evolving CA commissioning role in skills and employment. The learning from this project will be framed so as to be useful to all parts of the sector.
15. **Local authority adult and community education:** Local authorities have a direct and vital role in adult and community education (ACE). While each manages and delivers it in a variety of ways, it is funded mainly through the Adult Education Budget (AEB). ACE services have not enjoyed the same profile as other parts of the skills system however there has been an increase in Government and Parliamentary interest in lifelong learning, of which ACE is part. To address this, officers have commissioned a Guide for Councillors on The Role of Local Authority Adult and Community Education in creating thriving local communities. It will be available in Spring 2020, and include case studies and pen portraits from Bristol, Buckinghamshire, Doncaster, Lewisham, Manchester, Peterborough, Reading, Rochdale, Thurrock and Westminster.
16. **Devolution:** The LGA has continued to coordinate and facilitate the delivery of a series of networks for senior combined authority (CA) officers to share learning, explore shared issues and engage with national organisations. Research into topics of shared interest has also been commissioned on behalf of some of the networks. This includes the development of best practice case studies and a report into communicating devolution commissioned on behalf of the CA Communications Network, as well as the delivery of

research into CA transport governance and scrutiny delivered on behalf of the CA Governance and Scrutiny Network.

17. **Growth:** In January, the LGA published a report on the lessons learned from the development of the trailblazer Local Industrial Strategies which is now available on the LGA Local Industrial Strategies Hub. Given the growing national interest in sub-national bodies established to support place-based growth, the LGA has commissioned Metro Dynamics to deliver a piece of research on the lessons learned from the sub-national bodies established to date, focusing principally on the Midlands Engine and the Northern Powerhouse. Metro Dynamics are due to attend the Boards in June to present their findings.
18. **Inclusive growth:** The LGA has commissioned IPPR North to carry out a piece of research to understand the activities currently being undertaken by councils and their partners to drive inclusive growth across local areas. In addition, the LGA has commissioned the delivery of a series of action learning sets to facilitate the sharing of learning between council officers leading on local and inclusive growth.
19. **The UN Sustainable Development Goals:** The LGA is currently working with UK Stakeholders for Sustainable Development (UKSSD) to develop a guide that will explore the role of councils in relation to the UN Sustainable Development Goals (SDGs). The guide will draw on domestic and international case studies of localising the SDGs and the guide is due to be published in March.
20. **Supporting the Creative Economy:** The LGA is working with Golant Innovation to prepare a guide for councils looking to support the local creative economy. The work has included desktop research, as well as interviews with councils and representatives of the creative industries to outline the individual and place-wide interventions councils can undertake to help grow their local creative economy. A successful workshop was held to sense check the findings with both council and creative organisations. The final report is due to be published in May.
21. **County and district collaboration:** The People and Places Board have commissioned Shared Intelligence to explore the opportunities and future direction of collaboration between district and county councils. The core of the research has involved developing a range of case studies to highlight the opportunities and challenges of effective collaboration, based on interviews with political leaders and senior officers. The will be published in a final report on the LGA website later in the Spring. In support of the final report Shared Intelligence ran a workshop with case study areas and six members of the People and Places Board to sense check the project's interim findings.

