

delivering **change**

Councils embracing localism

**Lessons in decentralisation
from Birmingham, Wakefield
and West Sussex**

Anna Randle

contents

about the author and acknowledgements	4
1 introduction	5
2 what are the drivers towards council decentralisation?	8
3 the case studies: West Sussex, Wakefield and Birmingham	13
4 models and definitions of localisation	30
5 practical questions for councils to consider in localisation	36
6 challenges of making localisation work	42
7 risks of localisation	47
8 the benefits of localisation and recommendations to councils	50
9 questions the Government should consider in developing the localisation agenda for local government	54
appendix 1 members of the Project Steering Group	58
appendix 2 bibliography	59

1 introduction

The Government is searching for new ways to engage citizens in their communities and public services. With the aim of empowering citizens, strengthening communities, making services better and more responsive, and connecting citizens with their institutions of governance, there is a rapidly growing acceptance that the centre needs local government as a partner in achieving these aims.

In the last two years many new initiatives in local government have represented a shift in the direction of 'New Localism', based on the fundamental principle that power should be devolved to more local levels. Councils have new freedoms to exercise locally defined agendas, through mechanisms such as Local Strategic Partnerships (LSPs), Local Public Service Agreements (LPSAs), and more recently, Local Area Agreements (LAAs). The Comprehensive Performance Assessment (CPA) also offers new freedoms and flexibilities to local government, largely based on performance.

However, the Government focus is now moving beyond these specific policies towards a more fundamental agreement that local government has a wider role to play in meeting these demands. On one level, local government can provide democratically accountable 'Community Leadership', articulating a joined up vision for an area and working to achieve it in partnership with communities and other agencies. On the other, local government can provide a much more local form of neighbourhood leadership, bringing governance, decisions and services much closer to the citizens who are affected by them.

Discussion papers issued by the Government as part of its '10 Year Vision' for local government in January 2005, clearly identified the importance of citizen engagement at very local levels to these key agendas of driving service improvements and responsiveness, citizen empowerment and the building of social capital (ODPM, 2005a and 2005b).

"Public services must meet the needs and expectations of the public, and be delivered at a cost that is broadly acceptable. And by enabling communities to help shape decisions on policies and services, we will support civil renewal and strengthen the legitimacy of the institutions of government. The more effectively communities are engaged in shaping services, the more likely it is that quality will be delivered." (ODPM, 2005b)

New Localism therefore, can be seen to offer challenges to councils on two levels: the development of strategic leadership and vision; and the building of relationships at much more local levels. New Localism does not end at the Town Hall. It reaches beyond councils to the very local communities that councils serve. These challenges however, are not unconnected. Knowing and understanding citizens' needs are part of the democratic and representative legitimacy of councils, the mandate which enables them alone to play the Community Leadership role.

To genuinely deliver on local priorities, councils must therefore demonstrate that they can work with their communities to identify local issues, and work with partners to make sure that services respond to them. Councils are required to work more locally through different forms of local decentralisation, trying new ways of working beyond a 'one size fits all' approach.

Councils working below the Town Hall

This report examines how three very different councils are pioneering new ways of working through different forms of localisation to areas within their boundaries: delivering services, engaging with their communities and working with partners.

The report is the result of three months' embedded research within West Sussex, Wakefield and Birmingham. The three councils participated in the research because they were keen to learn and benefit from each other as they go through these processes. They chose to work with NLGN – a think tank with a track record in research and support for the New Localism agenda – in developing these new ways of working and to learn lessons that should help other councils consider their own approaches.

Helping local government

These three councils are by no means the only councils developing levels of governance and service delivery below the Town Hall. LGA research last year showed that 54% of councils have developed some form of Area Forum (generally consultative bodies), and 26% have developed Area Committees (generally referring to decision making bodies) (LGA, 2004).

To date however, there has not been much evaluation of the reasons why councils are developing this agenda; the questions and challenges they face; the benefits of working more locally; and how they might be supported in developing the agenda

further. There is a lack of clarity about what councils are doing, and not much learning across local government.

Through detailed case studies, this report considers the different approaches being taken in each locality; the capacity needed by councils to build successful localism which meets the needs of their communities; the issues for councils in working in these new ways; and how councils can be supported in overcoming the problems.

