

## **East Lindsey District Council - Corporate Peer Challenge – Signposting Template**

This note signposts you to publications, information, discussion forums and examples of practice and policy that may be helpful to inform your further thinking about some of the feedback messages provided by the peer team.

### **Section 1: Signposting to practical support available from the LGA**

[The LGA Productivity Programme](#) has an important role to play in supporting councils to achieve better for less. We have focused on critical high spend areas such as children's, adults and families, procurement and capital assets. Additionally, the programme will also support councils as they explore radical new ways of working, and respond to the opportunities created by the Localism Bill and Open Public Services White Paper. The programme aims to provide practical support to councils as they grapple with the challenges local government faces to deliver better for less.

The [Productivity Expert](#) Programme offers to fund a small number of productivity 'experts' (members, officers or private sector representatives with experience in delivering change programmes) to work with a group of councils over a 6-9 month period of time to assist with their productivity issues. These could relate to a single service redesign e.g. adult social care, children's services, waste, or a council wide transformation programme. More information is contained within the [Productivity Expert flyer](#).

[The Knowledge Hub](#) is a new online platform for building professional networks in the local government sector. The latest technology and social networking models enable individuals to create connections to peers and experts in their fields of interest, helping them share learning, experiences and ideas, and drive sector self-regulation and improvement. <https://knowledgehub.local.gov.uk/home>

[LG Inform](#) is a free and open online service allows anyone in the sector to access, compare and analyse data and present their findings. Such intelligence will help councils make the right decisions about their local areas and the services they provide to their residents. See: <http://www.local.gov.uk/lginform>. LG Inform, esd-toolkit and the Knowledge Hub can be used separately or together to help your council understand its area and improve services.

The [LGA's Workforce Consultancy unit](#) continues to provide direct support to councils throughout this year. The team helps councils to modernise their pay and grading structures, develop new shared management teams, assists councils in setting Top Pay and addressing performance management for senior staff. The team of strategic and operational HR specialists have first-hand experience of local government and solid understanding of the challenges facing the sector. If you require support or want to find out more contact [martin.denny@local.gov.uk](mailto:martin.denny@local.gov.uk)

The LGA offers a range of [councillor development](#) programmes, such as the long-standing [Leadership Academy](#). This offers essential high class leadership development for councillors in leadership positions from across the political spectrum. The programme focuses on enhancing participants' leadership style, building skill and confidence, and creating valuable support networks among peers in other councils and parties.

The [Ashridge Virtual Learning Resource Centre \(VLRC\)](#) caters for the learning and development needs of local government political and managerial leaders. Subscribers can access a range of development materials through our specially-designed tool for leadership competencies, covering the LGA's political skills framework and managerial leadership skills. The LGA has partnered with Ashridge Business School to provide this bespoke VLRC.

The LGA has developed the following [suite of bulletins](#) designed to give you relevant, timely information about a range of topics. Individuals can subscribe to specific issues, which include content on emerging policy, good practice publications and details of events.

## **Section 2: Relevant Practice, Toolkits and Techniques**

### **Localism**

- The **LGA Localism Programme** resource provides a range information and guidance on a range of issues and topics relating to localism. There is a regular e-bulletin that provides stories, examples of practice and signposting. See: [www.local.gov.uk/localism](http://www.local.gov.uk/localism) - There is also a specific Localism section on the **Knowledge Hub**: See/join at: <https://knowledgehub.local.gov.uk/web/localism>
- **Wiltshire Council community ownership of assets toolkit**  
Wiltshire Council has created a community ownership of assets toolkit and is promoting this with the parishes and community groups across Wiltshire. - [Wiltshire Council community ownership of assets toolkit](#)

### **Asset Management:**

- [\*\*Capital Assets Pathfinders – Phase 1 & 2 – 2010/2012:\*\*](#) 26 councils have been involved and have achieved significant local savings that have gone some way to offsetting the 28 per cent reduction in the Rate Support Grant. It has resulted in more efficient use of the existing public assets in their locality. Together with a sophisticated use of customer insight data the programme also achieved better outcomes for customers. Impressive savings will be delivered by the programme over the next 10 years. A summary report of the programme is available to [download](#)
- [\*\*Empowering communities: making the most of local assets - A councillors' guide.\*\*](#) The LGA and Locality have recently produced a guide for councillors exploring the different tools available to help communities have greater control of valuable community assets - from the new Community Right to Bid through to lessons from five years of community asset transfer work. There is also a version for [officers](#).
- **Asset Transfer:** There are a range of examples and guidance on community ownership and management of assets at the **Asset Transfer Unit** website: <http://atu.org.uk/>.
- A report by the Joseph Rowntree foundation on different types of community controlled assets: <http://www.jrf.org.uk/sites/files/jrf/community-organisations-assets-summary.pdf>

