

Report of Director of Communities and Environment

Report to Executive Board

Date: 18 November 2020

Subject: The Keep it Local Principles and Network

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Will the decision be open for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary

1. Main issues

- Executive Board is recommended to endorse the Keep it Local Principles and support the council's participation in a new Keep it Local Network of local authorities who are committed to the principles and way of working.

The Keep it Local Principles

- ✓ Think about the whole system, not individual service silos.
- ✓ Co-ordinate services at the neighbourhood level.
- ✓ Increase local spend to invest in the local economy.
- ✓ Focus on early intervention now to save costs tomorrow.
- ✓ Commit to your community and proactively support local organisations.
- ✓ Commission services simply and collaboratively so they are 'local by default'

The Keep it Local initiative has been developed and is supported by Locality, the national charity supporting locally-led community initiatives. The Keep it Local principles are high level and ambitious and should be considered as aspirational.

- The Keep it Local Initiative Objective:** to support and encourage a determined focus on the 'local'. Investing in and building on local community assets, utilising local investment and resources for maximum local benefit, maximising external investment into the city, promoting collaboration and co-production across sectors for maximum local impact, and through the delivery of locally-focused and delivered, sustainable, people-centred services, save money and minimise demand on public sector funding.
- How Leeds is already 'keeping it local':** Keep it Local Principles align with the council's values and direction of travel. There are many examples of culture, policy and

practice within the council and across the city illustrating the commitment to this kind of approach. See 3.3 in the Main Report and Appendices.

Leeds clearly has significant experience and much good practice to share with other authorities who are part of the Keep it Local Network and beyond, but Leeds also has much to gain from engagement in this initiative.

- **Keep it Local offers an opportunity to strengthen our approach, by:**

- Providing an opportunity to develop an overview of what Leeds has in place, what can be built on, learnt from and rolled out to support delivery of our ambitions.
- Focusing attention on areas needing development, with opportunities to draw on experience and knowledge from experts, other councils and sectors. For example, LCC is keen to maximise Social Value and Bristol Council have recently implemented a 20% minimum Social Value requirement in all contracts and agreed that 40% of the total council budget has to be invested in local micro, small and medium sized businesses (SMEs), social enterprises and voluntary organisations (VCSE). Leeds may not adopt this approach, but it offers a chance to understand the challenges, opportunities and impact of adopting different interventions and it has the potential to drive new thinking and ways of working.
- Clarifying our ambition and intent, which can then galvanise corporate, service and officer focus.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- The endorsement of the principles and membership of the Network will strengthen delivery across the range of Best Council Plan ambitions. For example, the current Asset Based approach is delivering positive impacts around health and social care agendas and beyond; the Anchors work has untapped support for employees in their caring roles and facilitated access to employment for disadvantaged communities; a local focus in commissioning has delivered sub-contracting opportunities to small local organisations reaching minority and marginalised communities.

3. Resource Implications

- There are no immediate resource implications from endorsement of the Principles or membership of the Network.
- The expectation is that the Keep it Local initiative will deliver net resource benefits to Leeds by for example maximising external financial and other investment and through the investment in local infrastructure that reinvests the Leeds pound in Leeds and creates cost effective sustainable organisations.

Recommendations

- a) Executive Board is recommended to endorse the Keep it Local Principles and support council membership of the Keep it Local Network.
- b) Executive Board is requested to note that the Executive Member for Communities is the Keep it Local Champion and the Director for Communities and Environment is the officer champion. The Chief Officer Communities is the responsible officer for implementation.

1. Purpose of this report

- 1.1 Executive Board is recommended to endorse the Keep it Local Principles and support the council's participation in a new Keep it Local Network of local authorities who are

committed to the Keep it Local Principles and way of working. **Appendix 1** List of current Keep it Local Authorities.