ODPM and the future of local government

The Office of the Deputy Prime Minister supported the three councils featured in this work through its 'Capacity Building Fund' to help them develop their approaches and also to support other councils through drawing lessons which can be applied more widely.

It was also hoped that it would help central government understand how this agenda feels from the local perspective. There is a risk in developing these new agendas that ideas from central government will be pursued without real understanding of local government's capacity to deliver improved local outcomes. It is also possible that opportunities at the local level might be missed, because ideas and processes are driven purely from the centre with little knowledge about what is happening within localities, and because local government does not understand how to develop the capacity to make new approaches work.

This report therefore also attempts to connect local innovation and experience with wider central government agendas and policy, placing current local government decentralisation within current debates about its future and making recommendations to both councils and central government.

The case study councils

NLGN was interested in working with Birmingham, Wakefield and West Sussex not only because they were all developing different approaches to this agenda, but also because of the different characteristics of the councils and their areas. The aim was to work with three councils who varied from each other in as many respects as possible; for example in terms of political control; geography; size; one or two-tier status; and CPA rating.

There are many things which these councils are doing which are similar. Although they are all developing new ways of working at

more local levels, there are also many things they are doing which are very different. It would be wrong to assign them all the badge of 'devolution' or 'decentralisation' without being clear about what these badges mean.

The interviews and discussion conducted in the course of the research confirmed that there is a lack of clarity about the language of what, in this report, is termed '**localisation**' – **broadly, ways of working with local people and local partners to deliver services and community leadership which is more locally responsive** – as well the levels at which this is taking place.

Of course it varies from place to place, as indeed it should to reflect a range of local circumstances. This report therefore attempts to lend some clarity to some of the language and terms in this debate. For now, it is enough to say that the localisation being considered in these case studies is broadly to '**areas**', **i.e. levels below the geographical boundaries of the council, but above a single ward**. It is therefore above the level of what is generally described as the 'neighbourhood', which implies a more local level. These terms and definitions are discussed in more detail in Chapter 4.

In addition, some of the work of these councils is genuinely innovative and new; while much of it is being tried out in councils up and down the country. This report does not intend to suggest that these councils are necessarily models which other councils should follow. Rather it is intended to be a detailed exploration of the reasons why councils might want to develop their own forms of localisation; the issues and challenges to consider in doing so; and the different types of localisation which might be explored.

All of the suggestions in this report are drawn directly from the research with these three councils, although they are not always directly attributable to any particular council, as some ideas developed over the course of the research in its entirety. However, three detailed case studies of the three councils are included as examples of different models of localisation, as well as illustrations of the particular challenges which arise within the broad context of, for example, a council's size, or whether operating within a two-tier system. They may be more relevant to different councils according to their own context.

Research methodology

Embedded research

The main research method was 'embedded' research, which aimed to gain as comprehensive a picture of the local context as possible. One researcher spent three weeks inside each participating council, interviewing a wide range of stakeholders about the localisation agenda and the wider context of the local area and its services. Interviewees from within councils included council leaders and chief executives, senior members and officers, frontline staff and non-executive councillors.

Interviews were also conducted with a wide range of local partners, including police, health/PCTs, local colleges, the business community, the voluntary sector, and where appropriate, partners from other tiers of local government, including district councils, parish councils and neighbourhood forums. This was to understand how councils and their partners are already working together and the role localisation might be playing in this.

Embedded research has both its strengths and its limitations. On the plus side, it affords you a hugely more detailed insight into the motivations and context of the organisations with which you work. Its limitations, of course, are that the sample is inevitably much smaller and less representative of a wider picture. Hence again, this is not meant to be a representative picture of local government. It is more a detailed snapshot of three councils with different responses to similar challenges, from which wider lessons are drawn.

Observation

There was an observational strand to the research, including observation of full council meetings, public meetings, LSP meetings and other council business, in order to understand drivers towards localisation within the context of wider council business and agendas.

Peer review and challenge

There was also a peer review and challenge element, with small groups (approximately 12-14) of senior members and officers from both the participating councils and other councils visiting each council for one day. The visits were designed to help participants learn about the local context and drivers behind

each council's approach, witness localisation in action, and provide constructive feedback to the hosting authorities.

Steering group guidance

The research was aided by a Steering Group of senior practitioners and policy makers (see Appendix) which met regularly to guide the direction of the work and ensure all aspects of the agenda were being considered.

