

Transformation in localities toolkit

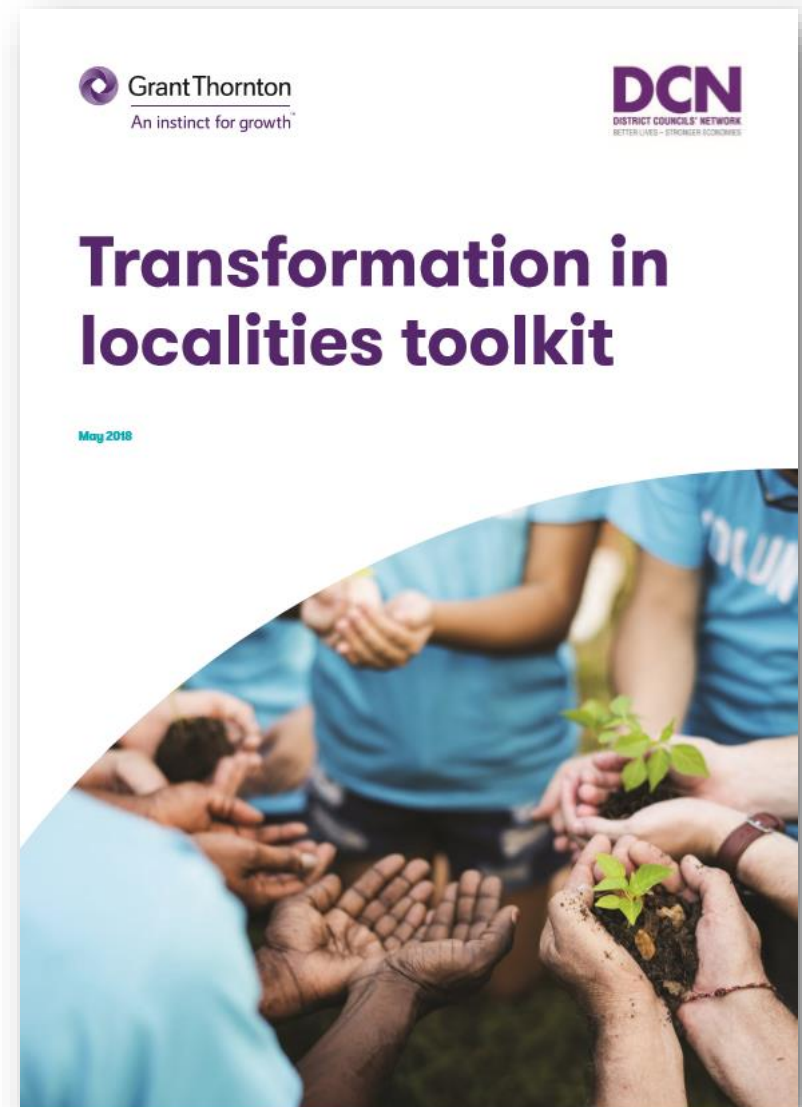
CIPFA SOUTH EAST

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Context

- Practical guide to support districts and their partners
- Commissioned in response to APPG recommendation
- Tools for local learning, reflection and planning



What's in the toolkit?



Why collaborate, and with whom?



How do we move from intention to action?



Collaborating for stronger economies



Collaborating for better lives



Collaborating for resilience and impact



Collaborating for devolution and reform

In each section:

- Overview of national context
- 30 case studies of district partnerships
- A wide range of tools and resources
- Links and further reading