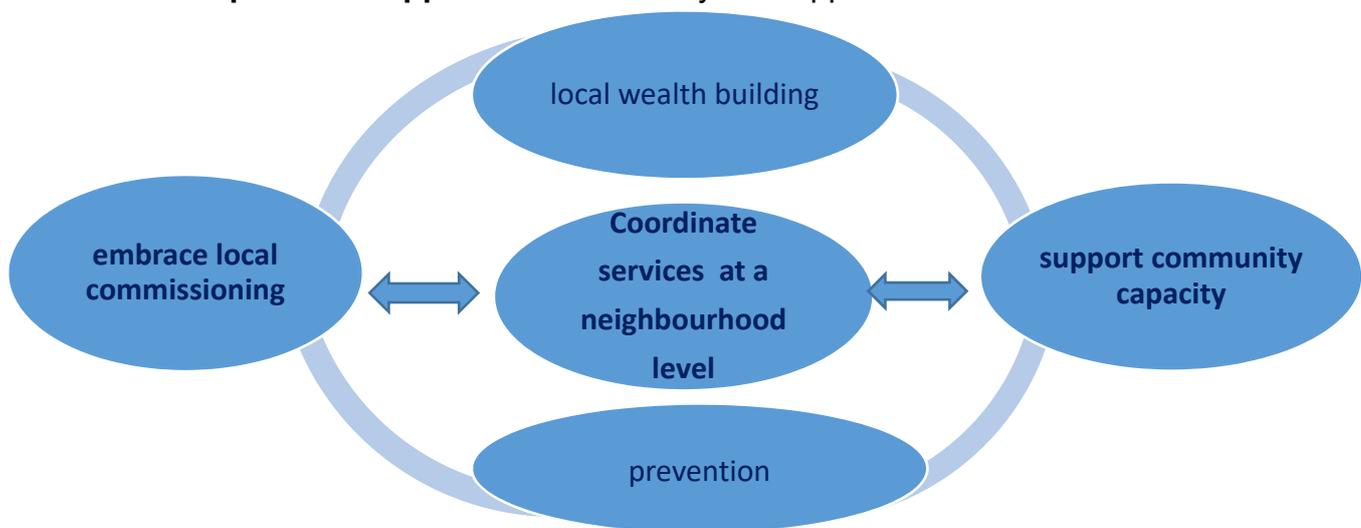
2. Background information

2.1 The national charity Locality has developed and is supporting the Keep it Local initiative with financial and other support from the Lloyds Bank Foundation.

2.2 The 6 Keep it Local Principles

1. Think about the whole system, not individual service silos.
2. Co-ordinate services at the neighbourhood level.
3. Increase local spend to invest in the local economy.
4. Focus on early intervention now to save costs tomorrow.
5. Commit to your community and proactively support local organisations.
6. Commission services simply and collaboratively so they are 'local by default'.

2.3 **The Keep it Local Approach** - A whole system approach:



2.4 **What it means in practice:**

- Building on local community strengths and strong local partnerships.
- Using public resources to invest in the local economy and support community capacity.
- Maximising external investment through collaboration with the third sector, promoting philanthropy and corporate social responsibility.
- Maximising opportunities to secure social value benefits through commissioning and our anchor institutions network and the strong civil society approach.
- Pursuing all opportunities to maximise reinvestment of the Leeds pound in Leeds.
- Design, develop and provide services and activities, which intervene early to deliver better outcomes and reduce long-term costs and drive down pressure on public services through engagement and co-production with communities and collaborative commissioning.
- Larger locally-based third sector organisations step up and use their resources and capacity to play their part in nurturing and supporting a thriving local community ecosystem.

2.5 **The Keep it Local Network** is a recent development following pilots in Bristol and Bradford. There are currently 14 member authorities.

2.6 **Keep it Local member commitments:**

- Signing up to the Keep it Local principles
- Appointing a Keep it Local champion in the cabinet and senior management team

- Committing to work with Locality to assess and improve current practice
- Convening a discussion with the local community on how to Keep it Local

2.7 **Locality will support members of the Keep it Local Network by:**

- Convening two Network meetings per year
- Providing regular updates and sharing best practice learning from across the Network
- Offering free Locality membership for a year and providing specialist advice on how to Keep it Local in practice
- Facilitating access to a sounding board of peers in other forward-thinking authorities to work through problems together
- Providing a clear framework to articulate the work being done and to help it go further
- Keep it Local Award to showcase best practice

2.8 **About Locality**

Locality is a national charity, which supports locally-based community organisations to be strong and successful. It has a national network of over 600 members helping more than 400,000 people every week.