2 what are the drivers towards council decentralisation?

Before entering the detail of the issues that councils and their partners should consider before decentralising, we must first establish why councils should want to go down this route, and why this is an issue in the current policy environment.

A new agenda, or travelling around an old policy loop?

Many local government commentators are quick to remind us that councils have been around this policy loop before, experimenting with devolution of different kinds, most memorably in the 1980s and early 1990s. The experiments in decentralisation led in particular by Walsall and the London boroughs of Islington and Tower Hamlets, were all radical as well as different, and none survived the test of time.

While not offering a detailed analysis of these experiments, which can be read elsewhere (see Burns et al, 1994; Lowndes and Stoker, 1992: 46-7; Baine et al, 1991; and Lowndes and Stoker, 1991), it is important to note that they were very much informed by the social and political context of the time. Then, decentralisation was mainly identified with left-wing councils and a community empowerment agenda. In addition, there was an ideological political reaction from some council administrations to the reforms of local government, including cuts to services and budgets, being driven by the Conservative governments of the time. Although there are important policy lessons to be learned from these examples, it is also helpful to identify the differences between those experiments and current localisation by local government.

What is different this time around?

Firstly, the localisation being undertaken in councils now tends to be of a less radical nature than the devolution led by those three examples. As the case studies will show, if services and budgets are being devolved at all, it is in reasonably limited ways at this stage. Councils currently developing devolution also seem to see a strong remaining role for the corporate centre of the council alongside devolved structures. This was perhaps a lesson learnt from earlier models, where conflict and confusion between the centre and the localities contributed to undermining the process.

Compared to the radical decentralisation undertaken by Walsall, Tower Hamlets and Islington, councils are now tending to take a more cautious and incremental approach. So while localisation

may become more radical over time, it is not being suddenly launched in a radical way.

Secondly, there seems to be a more considered approach to the question of 'scale' among councils now. Birmingham is the only council which is really developing devolution on a scale comparable to earlier models. There is a strong argument that its size necessitates this, of which more below. This is not to suggest that more radical forms of localisation are not appropriate in smaller areas and authorities, but that the levels to which localisation goes, especially in the early stages, are an important consideration.

This is therefore also related to the speed of localisation, which the case studies will show, tends to be of an incremental nature in current examples.

Thirdly, as already identified in the choice of case study councils, this is not particularly an agenda of the left or right at the local level. Currently councils are exploring this territory from across the political spectrum, and indeed from across a range of variables including size, geography, performance and one or two-tier status, as well as political control. In fact there is not much evidence to suggest that it is a purely politically motivated agenda at all. As this report explores, motivations range from the political to the managerial, and can be traced to a wide range of incentives, both specific and general.

Finally, and related to this, councils are now operating under a rigorous performance and inspection regime, unlike anything in place in the 1980s and early 1990s. Internal performance management and external inspection are a core part of the way that councils work, and this suggests that localisation is now unlikely to be developed from only an ideological viewpoint. As the report explores, councils can use localisation as an improvement measure, and inspection regimes can also develop to reflect this.

The opening chapter considered some of the wider contextual reasons, both why councils are already moving down this path and also why government should be interested in what they have found so far. But what do the case study councils tell us about the elements of the broader policy context that are specifically motivating councils now?

Motivations for localisation

The research found that there was a combination of 'headline' motivations – explicit and consistent – towards localisation, and a number of less explicit, underlying motivations. This is not to suggest that the latter considerations are necessarily 'hidden', but rather to illustrate that the context in which councils are operating is complex, with accountabilities spread in different directions. Councils are constantly responding to a mix of local agendas, national political agendas, performance driven agendas and a huge range of agencies and stakeholders.

Within this complexity, councils must find a model that works for them and their particular context, and which responds to as many of these demands as possible. 'Headline' motivations are therefore always going to exist alongside other, less explicit motivations, such as CPA or potential local government reorganisation.

This combination of motivating factors, and the balance between them in any given council, will of course also impact upon the eventual structures councils introduce. The balance between these motivations, and the implications for policy, are considered further in Chapter 4. Meanwhile, both sets are described in the two sections below.

A Consistent and explicit motivations for localisation now

There were a number of motivations which were consistent and explicit among all interviewed from the three case study councils. All of these are features of the broader policy context, which signals a move towards citizen empowerment and more responsive services.