Accompanying legal guide provided by
Trowers & Hamlins LLP

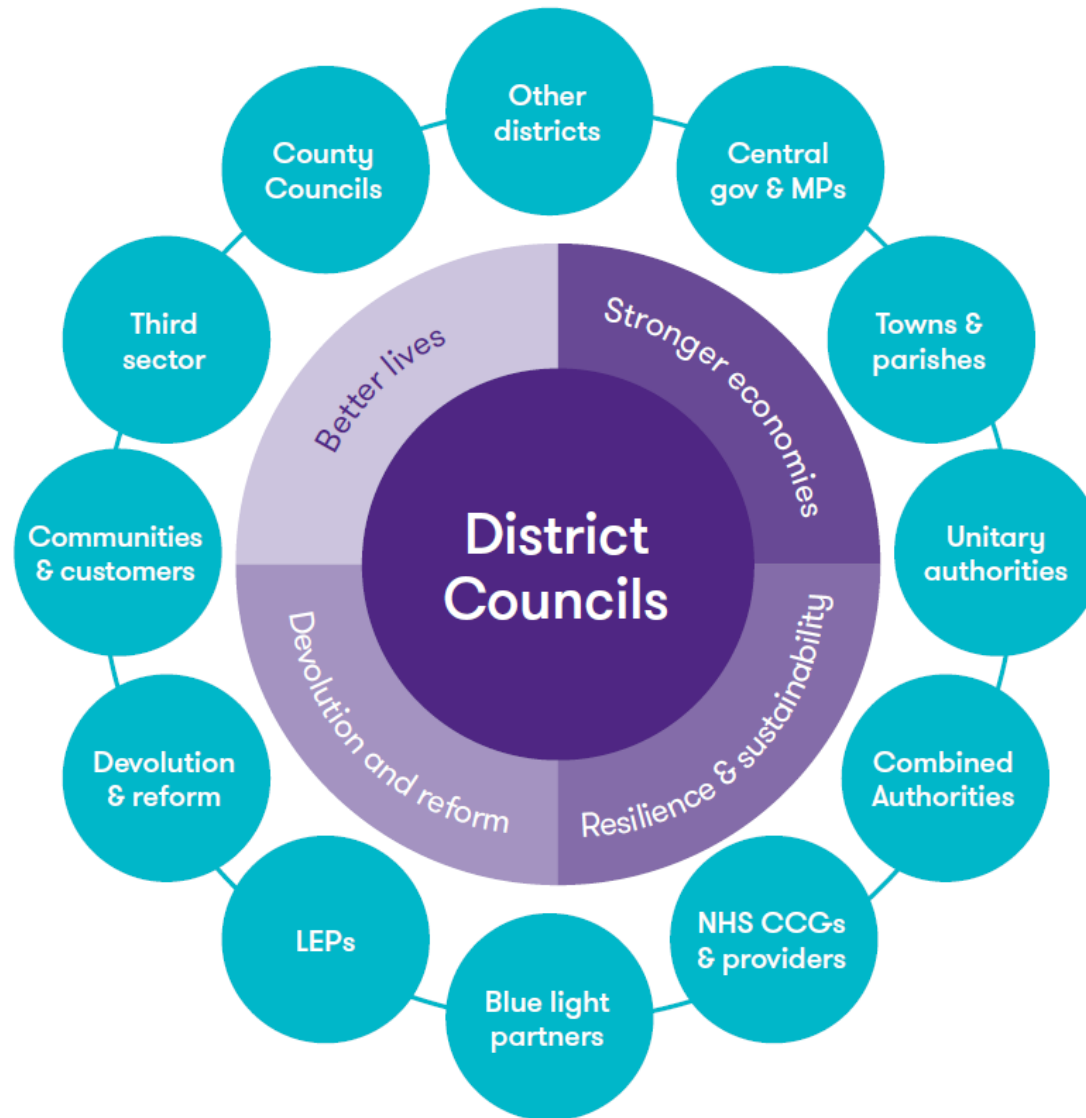
Why collaborate, and with whom?