- Locality offer specialist advice, peer learning and campaign with members for a fairer society, which places communities at the centre of developments.
- They commission and collaborate on research with community and public sector organisations and others in order to shape policy and develop responses to challenges facing communities and supports and informs the work of community organisation and partners like Local Authorities.
- They have developed toolkits, guidance and provide training and workshops around a range of issues, including for example the Keep it Local initiative, which includes guidance on using a Keep it Local approach to building local economic resilience.

2.9 **The Leeds link with Locality**

Twenty-Two Leeds-based community/third sector organisations are members of Locality. **Appendix 1** - List of Leeds organisations that are members of Locality and Local Authorities that are members of the Keep it Local Network.

3. **Main issues**

3.1 **Understanding the challenge and recognising the need to do things differently**

The Leaky Bucket concept, used by the New Economics Foundation:

‘Imagine the local economy as a bucket full of water; every time you spend money that goes outside the local area, it leaks out of the bucket. Generally, our energy is focused on trying to pour more money into an area to keep filling up the bucket; however, a better starting point for strengthening the local economy should be to try to prevent the money leaking out in the first place’.

- 3.2 **The Keep it Local Initiative Objective:** to support and encourage a determined focus on the ‘local’. Investing in and building on local community assets, utilising local investment and resources for maximum local benefit, maximising external investment into the city, promoting collaboration and co-production across sectors for maximum local impact, and through the delivery of locally focused and delivered, sustainable, people centred services, save money and minimise demand on public sector funding.

How Leeds is already ‘Keeping it Local’

- 3.3 **‘Keep it Local’ aligns with council ambitions, philosophy and approach.** The Keep it Local approach aligns with the council’s ambitions, values, direction of travel and the way of doing business. Policy and operating arrangements, include:

- The council's Procurement Strategy 2019-2024 which commits, alongside efficiency and good governance, to 'a much greater focus on delivering social benefits locally from council spending' and incorporates Social Value, the Foundation Living Wage and Strategic Supplier Engagement.
- The council's Contracts Procedure Rules for contracts below the current EU threshold require the Authorised Officer to consider whether the procurement would be of interest to local suppliers and/or third sector organisations, and if it would and there are sufficient numbers, to ensure at least 2 of the organisations invited to tender are local suppliers and/or third sector organisations.
- The ambitions set out in the Leeds Social Value Charter to "grow and strengthen the local economy by investing the Leeds pound in Leeds".
- Co-development of the Leeds Commissioning Code of Practice by LCC, NHS and the third sector and the translation of this into best practice commissioning.
- The council and city commitment to the influential Leeds Third Sector Partnership which is well regarded nationally.
- The development and endorsement of the Leeds Pledge to Strengthen Civil Society which encourages everyone to play their part and 'do their bit for Leeds'.
- Inclusive Growth Strategy commitment to co-produce a social enterprise strategy to underpin further growth in the sector.
- Leeds Health and Wellbeing Strategy commitment to make best use of community assets and leadership to create local solutions and design joined-up services around the needs of local populations.
- Climate Emergency proposal for 'green new deal' type funding to bring economic investment into the city in support of Leeds meeting its carbon targets linking into developing the local supply chain, and creating new jobs and training opportunities within Leeds.
- The commitment to collaboration, co-production and investment in the third sector as a deliverer of transformational and impactful services.

3.4 **Resilience of the Third Sector.** As a response to Covid-19, a Resilience of the Third Sector Bronze Group has been set up in recognition of the critical support a thriving third sector provides to the people of Leeds. The work is led by the *obsession* to maintain the scope, diversity, capacity and sustainability of the third sector in Leeds.

The Resilience of The Third Sector Bronze group has been established to:

- Understand the potential impact of COVID-19 on third sector organisations and communities
- Develop actions aimed at minimising the impact of COVID-19 on the third sector
- Ensure that learning from COVID-19 is understood, shared and used to inform future actions and activity across the Third Sector and the wider system.