These motivations were always among the top priorities cited by those interviewed, and were also shared among councillors and officers.

i Engaging with citizens

Localisation is clearly seen by councils as a means to get closer to citizens, and to enable them to get closer to councils and other partners. Council surveys which cited the council as 'remote' and 'unresponsive' were often referred to by the case study councils in this research, and as democratic representative organisations, councils clearly feel that this perceived inaccessibility is not acceptable.

To this extent, localisation is being seen by councils as a political tool for achieving a healthier local democracy at the local level. This is related to the second motivation outlined below – a means of improving services – because it is expected that enabling greater local engagement will help councils deliver more responsive services which are closer to what citizens want and need.

A consistent feature of localisation in all the three case studies, therefore, was some form of public meeting for public engagement or consultation. Although the design of these meetings and the type of influence they were intended to have differed widely, it is clearly felt by councils that full council meetings in the main town or county hall are not adequate for genuine engagement, and that something needs to take place at more dispersed local levels where people may attend. These meetings are not the only means of engagement through localisation, but do form a core part of the structure. (The role of public meetings in achieving public engagement will be discussed in more detail later in the report.)

ii Improving services

Localisation is also clearly seen as a means of improving the quality of services – either those delivered by the council or a wider range including those delivered by partners – mainly by making them more responsive to community needs.

By moving engagement and consultation down to more local levels, councils hope that they will understand the service demands of users better, and be able to tailor their responses accordingly.

Greater engagement as a means of improving services can be combined with a corresponding managerial localisation – a breaking up of traditional central service departments in the council, and a relocation of these in smaller units across the area. Such restructuring is expected to create the need for service departments to become flexible, quick to respond to local needs and variation. It also provides a means of challenging the corporate centre of the council and its traditional way of providing services, which may be perceived as slow, inefficient, entrenched in a silo mentality which does not pay reference to the wider concerns of the council, and poorly performing. However, of the three case study councils examined in this report, only Birmingham has combined large scale managerial localisation with democratic localisation at this stage.

In some well-performing councils, the desire to engage and possibly deliver at more local levels can also be driven by a perceptions gap between the quality of services councils deliver – as measured by the Audit Commission or other inspectorates – and the perception of the quality of services by local people. It is felt that by moving services closer to citizens, understanding of the services provided may improve, as well as the actual services themselves. Alternatively, localisation may be part of a service improvement process in a council starting from a relatively low base.

iii Improving partnership working

Achieving better partnership working was a clear aim of councils going through a localisation process. However, there were differences about what organisations meant by ‘partners’. Partners can be other local service agencies, for example health, police and schools. Localisation which involves these partners can help embed partnership working at more local levels, enable joined up responses to local issues, and influence partnership working at strategic levels, for example the LSP.

‘Partners’ can also mean lower tiers of local government and governance, for example district councils in a two-tier area, and parish councils and neighbourhood forums. Relations and engagement with these other tiers are regarded by councils developing localisation as likely to improve through the new structures.

iv Developing non-executive councillor roles

This was a motivation found in all of the three case study councils, and can be seen as a direct response both to the impetus given to local authorities in the Local Government Act 2000 to establish ‘Area Committees’ either for consultation or the exercising of delegated council functions, and latterly to the implications of the political management reforms introduced by the Act on those councillors who are not on the cabinet, i.e. backbenchers.

The aim to develop backbench councillor roles is therefore partly a direct response to the impact those reforms have had on the roles of non-executive councillors, and also within the spirit of the Act, which encouraged councillors to develop close links with their communities.

Research for ODPM into the implementation of the Local Government Act 2000 by the Evaluating Local Governance (ELG) team, has concluded that while new structures have been implemented affectively, with many benefits to decision-making, leadership and accountability, councils have not yet embraced the full spirit of the Act and the opportunities it presents.

“Local government has proved itself yet again to be capable of implementing a complex change in a manner that reflects well on its basic administrative and managerial competence. Equally what it has failed to do so far is to take full political advantage of the opportunities for a new style of politics and a new relationship with the public created by the Act.” (ODPM, 2004)

Research into the impact of the local government political management reforms reveals that despite the aim of creating a new role for backbench councillors, in practice they have not been significantly more engaged with their communities since reforms were implemented. The ELG team also found that the individual and local community leadership role of councillors remains under-developed, and that the reforms have made very limited progress so far in their aims of engaging local people more in decision making (Stoker, 2004).