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

22. In February we held a conference called Unlocking the cultural and creative potential of rural England in partnership with Arts Council England. The conference shared learning and ideas on the cultural and creative potential and opportunities that exist in rural England. Speakers included Sir Nick Serota, Chairman of Arts Council England, the National Rural Touring Forum, and the National Forest.
23. The LGA's annual Culture and Tourism conference took place in historic Portsmouth on the 2nd and 3rd March with a theme of 'making the most of your heritage'. The conference opened with a video message from the new Minister for Digital and Culture, Caroline Dinenage MP, and presentations from the Black Cultural Archives, British Futures, Stoke-on-Trent, Weston-super-Mare and Barnsley Councils, Historic England, the Association of Local Government Archaeological Officers and the National Lottery Heritage Fund. Delegates also enjoyed study tours of Portsmouth and the presentation of Hearts for the Arts Awards by actor Sam West and Susie Dent of Countdown 'Dictionary Corner' fame. The awards celebrate the unsung heroes of local authorities who are championing the arts.
24. **Cultural strategy in a box:** In March we launched a guide for councils to support them with writing a tailored cultural strategy for their place and needs. It draws on good practice examples from across England. A well designed and effectively delivered cultural strategy can trigger social and economic outcomes that will enhance local places.
25. **Library and Culture Peer Challenges:** Between Jan and February we have delivered five library peer challenges and two culture peer challenges. Feedback from the challenges has been positive with some senior managers from participating councils going on to become peer officers on other LGA challenges. A further two library peer challenges are scheduled for delivery in March and a further culture peer challenge will be delivered in June 2020. Arts Council England has confirmed that another 10 peer challenges will be funded in 2020/21.
26. **Leadership Essentials Courses:** In partnership with Sport England, we continue to deliver Sports and Physical Activities Leadership Essentials courses for councillors and officers. These courses continue to be well received gaining positive feedback. A further course for councillors will be delivered in 2020 with another one delivered in early 2021, four courses for officers will be delivered in 2020 and a further two are planned for delivery in early 2021. We continue to work with Arts Council England to design and deliver the Cultural Services Leadership Essentials and will shortly be announcing the dates of upcoming courses for delivery in 2020/21.
27. **Deep Dive Events for Officers:** In partnership with Sport England, we have five deep dive events planned for officers in 2020 and a further event planned for early next year.

The events build on the learning from the Sports and Physical Activities Leadership Essentials programmes and provide an in-depth look at a key topic over 1.5 days. The events will take place between October and December 2019.

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

- 28. Housing Advisers Programme (HAP):** The LGA launched the 2019/20 programme in July 2019 and we are pleased to have funded 24 successful projects. Councils are now able to secure specialist expertise to deliver their projects and meet their local housing need. As part of the programme's key learning element, we are running a 'Telling your Story' shared learning event at the end of March to support participating councils with project evaluation.
- 29. Housing Springboard Programme:** We have now successfully delivered all three masterclass events in housing delivery. The Springboard programme is developed and delivered by the Housing & Finance Institute to investigate the different options available to councils in order to enable housebuilding. It brings councils together with industry experts to provide business, technical and leadership support relevant to their needs.
- 30. Private rented sector improvement project:** The LGA has commissioned a piece of research that is looking at the range of activity being undertaken by councils to improve the quality of the private rented sector and, to understand the key challenges. The final report and a practical toolkit for councils will be published in Spring 2020.
- 31. Future Place programme:** We have successfully delivered the first round of the Future Place programme in partnership with the RIBA, RTPI, Homes England, CIH and Local Partnerships. Future Place is a joint programme to unlock local potential for place-shaping. We are excited to continue working with partners to provide capacity support for a second round of Future Place that will be launched in April 2019.

### **Royal Borough of Kingston upon Thames: Citizens' Assembly on Air Quality**

In Kingston, roughly 2.2% of residents are exposed to illegal air quality, including three schools. The council took a community-focussed approach to tackling this, establishing a Citizen's Assembly of 38 randomly selected (but demographically representative) residents. They met for two weekends in November and December 2019 and heard evidence from 15 academics on the causes of and potential solutions to poor air quality. The council did not facilitate the assembly, which provided independence to the process as recommendations were decided upon without officers 'round the table'. The group produced five overarching recommendations and 26 individual actions for consideration by the council and inform the emerging air quality action plan for Kingston. Lessons learned from the Citizens' Assembly will inform the council's emerging Open Democracy Programme.