Understanding opportunities

Understanding place

Understanding partners

A focus on place-based partnerships



Collaboration can help districts gain traction on key strategic opportunities



Growing local economies



Reforming health & social care



Accelerating housing delivery



Speaking with a single voice on funding



Achieving efficiency and resilience



Re-engaging with devolution discussions



Managing local labour markets



Preparing for EU Exit



Shaping local public sector reform

Essential preparations with partners



... and then decide what local transformation may be required to deliver

From intention to action

Mobilising partnerships

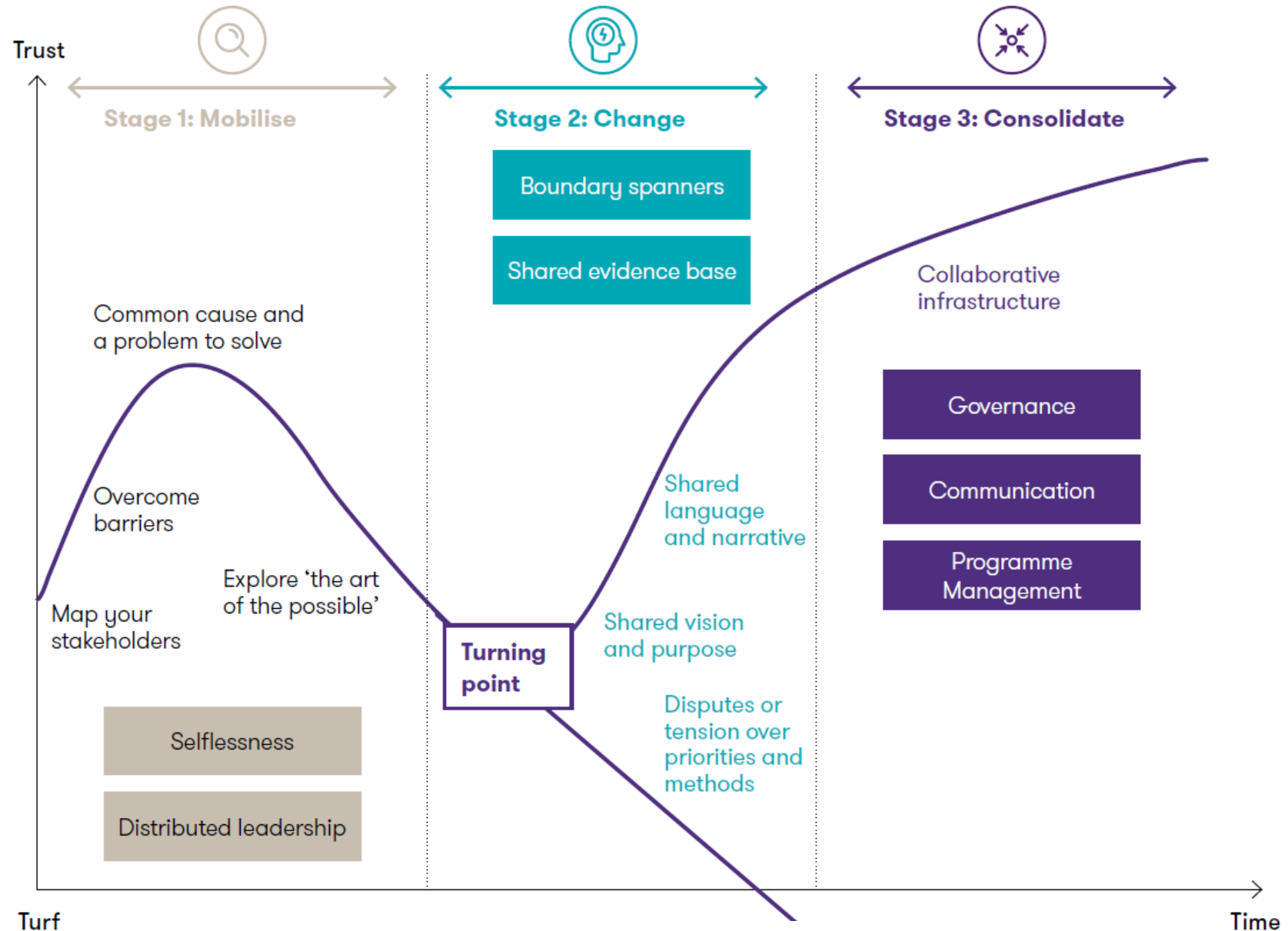
Changing behaviours and mindsets

Consolidating and making it stick

Case study areas:

- Horizon 2050 – Basingstoke & Deane
- Great Place Lakes & Dales
- A new collaborative partnership in Leicestershire