3.5 **Examples of 'Keeping it Local' in Leeds:** There are many examples of practice within the council and across the city which demonstrate the commitment to and the impact of a 'Keep it Local' approach, including:

Covid-19 response. The council worked closely with Voluntary Action Leeds (VAL) and other community and voluntary organisations to respond to needs in our communities as the Covid-19 pandemic set in. Over 8000 Leeds residents registered as Community Care Volunteers in response to the crisis and were supported through registration and induction by VAL. A network of volunteer 'hubs' was set up across the city by the council's Communities Team and VAL in partnership. One of the most striking aspects of the Leeds response was the willingness of people in neighbourhoods and communities to support one another without any organisational involvement, thereby releasing pressure on services. The speed at which the hub structure and support system was put in place is testament to the strength of partnerships which already exist in the city. Successes highlighted include the confidence shown in the third sector and their flexibility and ability to deliver; the partnership with other organisations forged,

expanded or strengthened to meet needs; flexibility of funders to allow organisations the freedom to adapt to meet needs locally. Longer term support arrangements will focus on the development of localised volunteering capacity and response through a hub and spoke model which avoids a top-down approach and allows for locally-designed support at a community level.

Commissioning which is Local by default – creative and well-regarded commissioning arrangements, which respond to local priorities, invest infrastructure, and deliver best outcomes. **Appendix 2** - Commissioning Advice Services that are Local by default – a third sector perspective.

From April 2019 to December 2019 **LCC Expenditure with local suppliers** was 51% (£334.1m) of the total supplier expenditure. Expenditure with Small and Medium sized Enterprises (SMEs) was 57% (£342.6m) of the total supplier expenditure.

The **Asset Based Community Development (ABCD)** approach being championed and rolled out in different communities and settings across the city delivering improved outcomes and unlocking resilience in communities. As noted in the recent Executive Board paper (24 September 2020), a pilot study undertaken by Leeds Beckett University estimates that for every pound invested in ABCD approaches, twenty-seven pounds is generated in social value. The ABCD approach has been used in the Covid-19 response to enable residents to support their neighbours and community, which has reduced demand on state-funded services. Current work is underpinned by a collaborative approach between the council, third sector and communities, to facilitate a shared sense of what is best done with support and what is best done by the council and its partners. ABCD is fundamentally reframing the relationships between the local authority and citizens with the potential to make a significant contribution to improving the council's sustainability in the long term.

The establishment of a **Locality Working and Neighbourhood Improvement** model by the council.

The work with the **Leeds Anchors Network** has secured commitment to practical action that contributes to the city's inclusive growth ambitions and the health and wellbeing of its citizens by the biggest organisations in the city.

Leeds Community Foundation (LCF) securing and directing investment into local communities. In 2018 / 2019, LCF invested £4.1m, through 634 grants, supporting 371 individual third sector organisations, benefitting 59,000 people. They secure investment through philanthropy and corporate giving, in addition to securing funds from charitable trusts and public sector partners.

For more information, follow the link to [LCF Our Story 18-19 LINK](#)

1,750 local residents supported into **employment, training and apprenticeships over the last 3 years through the Social Value activity** of contractors and developers working with the council.

LCC using a Community Municipal Bond (CMB) to secure investment and added social impact benefits The council is exploring CMB as a means of financing solar PV systems on council buildings. A CMB is a bond or loan issued by a Local Authority direct to the public via a crowdfunding platform. CMBs can strengthen community

engagement and create local economic benefit by re-directing returns on capital to local residents who have invested in the bonds.

Employment in NHS Leeds Hospitals for people living in the surrounding disadvantaged neighbourhoods LCC Priority Neighbourhood Team, Employment and Skills and Anchor Institution leads supported the Hospital Trust to run recruitment events for jobs at St James's resulting in 40 people from neighbouring Lincoln Green being offered jobs. The approach has been rolled out to other Priority Neighbourhoods and since April 2019, 49 people from target wards have secured NHS employment. This initiative has been included in the NHS Plan nationally.

Keeping it local in Leeds: LCC Procurement supporting the local economy by ensuring tendering opportunities are made more attractive to local SMEs and third sector organisations and by dividing contract opportunities into smaller lots which local organisations can bid for either individually or as part of a consortium.