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

32. **Tackling Knife Crime Conference:** In February, Cllr Alan Rhodes chaired a conference on tackling knife crime. Over 80 delegates heard what councils across the country are doing to try to protect their communities from knife crime, with presentations on the work of some of the new violence reduction units; trading standards' work to prevent under age knife sales, and serious youth violence. The presentations from the event are available on our [website](#).
33. **Domestic Abuse Bill:** The Domestic Abuse Bill was introduced into the House of Commons on Tuesday 3 March. In our [media response](#), we called for a greater focus on prevention and early intervention measures to tackle the root causes, support more victims, and stop domestic abuse occurring in the first place. We called for greater investment in evidence-based perpetrator programmes and for key learning and best practice from Domestic Homicide Reviews to be shared on a national level. LGA officers continue to work with the Home Office Bill team, as the legislation progresses through Parliament.
34. Ahead of the Bill being published, the Ministry of Housing, Communities and Local Government [announced](#) £16.6 million funding for 75 projects to help fund domestic abuse refuge services.
35. **Unauthorised encampments:** The LGA submitted a [response](#) to the Government's consultation on strengthening police powers to tackle unauthorised encampments. In our response, we emphasised that any reforms to enforcement powers should also accompany wider measures which help and support local authorities to deal with this important issue. LGA officers will continue to liaise with the Home Office and other Government departments on this important issue. If you would like to discuss our submission in further detail, please contact Rachel Phelps ([Rachel.Phelps@local.gov.uk](mailto:Rachel.Phelps@local.gov.uk))
36. **Serious Violence Conference:** In November 2019, Cllr Simon Blackburn shared the Local Government Associations' conference on taking a public health approach to serious violent crime. The conference focused on sharing best practice and case studies of how local government is working in partnership to tackle serious violent crime. A number of our speakers reflected on the importance of investing in an early intervention and preventative approach, particularly highlighting the importance of strong partnerships with health and education services.
37. **County lines session, National Adult and Children Services Conference 2019:** At this year's National Adult and Children Services Conference, the LGA held a sub-plenary session on tackling county lines and serious violent crime. Our excellent speakers, Dez Holmes (Director, Research in Practice) and Jenny Coles (Vice President, ADCS and Director of Children's Services, Hertfordshire County Council) highlighted several case

studies which focused on identifying the risk factors which put children, young people and vulnerable adults most at risk of exploitation. The panel called for greater investment in youth services and diversionary schemes which help to prevent children and young people being groomed or exploited into serious violent crime.

38. **Prevent, counter-extremism, and cohesion & integration events:** In February and March we held two LGA leadership essentials courses for elected members: on Prevent in London; and on cohesion and integration in Coventry. These provided around 30 members with an opportunity to explore the role of local government in delivery of these policy areas, share approaches and discuss some of the challenges of leadership around sensitive issues. A further course covering both Prevent and counter-extremism is planned for the end of this month.
39. In November we supported Leeds Council to develop and deliver a successful two-day conference on Bridging Northern Communities. Attracting over 200 cross-sector delegates from across Northern regions, the event explored the role of councils and partners in responding to the threats and challenges from radicalisation, extremism and integration.
40. **Special Interest Group on Countering Extremism:** We have continued our work to support the [Special Interest Group on Countering Extremism](#) (SIGCE), a local authority led network co-chaired by Leeds and Luton councils to support the sector around countering extremism. This includes supporting the delivery of a series of seminars, with an event on Misogyny and extremism held in November, and ongoing facilitation of the SIGCE's online [Knowledge Hub](#) to help share practice and facilitate learning amongst local authority officers. We have also supported the work of smaller thematic SIGCE working groups, bringing together officers from councils facing similar extremism challenges to share approaches and develop tools to support other local authorities tackling similar issues.
41. Working with colleagues at Luton and Leeds councils, we have recently launched two new SIGCE leader networks. These regional networks, covering the East of England and North of England respectively, are aimed at building the capacity and confidence of elected leaders and senior officers to deal with the challenges of extremism; be more informed about evolving threats and risks; share good practice; and provide a safe space to discuss the challenges associated with tackling extremism.

## **Resources Board – Finance**

42. **2020 March Budget:** The LGA submitted [its representation](#) to the Chancellor ahead of the March budget. The Government announced support for communities coping with COVID 19, including £500 million in hardship funding for individuals, and support to businesses – including business rates relief measures and a £2.2 billion grant fund for businesses – to be distributed by local authorities. Other announcements included

discounted interest rates for PWLB borrowing for housing and infrastructure, additional funding for housing, flooding response and defences, and potholes. In addition, the Government published the [Terms of Reference](#) for the Review of Business Rates. Further details can be found in the [LGA's on the day briefing](#).