The collaboration curve



Stronger economies

Clustering to accelerate economic and housing growth

Making the case for infrastructure funding

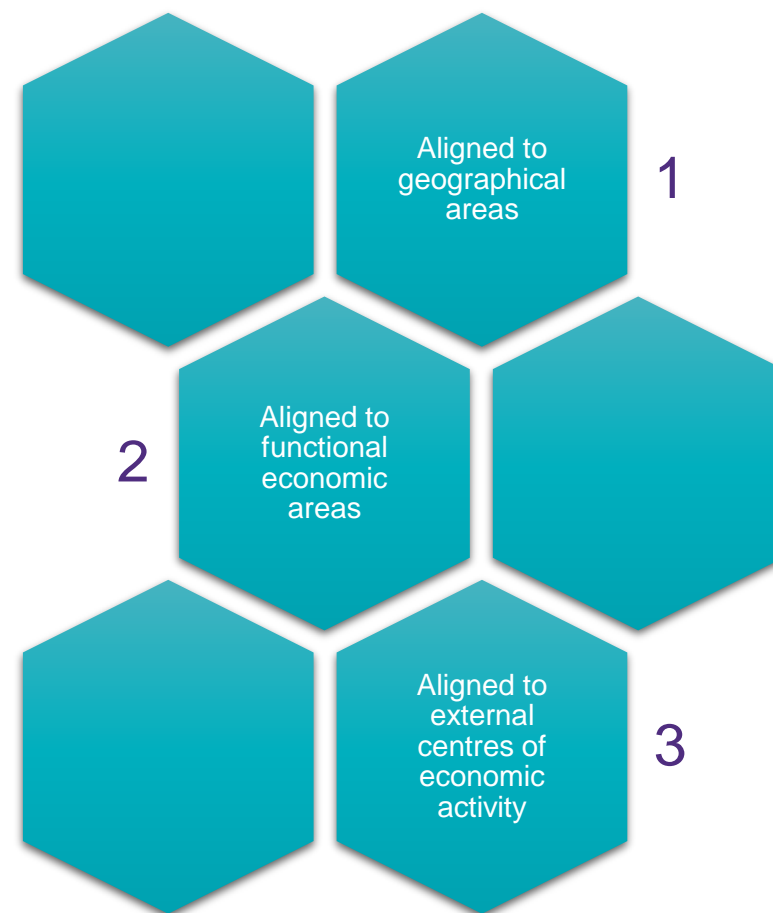
Working with LEPs and shaping local industrial strategies

Case study areas:

- Central Lincolnshire Planning Authority
- North Essex Garden Communities
- North Worcestershire Economic Development & Regeneration
- Oxfordshire Housing and Growth Deal
- Kent business rates retention pilot

Districts can be the building blocks for growth

- Alignment of plans, policies and resources
- Becoming “boundary blind” and working for the greater good
- Telling a “human story of place”
- Achieving a louder voice in regional and national discussions
- Setting out the components of local industrial strategies



Districts can make the most of their relationships with LEPs and help to shape local industrial strategies

38 LEPs

23 contain districts

22 with district board members

18% of all LEP board members are district representatives

38% of districts in each LEP area (on average) represented on their LEP board

Seven ways to engage with your LEP

1. Directly
2. Through existing governance arrangements
3. Through the LEP review
4. Through local industrial strategies
5. On the Shared Prosperity Fund
6. Through local scrutiny
7. On the evidence base for growth