## Income Generation and Benchmarking:

- **Enterprising councils: getting the most from trading and charging:** With the new General Power of Competence being introduced following the Localism Act, councils will have a greater degree of freedom to trade and charge. This will allow them to think innovatively about new products and services and how to offer existing services more cost effectively. This guide focuses on how councils, on their own or working with other public bodies, can be enterprising by increasingly trading and charging. See: [http://www.local.gov.uk/web/guest/publications/-/journal\\_content/56/10171/3584042/PUBLICATION-TEMPLATE](http://www.local.gov.uk/web/guest/publications/-/journal_content/56/10171/3584042/PUBLICATION-TEMPLATE)
- **Expenditure profiles** including 'cost per head' data can be viewed on this Audit Commission tool. Though the benchmarking data is historical, rather than current, it can be useful as part of a suite of cost/service indicators to consider the value for money being achieved within a particular service. <http://vfm.audit-commission.gov.uk/>

## Commissioning

- The LGA have recently engaged with a number of local authorities to help to develop a common understanding of commissioning and the challenges faced by the sector in using commissioning as a key mechanism for transformational change. The resultant narrative (attached and soon to be published on the LGA website) includes details of the programmes of work underway or in development across the LGA aimed at supporting councils to be effective commissioners. These include:
  - **Keep it REAL support programme** – supporting councils in effective commissioning with the Voluntary and Community Sector.
  - **Culture and sport commissioning support** – a programme to support for Members and Officers leading culture and sport services to exploit the opportunities presented by commissioning.
  - **Workforce development and transformation** – support councils on service transformation including workforce implications of commissioning.
  - **Productivity programme work on procurement** – The productivity programme's support to councils on procurement as an essential part of the commissioning process.
- The **LGA Knowledge Hub** hosts a number of relevant groups that aim to share information and learning on effective commissioning. In particular the **Strategic Commissioning** Group, which has over 1,100 members and the **Local Government collaborative Commissioning Group**.
- The LGA **Leadership Academy** is soon to include a module on Strategic Commissioning and Partnerships. The aim of the module is to explore the changing climate for commissioning and partnership working and the implications this has; look

at the frameworks underpinning commissioning and partnership arrangements, understand commissioning as a mechanism for change and share learning about the key commissioning challenges and opportunities it presents.

## **Economic Growth**

### **LGA local growth campaign**

While the institutional landscape has changed recently with the emergence of local enterprise partnerships (LEPs) and the abolition of regional development agencies (RDAs), councils remain one of the key drivers of growth. Councils' continued work on economic growth is therefore vital. However, there is a need for a wide debate in the local government sector which demonstrates our renewed ambition and sets some new boundaries in our thinking.

### **Local Growth campaign: What councils are doing**

**Case Study resource:** to discover what councils around the country are doing to boost skills, employment and the economy in their communities.

These 24 examples include:

#### **Arun District Council**

Arun District Council is working with partners to drive forward the delivery of jobs within an 80 Ha Greenfield site in Bognor Regis.

#### **Dacorum Borough Council**

Dacorum Borough Council has numerous projects in place to boost the local economy and skills pool in the region.

#### **Kent County Council and Dover District Council**

Councils work together with private companies to create the East Kent Recovery and Growth package.

#### **Stevenage Borough Council Business Growth Campaign**

Stevenage Council has prioritised enterprise and inward investment for the town.

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### **Local Growth campaign publications:**

**LGA Paper:** The joint Local Government Association (LGA) and British Property Federation report, '[Unlocking growth through partnership](#)' recommends 10 ways councils, developers and partnerships can boost economic growth.

The LGA local growth campaign: findings to date and an interim update - [Download the interim update](#)

### **Grow your own way: Taking a localist approach to regeneration**

This report provides an analysis of a number of successful regeneration programmes from across the country, with an additional international comparison. It shows that regeneration is an incredibly complex issue and that any successful approach needs to consider more than just physical and economic issues.

The research highlights the need for regeneration programmes to be locally led and that centralist interventions, backed by large scale capital investment, are only able to achieve certain objectives and should be consigned to the past, particularly given the decreasing amount of funding available.

Local leadership was perhaps the most common and consistent theme throughout the case studies examined and the role should be embraced across the county.

LGA Paper: [Unlocking growth through partnership](#)

### **Commercialising innovation**

The Local Government Association (LGA) has commissioned independent research on innovation. Councils recognise the important role that innovation plays in providing new sources of wealth and jobs. This paper is intended to stimulate discussion. We would like to thank the East of England LGA for their support with this research.

## Overview and scrutiny

The following documents have all been produced by the [Centre for Public Scrutiny](#). CfPS receives a grant from the LGA to carry out research and provide support to non-executive councillors relating to the overview and scrutiny function. Part of the LGA's funding resources a "helpdesk" for English local authorities on overview and scrutiny issues: 020 7187 7362 or [info@cfps.org.uk](mailto:info@cfps.org.uk).