43. **Comprehensive Spending Review:** The Government launched the 2020 [Comprehensive Spending Review](#) (CSR) during the Chancellor's Budget. The review will cover revenue budgets for three years from 2021-22 to 2023-24 and capital budgets up to 2024-25. Submissions are invited by 20 May, with the announcement of the outcome of the CSR expected in July. We have continued to prepare for this with a range of reports, research and media releases supporting the case for local government as part of our [#councilscan](#) campaign. This has included publishing the revised [forecast budget gap](#) faced by councils by 2024/25, a major survey of councils and the savings they have made since the last spending review and research on the variation in costs between councils on children's services. More publications are planned in advance of the Comprehensive Spending Review.
44. **2020/21 Local government finance settlement:** On 6 February 2020 the Government published the 2020/21 [final local government finance settlement](#). This followed the [provisional settlement](#) in December which [the LGA responded](#) to. We provided a [full on the day briefing](#) for member councils on the provisional settlement. On 24 February Parliament debated and approved the final settlement in the House of Commons. The LGA [briefed parliamentarians](#) in advance of the debate.
45. **Fair Funding Review:** In January, the LGA published its [illustrations](#) of the potential percentage change to the relative needs shares of individual councils under the [proposed adult social care relative needs formulas](#). The LGA's aims were:
- 45.1. to provide a high-level indication of the impact of these two new formulas on individual councils on the basis of best available information, with clear caveats around the limitations of the analysis, making clear that no conclusions should be drawn about the overall impact of the Fair Funding Review;
  - 45.2. to encourage Government to publish official exemplifications as soon as possible to allow councils to meaningfully plan their future budgets.
46. The LGA's policy continues to be that the results of the Review need to be introduced alongside additional funding to avoid any individual council losing out.
47. **Business rates retention:** Discussions have been continuing with MHCLG on the Alternative Model of Business Rates retention, which if implemented, will adjust for the impact of appeals. The papers to the meetings, the latest of which took place on 28<sup>th</sup> January 2020, are on our [website](#).

48. **Business rates avoidance:** In January 2020 we [published](#) the results of a 2019 survey on Business Rates avoidance. On the basis of this survey, the LGA estimated that around one per cent of total business rates income, or £250 million, is lost to business rates avoidance each year and [called](#) on the Government to bring forward changes to legislation to tackle this avoidance, along the lines of those being proposed in Wales which is being implemented in 2021. In a [written answer](#) the MHCLG minister welcomed the survey and said the Department would work with the Local Government Association to evaluate its findings and better understand the causes of business rates avoidance. Compliance with business rates is included in the Terms of Reference for the Business Rates Review.
49. **Audit:** We [responded](#) to the call for evidence from the [Independent Review of Local Authority Financial Reporting and External Audit](#) in England (the “Redmond Review”), and to the [consultation by Public sector Audit and appointments \(PSAA\)](#) on the scale of audit fees, for 2020/21. This followed a number of councils facing issues with the completion of the audit of their 2018/19 accounts, and the audit of Housing Benefit claims. We wrote to Ministers in the Ministry of Housing Communities and Local Government and in the Department of Work and Pensions, as well as to PSAA, to raise concerns that councils had.
50. We [responded](#) to [consultations](#) by the National Audit Office (NAO) on the new Local Audit Code of Practice which will come into effect from April 2020. The NAO published the [outcome of the consultation](#) in January and has published the [new draft code](#) to be laid before Parliament. The new draft code is in line with the consultation last year. The NAO will now work on detailed statutory Auditor Guidance Notes that will support the new code and will consult on them publicly later in 2020.
51. **Fighting Fraud and Corruption Locally:** We continue to support the Board of [Fighting Fraud and Corruption Locally](#). The Board was due to publish a revised Fighting Fraud and Corruption Locally Strategy at a conference on fraud in March. The conference has been cancelled following Government advice on face to face meetings and large gatherings but the strategy is likely to still be launched this month.
52. **NAO report commercial property:** The NAO have published [a report](#) on investment in commercial properties by local authorities. The report recognises that councils are using these investments to help address funding shortfalls, and to contribute to their local economy and environment. The report includes a lot of useful data about the scale of investment and estimates of related borrowing undertaken by councils. We issued [a press release](#) in response, in which we reiterated that councils follow strict rules to ensure they invest wisely.