Better lives

The prevention offer

Strategic health partnerships

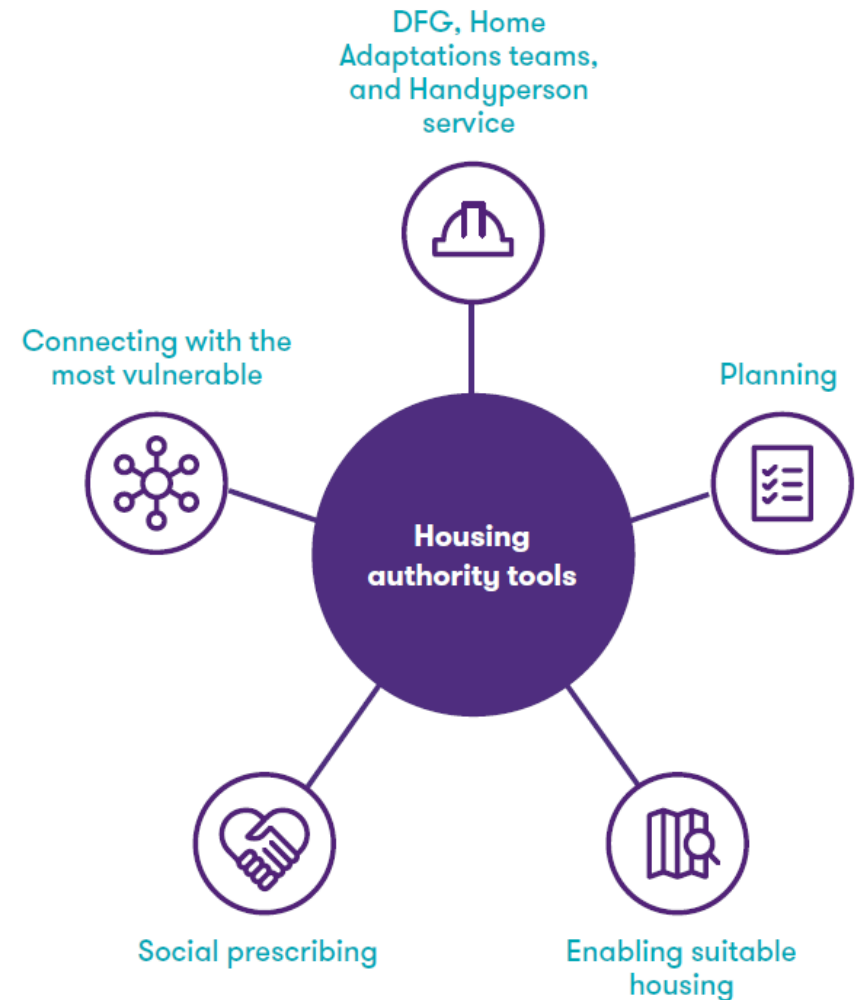
Selected case study areas:

- West Kent work on public health
- Lincolnshire Wellbeing Service
- Lightbulb project - Leicestershire
- Health Impact Assessments – South Cambridgeshire
- Health Homes on Prescription – Wycombe District Council
- Tackling Loneliness – Craven District Council
- Early Help Hub – South Norfolk & Partners

Districts have a key preventative role. Make health partners an offer they can't refuse.

- Define a cohort
- Make an evidence-based offer
- Build the evidence base and measure return on investment
- Scale up

“By helping us to do more [health partners] could see that they were helping themselves”



Resilience and impact

The shared services journey

District / County collaboration

Case study areas:

- Breckland and South Holland District Councils
- Cherwell and South Northamptonshire District Councils
- Five-Council Partnership
- Publica Group
- Selby District Council and North Yorkshire County Council
- Gloucester City Council and Gloucestershire County Council

Resilience and impact



Where do we start?

- What are we trying to achieve through sharing?
- What is the end destination? Is there one?
- What services are in scope?

Future-proofing:

- Do we want to add new partners in the future?
- Do we want to retain the flexibility to enter into shared arrangements with other partners?
- Do we want to trade services in the future?
- Do we want to integrate further?



How do we build resilience together?

- What is the most suitable model for sharing? What are the delivery vehicles?
- What is the governance model to support our aspirations?
- How does the culture need to change?

Future-proofing:

- Do we have enough scope to experiment, tweak and start again?
- Do we have an exit plan?



How do we transform through sharing?

- How do we transform services?
- How do we transform the way we operate?

Future-proofing:

- What are the natural limits of sharing?

Devolution and reform

Devolution and combined authorities

District mergers

Unitary reorganisation

Working with town and parish councils

Case study areas:

- South Cambridgeshire and the Greater Cambridgeshire and Peterborough Combined Authority
- Suffolk Coastal & Waveney
- Future Dorset
- Devolution to local councils in Wyre Forest District Council