- [Accountability Works](#) – general research about accountability, transparency and involvement as elements of good governance, and how scrutiny fits in to the wider local accountability landscape. CfPS has produced a framework called "[Accountability Works for You](#)" that is intended to provide a guide for people to analyse and evaluate their own governance arrangements – this is supplemented by [a similar guide designed specifically for overview and scrutiny](#).
- [Green Light](#) / [On the Money](#) – two companion briefings looking at the use by scrutiny of performance management information and finance information respectively. Both documents are paid-for but a free summary of both has also been produced and is available on request.
- [Aiming for the best](#): using lessons from complaints to improve public services. This research uses the principles behind customer insight, and practical examples from named authorities, to see how the experiences of service users can be fed into improvement plans through scrutiny.
- [Tipping the scales](#) – a piece of research that showcases a new model for overview and scrutiny that captures the impact and potential return on investment of scrutiny investigations – the focus being on scrutiny securing positive, tangible outcomes for local people (see also "[Measuring what matters](#)")
- [Counting the cost, measuring the value](#): Research on how scrutiny can incorporate a consideration of value for money
- [A cunning plan](#) – report about the way that scrutiny can programme its work more effectively.
- [The lion that roared](#) – report about using overview and scrutiny's annual report as a tool for improvement.
- [Pulling it together](#) – a comprehensive rundown of the law relating to overview and scrutiny, setting out powers and responsibilities, updated in May 2012.

CfPS also periodically produces [policy briefings](#) on the possible scrutiny response to a range of current local government issues, including academisation, equalities impact assessments, economic development and many others.

### **Section 3: Service specific information and support:**

#### **Waste**

The **LGA Environment, Housing and Planning Board** provide monthly newsletters to subscribers that provide details on emerging policy, lobbying and improvement support activity that the LGA is involved with. Details of how to subscribe to the latest newsletter can be found [here](#).

The [\*\*Waste Improvement Network\*\*](#), created by Improvement and Efficiency South East, was developed to support councils implement a more efficient approach to waste management. Among other things, this has included developing a library of good practice case studies, undertaking a series of rapid improvement reviews focusing on financial efficiencies and service improvements, and developing a procurement framework for waste management services.

[The library of good practice case studies](#) - on the Waste Improvement Network website  
[Rapid Improvement Reviews](#) - on the Waste Improvement Network website  
[Procurement framework](#) - on the Waste Improvement Network website

The [\*\*Waste Resources Action Programme – \(WRAP\)\*\*](#) works with a wide range of partners, from major UK businesses, trade bodies and local authorities through to individuals looking for practical advice.

#### **Improvement and Efficiency Social Enterprise (iESE) waste management services framework**

Councils looking to outsource their waste, recycling, streets or grounds maintenance services contract before 2016 can now use iESE's waste management services framework. The framework is aimed at saving time and money in procurement.

#### **Culture and sport**

The LGA Culture, Tourism and Sport Board will be extending their peer support programme and leadership seminars growing our Knowledge Hub groups, and launching practical tools such as the library check and challenge tool.

[Read more on our leadership seminars](#)

[Visit the 21st Century Libraries Knowledge Hub group](#)

[Visit the Visitor economy – boosting local growth Knowledge Hub group](#)

[Read our 'check and challenge' tool](#)

It also provides monthly newsletters to subscribers that provide details on emerging



policy, lobbying and improvement support activity that the LGA is involved with. Details of the latest newsletter and how to subscribe to future editions can be found [here](#).

The LGA's annual culture, tourism and sport conference will be held in Chester on Thursday 7 and Friday 8 March 2013. The theme for the conference is 'Going for growth: boosting the economy through culture, tourism and sport'. [Book a place on our website](#)

### **Engaging in commissioning – A practical resource pack for the culture and sport sector**

The LGA with Sport England, ACE and the Chief Culture and Leisure Officers Association (cCLOA) have jointly produced a practical resource pack on commissioning for culture and sport sector. The pack contains short good practice case studies, a suggested commissioning framework; a sample mapping document and self-assessment guides to find out how well commissioning is working in your area.

[Download a copy from the LGA website](#)

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### **Planning Advisory Service (PAS)**

PAS help councillors and local authority officers understand and respond to planning reform. PAS offer **consultancy and peer support, learning events** and **online resources** on:

- [Planning Reform](#) - neighbourhood planning, National Planning Policy Framework
- [Community Infrastructure Levy](#)
- [Plan making](#) - local plans, evidence, community engagement
- [Development management](#) - pre-apps, application handling, local development orders
- [Benchmarking, efficiency and performance improvement](#)
- [Skills and training](#) - leadership, viability, probity, planning for councillors

**Toolkit: Local plans and the NPPF checklist:** The Planning Advisory Service (PAS) published the National Planning Policy Framework (NPPF) [checklist for councils](#) to help them assess their local plans against the requirements in the NPPF. The checklist will help councils respond proactively and speedily to the NPPF, implement their policies and make robust planning decisions. If you have any feedback please send it to PAS, [alice.lester@local.gov.uk](mailto:alice.lester@local.gov.uk).

**Publication:** [Making strategic planning happen: building better places](#): New arrangements for strategic planning are in place. The duty to co-operate in the Localism Act requires local authorities to take a lead in tackling issues that impact on the 'larger than local' area and cut across administrative boundaries.