Keeping it local in Leeds Incorporating Social Value, the Foundation Living Wage and Strategic Supplier Engagement and Contract Management as key areas of the Procurement Strategy.

Introducing "Social Value Guidance for LCC Commissioners" and establishing a Social Value Board, chaired by the Director of Resources and Housing to drive and support commissioners in improving Social Value outcomes from contracts. Plans are in place to implement the Social Value Framework for future procurements recognising the value that local organisations make to addressing city priorities.

'Keeping it Local': An opportunity to share our good practice

- 3.6 Leeds has significant experience and much good practice to share with other authorities who are part of the Keep it Local Network and beyond, but Leeds also has much to gain from engagement in this initiative.

'Keeping it Local': An opportunity to clarify our intent, galvanise focus and strengthen our approach in Leeds

- 3.7 Keep it Local offers an opportunity to strengthen our approach in Leeds, by:
- Providing an opportunity to develop an overview of what Leeds has in place, what can be built on, learnt from and rolled out to support delivery of our ambitions.
 - Focusing attention on areas needing development, with opportunities to draw on experience and knowledge from experts, other councils and sectors.
 - Providing an opportunity and impetus to explore and develop new thinking and ways of working.
 - Clarifying our ambition and intent, which can then galvanise corporate, service and officer focus.
 - Drawing on knowledge and experience from experts and other authorities.
- 3.8 Keep it Local is not a policy or an action in itself. However, it has the potential to help us think differently about some of the challenges we face and the way we do business, it provides critical friends and a supportive space to focus on *how* we are doing things and not just what we are doing.

Maintaining ambition and embracing new ways of working in the face of financial and demand challenges

- 3.9 Leeds is a city that is determined to be the best; to be compassionate, to address poverty and inequality and maintain focus on inclusive growth whilst building a strong economy.

3.10 Despite and sometimes because of financial pressures in recent years Leeds has determinedly maintained ambition, pioneered new approaches, pursued a drive to strengthen civil society to encourage all partners to play their part, driven forward a more open and co-production approach with partners, including collaborative and progressive commissioning of services and maintained and increased investment in the third sector.

3.11 The financial challenges have been greatly exacerbated by Covid-19. As we continue to identify efficiencies as a council so that we are able to operate within our budget, there will be many challenges, including commissioning. However it is felt that it is even more important in the current climate to aspire to the implementation of the Keep it Local principles.

3.12 **Keeping it Local in Leeds: Facing the challenges, embracing change and doing things differently is now a part of the Leeds way of doing business.**

Other authorities have reduced investment in the third sector, disinvested in local infrastructure, and outsourced services at scale. In those cities and nationally there is a recognition that this approach has not delivered either the savings or the outcomes and the services that were needed. Leeds aspires to work in a different way, to focus on the Local and build on strengths. For example, the Leeds approach to partnership with and investment in the third sector.

Working with third sector providers during the Covid-19 pandemic

Commissioners have worked closely with providers during the Covid-19 pandemic to ensure that Business Continuity Plans are in place and that Supplier Relief guidance was applied to minimise the financial impact on contracted providers. This has included the need to deliver services differently, for example moving services online rather than face to face. It has also meant that some services have been repurposed for example to support new emergency accommodation to support people rough sleeping and to enable the third sector to support local communities via the community hubs. Children's Transport providers supported providers to furlough and grant schemes to limit budget pressure on the council. It has been acknowledged that providers in the care sector have incurred additional pressures and costs however, care providers have been supported with additional funds from the council and the Clinical Commissioning Group and the council has also distributed a Government grant through the Infection Control Fund. The third sector has been proactive and flexible to respond to COVID and to support communities. Partnership working arrangements that were already in place in the city have served us well during this time. Council and CCG commissioners are developing work to progress plans for integrating health and care services recognising that COVID has created a budget and service pressure on the whole system and more joined-up services are more important than ever.