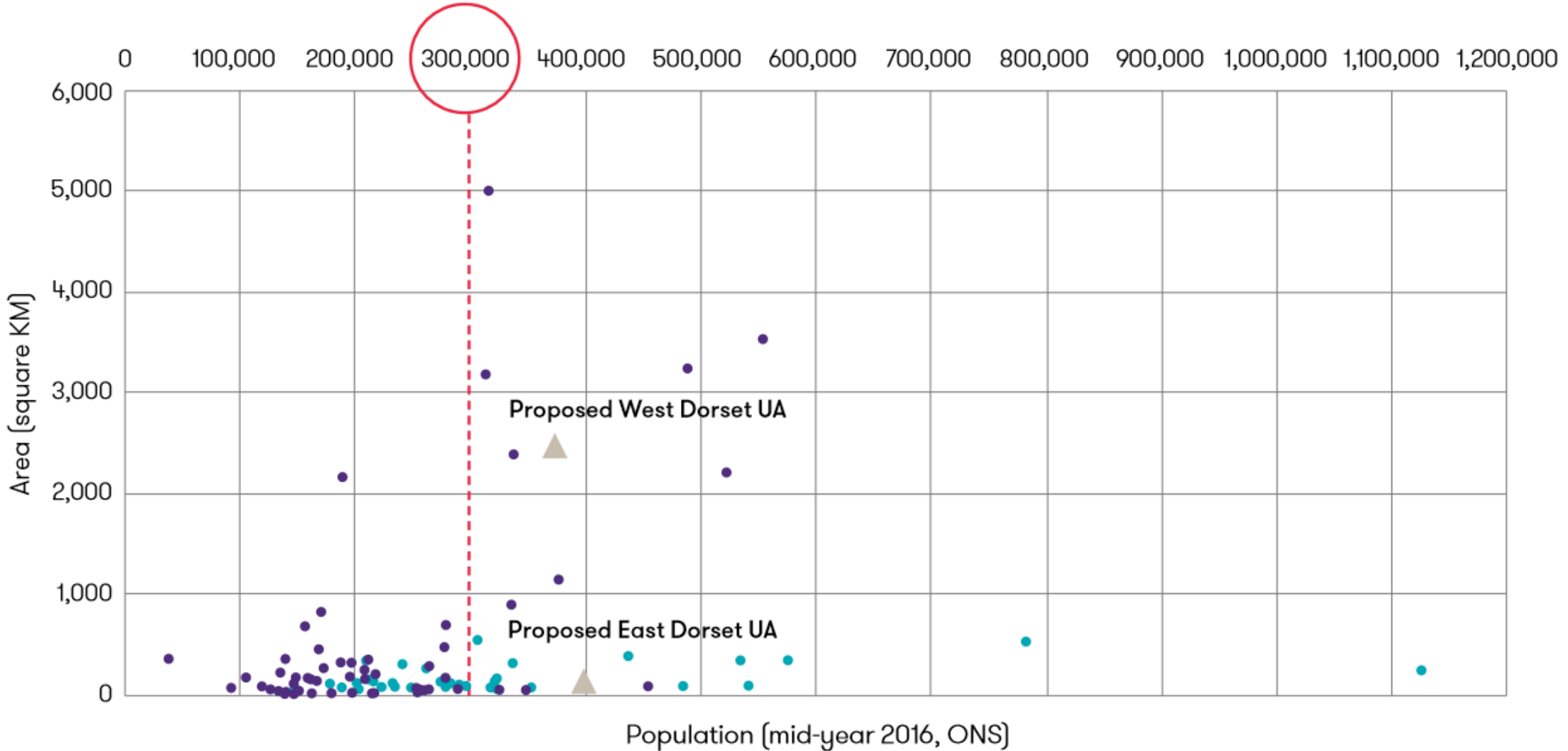
Devolution and reform

- New devolution framework brings opportunities
- Track record and engagement are key to unlocking mergers
- If structural change is the local direction of travel, districts have a positive role in shaping proposals and as gatekeepers to consent

Smaller than 300,000:
 44 unitary authorities
 22 metropolitan boroughs



Larger than 300,000:
 11 unitary authorities
 14 metropolitan boroughs



● Metropolitan Boroughs
 ● Unitary authorities (UAs)
 ▲ Proposed new UAs

A call to action

A call to action

- This is a pivotal moment for the sector
- Districts will always fight for better lives and stronger economies
- Local collaboration on a broader canvas brings further opportunities
- Districts must be at the heart of local transformation
- You have the tools to shape change in your localities