However, developing the councillor role remains a clear priority for the Government. Recent discussion papers issued by ODPM as part of the Government’s 10 year vision for local government state: **“the Government believes that the failure to maximise the potential of locally elected representatives to act in a leadership role as advocates and champions of local communities is a major obstacle to our ambitions for civil renewal and improved public services”** (ODPM, 2005a).

The development of councillor roles through localisation was therefore often described by the case study councils as a ‘second stage’ implementation of the Act, with council time in the ‘first stage’ concentrated on restructuring into a leader and cabinet model and establishing scrutiny, and attention now turning to non-executive concerns.

Localisation is seen as a means of supporting councillors in playing their community representation role, although the way in which it does this depends on the type of localisation being developed. It can variously: give councillors an additional forum through which to engage with citizens via public meetings etc; give councillors more control and influence over decision

making, services and budgets etc; and support councillors in forming stronger links with other local partners both from local government and other agencies.

v Scale

The question of scale also varied in the impact on which it had on the different case study councils and their thinking about localisation, but in some way it had a role to play in each case.

In Birmingham, the largest unitary authority in Western Europe, there was a strong belief shared by councillors from across the political spectrum and officers that the sheer size and scale of the city meant that it was simply impossible to deliver high quality, efficient and responsive services from one corporate centre. This implied that some form of managerial localisation was necessary.

In West Sussex and Wakefield, the question was more whether the right activity was taking place at the right spatial level. In West Sussex, a two-tier area, it was felt that given the size of the area being covered by the county, there should be some more local forms of delivery and engagement on some issues, while the Council also maintained a strategic overview across the county. In Wakefield, a smaller unitary area containing distinct towns and villages, there was still the question of enabling responsiveness at levels and in areas which make sense to citizens, many of whom will identify with a far more local area than that covered by the Council.

In different ways therefore, the localisation agenda is motivated by a desire to both engage with citizens and deliver services at levels which make sense to citizens and which enable the best outcome, not simply at the administrative level set by the council's own boundaries.

B Less explicit motivations for localisation

The motivations listed above were consistently cited in one form or another by stakeholders interviewed in the three case study areas. However, there were also a second set of motivations, which were more implicit and often referred to terms of a more local context. These motivations were openly discussed, but varied in whether they were cited at all between different interviewees and different councils, or in the degree of importance which was attached to them.

They might also therefore be described as variable motivations, but ones which should be kept in mind by councils considering this agenda and by the Government in policy-making.

i Comprehensive Performance Assessment (CPA)

The research found that CPA can be identified by councils both as a driver towards localisation, and as a risk factor, depending on:

- the current score of the particular council; and
- whether it was perceived that CPA would measure councils on engagement, responsiveness and partnership, or focus more on services.

Generally however, it was felt that CPA was moving increasingly towards these types of measures in the revised 2005 framework, and that top scores would not be achieved without demonstrable action by councils in these areas (Audit Commission, 2005). This suggests that CPA is a strong potential driver, should the Government wish to encourage more councils to consider forms of localisation.

However, councils varied in the degree to which they wanted to allow CPA to act as an explicit factor in their own policy making and activity, arguing instead that localisation was the right thing to do for citizens, and that CPA happened to support this. (More detailed reflections on the impact of current CPA score on individual councils are included in the Case Study sections)

ii Political positioning

- **For neighbourhood governance, citizen empowerment and choice** Councils are responding already to government rhetoric – if not yet clear policy – about the importance of empowering citizens at local levels. Although much localisation is still above the 'neighbourhood', being at an 'area' level, it is a first step towards movement on these agendas.
- **For local government restructuring: unitary and/or regional government** Although the Government has not made any commitment to full unitary local government, and although the status of the regional agenda remains unclear after the 'No' vote in the North East, councils broadly think a review of local government structures is likely to happen, and

are moving already to prepare for any review. On the assumption that restructuring will be based on developing councils which can be both 'strategic and local', councils see localisation as one means of demonstrating this capacity before re-structuring might take place.

iii Frustration with existing partnership working

If councils and councillors find it difficult to work with LSPs, localisation can offer an alternative means of establishing local presence while enabling the council to be more clearly in control. This is particularly pertinent in two-tier areas, where county councils are required to engage with both the over-arching county-wide LSP and the district level LSPs. Such multiple partnership engagement can be intensive in time and resource, and in some cases is not felt to be effective.