## Resources Board – Workforce

53. **Workforce planning:** The LGA is providing councils with a new resource to aid [strategic workforce planning](#). This will be available in full on the LGA website in April and provide a series of practice examples, templates, modelling tools and activities. The aim is to help councils develop skill pathways and progression schemes within an overall plan to address skill shortages and tackle recruitment difficulties.
54. The LGA is supporting up to 40 councils on-site from March to June 2020 to undertake gap analysis on their approach to workforce planning and develop effective strategic workforce plans. The LGA has developed a Workforce Planning maturity model and will be officially launching an on-line community of practice for councils (KHub) in April 2020.
55. **Employer Standards for Social Work:** To help transform people's lives and protect them from harm, social workers must have and maintain the skills and knowledge to establish effective relationships with clients, work with professionals in a range of agencies and settings and be the key connectors in communities. To develop social workers, employers need to implement a whole systems approach.
56. The Employer Standards use whole systems approaches and can help councils to enhance their reputation as a service provider and employer by developing a working environment where social work practice and social workers can flourish, in turn supporting recruitment and retention.
57. Partners across the sector developed these standards between 2009 and 2012 as part of the Social Work Reform Board. The LGA hosts the standards on its website on behalf of the sector and continues to work with stakeholder partners on their regular review through the Standards for Employers Working Group. The standards have been refreshed as of March 2020.
58. **Local Authority Fire and Rescue Services Inclusive Fire Service Group (IFSG):** The IFSG is unique in that it brings together employer, senior manager and trade union interests and expertise to work in a coordinated way on matters of equality, diversity, inclusion and cultural issues (such as bullying and harassment). Following a detailed evidence gathering exercise it issued some well-received improvement strategies, which are now being evaluated. The evaluation has involved an online survey to which all 49 Fire and Rescue Services responded; employee focus groups to capture the views of employees who identified as at least one of the following protected characteristic groups: BAME, LGBT and Female; and workshops with FRS equality and diversity officers and local union representatives.
59. Early analysis indicates there are positive signs. However, progress is slow and needs to be accelerated. It appears many of the changes have been in the spirit of the

improvement strategies. The IFSG will now consider the information gathered in detail and a full report of the findings and proposed next steps will be published and made available to all interested parties.

**60. Return to Work programmes:** Work is proceeding on the Return to Work programmes funded by the Government Equalities Office (GEO). Most progress has been made on the expanded Return to Social Work programme based on the previous pilot. Work is underway on agreeing programmes for Legal, IT and planning services to be launched in March 2020. Clearance on recruitment strategies and communications plans has been received from GEO. [A microsite is now live.](#)

**61.** Most progress has been made on Return to Social Work:

- 61.1. Provider contract award made pending GEO approval
- 61.2. Formal launch on 6 January 2020
- 61.3. Paid for advertising and social media advertising commenced
- 61.4. 275+ actual applications
- 61.5. 890+ expressions of interest

**62. Infographic update:** As part of a programme of improvements to the scope and availability of workforce data we have updated our [infographic document](#) launched at the time of the October Board report. The expanded document includes information on the Local Government Pension Scheme for the first time.

### **Cornwall Council: creating Digital Cornwall**

Cornwall committed £18 million to fund a three year 'Digital Cornwall' Programme to fundamentally address the council's outdated IT infrastructure and provide technology and data skills for residents to create a 'digitally ready Cornwall'.

Internally, the project has had many successes, including Planning committee meetings where residents and Members can attend 'virtually' from alternative locations or from home, and Virtual multi-agency meetings within Children's Social Care, where they no longer have to rely on families, partner agencies travelling to one central location.

Locally, the Digital Inclusion focus covers the entire 3,563km of the county. The council has a specific team which focusses on Digital Inclusion working with 500 people a year to get online for the first time by delivering courses and sessions based on the Essential Digital Skills Framework in libraries and community venues.

**Implications for Wales**

63. There are no implications for Wales.

**Financial Implications**

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

**Next steps**

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