These problems can be related to generic problems with some LSPs, including: LSPs may not be the most useful forum for partnership working among different tiers of local government and other partners; there may be a vacuum of leadership in the LSP model; and district level LSPs are too small to be effective in some cases.

Localisation outside the LSP structures therefore can offer a different way of developing these agendas, with a different remit and the potential for devolved budgets and decision-making, rather than only strategic influence.

In the limited sample of this research, this consideration applied largely to West Sussex as the only two-tier area. However, it is certainly not unique to West Sussex, and problems with partnership working and LSPs can also arise in unitary areas.

Equally, if localisation and the new structures created involve an element of partnership working, as in Wakefield and Birmingham, localisation can alternatively offer a means of responding to the difficulties of effective partnership at a strategic level (the over-arching LSP level), and the joined up challenges communities face at more local levels.

iv Building local political support

Some councillors felt that localisation offered a means of building local political support through establishing a connection between local councillors and communities. Citizens might be expected to better understand the link between their political representatives

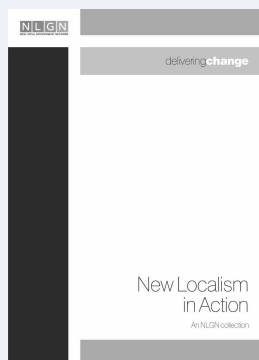
and local decisions, if there are opportunities to influence and see decisions being taken at that level.

And although localisation does not imply that unpopular local decisions will not be taken – for example the closure of a local swimming pool – it does mean that there is potential for better communication and engagement with the community ahead of the decision, better consultation and an alternative route to resolving problems.

This was not a consistent view among councillors, and of course localisation can imply giving some control to councillors in an area who might not be of the same political party as the majority party on the council. But it is a powerful argument, and one which councillors might be encouraged to consider when thinking about localisation.

Conclusions and further discussion about the balance councils give to these different incentives to localise is offered later in the report. For now however, consideration is given to the actual models of localisation being developed in each of the case study councils, in order to consider their local context and approaches in more detail.

other publications available from NLGN



New Localism in Action

An NLGN collection

ISBN 1 903447 45 3 · £25 (1-19 copies) or £15 (20+ copies) p&p

The New Local Government Network has been a key protagonist in debates about the way we deliver our public services and govern ourselves. Advocating 'New Localism', we have long stated that decision-making should be as close to the user as possible, that the 'joining-up' agenda happens more easily at such levels and that clear accountability, efficiency and engagement are much more likely to be achieved when this is the case. But we have also been clear that in almost all services there will be significant roles for different tiers of governance.

The primary question has to be whether major changes to our centralised state would lead to better outcomes for citizens. What opportunities and challenges would be presented by moves to decentralise decision-making across a range of policy areas, namely transport, education, the tackling of anti-social behaviour and housing for sustainable communities? *New Localism in Action* is an NLGN collection of essays focussing both on the key issues affecting each of these policy areas and on the implications of moves to devolve decision-making.

'Local councils are essential to any process of passing power from central government to local communities. Local councils will remain the predominant form of local democracy in this country, alongside neighbourhood, regional, and national governance. What will change is the broader tapestry of civic society. Across a range of services, new forms of local democratic control, accountability and participation are being tried out. Local councils must have the maturity and confidence to work in partnership with new forms of local democracy.'

Rt Hon Hazel Blears MP, Minister of State, Home Office



Vitality through locality – lessons from Suffolk and Lewisham

A joint NLGN/IDeA publication

Anna Randle and Natalie Arend with Kamal Panchal

ISBN 1 903447 36 4 · £20 (1-19 copies) or £10 (20+ copies) p&p

A number of policy directions being discussed at present point to concepts like local and neighbourhood governance playing a key role in service delivery and community leadership in the future. But many local authorities are already thinking about their domain as a series of localities and trying to think about how to incorporate such thoughts in the way they operate. This concept of 'Locality Working' offers an opportunity for local authorities to revitalise their role and to enable innovation in reconnecting citizens and institutions. A difficult notion to define – to some it represents a strategic approach to structure and budgeting, whilst to others it is more a philosophy informing a council's way of thinking.

Based on the continuing work of NLGN's Innovation Network, this report seeks to explore the notion of Locality Working through its application in two local authorities – the London Borough of Lewisham and Suffolk County Council. With differing approaches to suit their respective challenges, these studies offer valuable lessons on the effectiveness and versatility of Locality Working. This report brings a practical edge to the important debate about New Localism and so will be useful to policy thinkers and practitioners alike.

'As new powers are awarded to local government, these questions will become ever more important. NLGN and IDeA hope that this report will provide useful ways of thinking about the role of Locality Working in helping all councils to respond to the needs of their local communities.'

Lucy de Groot, Executive Director, IDeA

order form

Please return this form together with your payment made out to 'York Publishing Services Limited' to

Publication Sales, NLGN, 2nd floor, 42 Southwark Street, London SE1 1UN

Alternatively, you may email your order information to info@nlgn.org.uk or contact

York Publishing Services on **T. 01904 431213** or **F. 01904 430868**

YOUR ORDER	ISBN	£ 1-19 COPIES	£ 20+ COPIES	QUANTITY
NEW Councils embracing localism: lessons in decentralisation from Birmingham, Wakefield and West Sussex	1 903447 48 8	£20.00+£1.25 p&p	£10.00+£0.75 p&p	<input type="text"/>
NEW New Ways to Modernise	1 903447 47 X	£25.00+£1.25 p&p	£15.00+£0.75 p&p	<input type="text"/>
NEW What is Local Government For?	1 903447 46 1	£10.00+£1.25 p&p	£7.00+£0.75 p&p	<input type="text"/>
NEW New Localism in Action	1 903447 45 3	£25.00+£1.25 p&p	£15.00+£0.75 p&p	<input type="text"/>
NEW The Modernisers' Tale: Why modernisation in local government must continue	1 903447 44 5	£10.00+£1.25 p&p	£7.00+£0.75 p&p	<input type="text"/>
NEW Living with Regions: Making multi-governance work	1 903447 43 7	£20.00+£1.25 p&p	£10.00+£0.75 p&p	<input type="text"/>
Beyond Contract: What makes a PPP successful?	1 903447 42 9	£20.00+£1.25 p&p	£10.00+£0.75 p&p	<input type="text"/>
Invisible Villages: Techno-localism and the enabling council	1 903447 40 2	£10.00+£1.25 p&p	£7.00+£0.75 p&p	<input type="text"/>
Business & Local Government: Partnership, Contracts and Corporate Social Responsibility	1 903447 39 9	£20.00+£1.25 p&p	£10.00+£0.75 p&p	<input type="text"/>
'Choice Cuts': essays on the improvement of local public services	1 903447 41 0	£10.00+£1.25 p&p	£7.00+£0.75 p&p	<input type="text"/>
Vitality through locality – Lessons from Suffolk and Lewisham	1 903447 36 4	£20.00+£1.25 p&p	£10.00+£0.75 p&p	<input type="text"/>
Procurement & Partnership: Doing it right. Making it work	1 903447 38 0	£20.00+£1.25 p&p	£10.00+£0.75 p&p	<input type="text"/>
London Calling: Reflections on four years of the GLA and solutions for the future	1 903447 37 2	£20.00+£1.25 p&p	£10.00+£0.75 p&p	<input type="text"/>
Making Choices: How can choice improve local public services?	1 903447 35 6	£25.00+£1.25 p&p	£15.00+£0.75 p&p	<input type="text"/>
Rewiring local decision making for political judgement	1 903447 33 X	£10.00+£1.25 p&p	£7.00+£0.75 p&p	<input type="text"/>
Mayors Mid-term: Lessons from the first eighteen months of directly elected mayors	1 903447 34 8	£20.00+£1.25 p&p	£10.00+£0.75 p&p	<input type="text"/>
Joining-Up Local Democracy: Governance systems for new localism	1 903447 32 1	£10.00+£1.25 p&p	£7.00+£0.75 p&p	<input type="text"/>
Schools Beyond the Classroom: Managing collaboration for social inclusion	1 903447 30 2	£20.00+£1.25 p&p	£10.00+£0.75 p&p	<input type="text"/>
New Localism, New Finance	1 903447 29 1	£10.00+£1.25 p&p	£7.00+£0.75 p&p	<input type="text"/>
Crossing Boundaries: New ways of working	1 903447 28 3	£20.00+£1.25 p&p	£10.00+£0.75 p&p	<input type="text"/>
			Subtotal £	<input type="text"/>
			p&p £	<input type="text"/>
			Total £	<input type="text"/>

Now please turn over the page and fill in your payment and delivery details overleaf

YOUR DELIVERY

Please deliver to (block capitals please)

Name	
Job title	
Organisation/company/institution	
Address	
Postcode	County
Telephone	Fax
Email	

YOUR INVOICING

If different from the delivery information above, please invoice

Name	
Job title	
Organisation/company/institution	
Address	
Postcode	County
Telephone	Fax
Email	

YOUR PAYMENT

Please invoice my organisation/company/institution on account OR

I enclose a cheque made payable to **York Publishing Services Limited** for the following amount

£

OR

Please charge my credit/debit card with the following amount

£

Visa Mastercard Switch Delta

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Issue no. (debit cards only)

Start date (Switch cards only)

Expiry date

Name on card (block capitals)

Signature x

Orders will normally be processed within 5 working days – if your order is very urgent, please state your delivery deadline below

<input type="text"/>
<input type="text"/>

NLGN MAILING LIST

We would like to keep you informed of future relevant NLGN activities and NLGN's work programme – if you would like to receive this information, please complete your subject preferences and details below. Alternatively, join the NLGN mailing list by emailing your subject preferences and details to info@nlgn.org.uk

I would like to be added to the NLGN mailing list to receive future information updates

I would like to receive further information on the following subject areas

- | | |
|---|--|
| <input type="checkbox"/> Best Value | <input type="checkbox"/> Local Area Agreements |
| <input type="checkbox"/> City Regions | <input type="checkbox"/> New Localism |
| <input type="checkbox"/> Community Leadership | <input type="checkbox"/> Public Service Reform |
| <input type="checkbox"/> CPA | <input type="checkbox"/> Regeneration |
| <input type="checkbox"/> Education | <input type="checkbox"/> Sustainable Development |
| <input type="checkbox"/> E-government | |

NLGN EMAIL ALERT SERVICE

Would you like to receive NLGN's email newsletter which will be emailed to you with information about new NLGN activities in your subject of interest? Complete your details below (ensuring you have indicated your areas of interest on the left) or join this service by emailing your subject preferences to info@nlgn.org.uk

I would like to receive NLGN's email newsletter

Email*	
Name*	
Job title*	
Organisation/company/institution*	
Address	
Postcode	County
Telephone	Fax

DATA PROTECTION Your data will be entered onto our database and will be used to alert you to relevant NLGN publications and services in the future. It will not be sold or given to any third parties *essential information

deliveringchange

Local government is being required to find new ways to engage citizens, deliver responsive and high quality services and work with local partners. With the freedom to work in more local ways and some powers decentralised from Whitehall, councils are developing new devolved structures within their own boundaries.

Councils embracing localism: lessons in decentralisation from Birmingham, Wakefield and West Sussex is invaluable reading for all local authorities considering their own approach to decentralisation, whether introducing new models, refining existing structures, or thinking about the future challenges of area working and neighbourhood governance.

The report is the result of three months embedded research inside three councils trying new and different ways to decentralise locally. West Sussex County Council, Wakefield Metropolitan District Council and Birmingham City Council face a range of challenges according to their local context, and have developed structures to reflect both a common set of challenges and national priorities, and their own local circumstances. *Councils embracing localism* examines the localisation being undertaken, including the local context; the models being developed; the motivations for going down this route; and how localisation fits into the councils' wider agendas. It extracts key lessons for other councils contemplating their own response to localisation, including the questions, risks and opportunities raised by working in this way.

Councils embracing localism also offers thoughts about the developing neighbourhood agenda, the new challenges this might pose to councils, and what might be learned from current models of area working. And as Whitehall thinking moves clearly in the direction of encouraging more local devolution and greater influence for citizens, the author makes recommendations to councils and central government about the future development of the localisation and devolution agenda.

The report is the eleventh in NLGN's 'Delivering Change' series, which aim to help senior officers and elected members learn from practical evidence of change to respond positively to the local government modernisation agenda.

ISBN 1 903447 48 8

PRICE PER COPY £20 (+£1.25 P&P)