Investing in the third sector – a different approach in Leeds

In contrast to many other local authorities, Leeds has maintained and strengthened investment in the third sector through the period of austerity and major budget pressures. In 2018/19, the council invested over £127m in the sector, through procuring services and grant-funding community-led activities. The choice in Leeds has been to invest, support and develop the sector. This has been recognised as an important platform to respond successfully to the increasing pressures of an ageing population, demographic change, poverty and other emerging challenges. Leeds appreciates the added value, the reach into communities and the delivery of person-centred, flexible and creative responses to challenging and complex issues.

The Leeds Third Sector Partnership is an important cross sector body, which works to ensure that the conditions are in place for a thriving third sector that is able to deliver for Leeds. The relationship between the council and the third sector and the policy and

operating arrangements in place in the city are admired by public and third sector colleagues in many other areas.

Appendix 3 - Third Sector Partnership Plan on a Page and Leeds Third Sector Ambition Statement

3.13 The Keep It Local initiative, will:

- galvanise focus and commitment to addressing our challenges
- provide the council and partners with support from *Locality*, a body of research and roots to expertise
- enable us to benefit from the experience of other local authorities on issues where we are looking to develop and strengthen our approach
- raise challenges for and expectations of the larger third sector organisations in respect of their role in supporting the local area and community and small community groups ecosystem

3.14 Examples of the support and experience that Leeds may want to access:

Bristol City Council: pursuing maximum social value benefit through contracts: a focus on maximising the impact of the Bristol Pound and using all local resources to support a diverse local economy.

Newcastle City Council: exploring opportunities to maximise crowdfunding to match local funding and support community-based initiatives

Locality: worked with the New Economics Foundation to develop tools to help organisations and places like Leeds understand the multiplier effect of local investment and local and neighbourhood coordination of services.

The Local Multiplier - is a method that can be used by an organisation to measure how the money it spends impacts on the local area. It was developed by the New Economics Foundation (NEF), building on the idea of the 'leaky bucket'.

The Leaky Bucket concept: Imagine the local economy as a bucket full of water; every time you spend money that goes outside the local area, it leaks out of the bucket. Generally, our energy is focused on trying to pour more money into an area to keep filling up the bucket; however, a better starting point for strengthening the local economy should be to try to prevent the money leaking out in the first place.

What happens: An organisation uses the Local Multiplier to generating monetary values that equate to the impact on the local area and the local people of investment and actions

3.15 Within the context of the Leeds ambitions articulated in the Best Council Plan and with the increasing budget pressures, the Keep it Local initiative presents opportunities for Leeds to benefit from the challenge and support from the Network with access to advice, research and learning from other cities.

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 The Keep it Local Principles were developed by Locality in response to the experience of their member organisations and partners. The content has been informed by research and collaboration with Members and partners.

4.1.2 The Keep it Local Network has been developed as a result of Locality's feedback from Local Authorities and other partners who recognise the need for support, advice and guidance and shared learning around these agendas.

4.2 Equality and diversity/cohesion and integration

4.2.1 Due regard to equality, diversity, cohesion and integration has been given in relation to this proposal. Details are included in the equality screening document attached in **Appendix 4**.

4.2.2 The Keep it Local Principles have been developed by Locality which is a charitable, third sector membership organisation which is underpinned by a commitment to address inequality and promote empowerment of communities. They have a fundamental commitment to co-production, collaboration and inclusion, which is reflected in the way that they develop policy and practice. Their vision is a fair society where every community thrives.

4.2.3 The fundamental aim of the Keep it Local approach is to ensure that people and communities are at the centre of the design of policy and all decisions that impact on their lives; that they are collaborators or leaders in the delivery of activities and services. The underpinning philosophy is a people-centred approach, which means that inclusion, breaking down barriers to engagement and active participation and the consideration of people's individual circumstances and experience is fundamental to the approach.

4.2.4 'Local' within the context of this initiative means both local to Leeds and very local down to the smallest geography or specific community. Any policy development or proposed changes to processes that may emerge from this initiative will be subject to the usual screening including consideration of equality, diversity, cohesion and integration.

4.3 Council policies and the Best Council Plan

4.3.1 The endorsement of the Keep it Local principles and membership of the Keep it Local Network will strengthen delivery across the range of Best Council Plan ambitions. The principles underpin the work highlighted in the Best Council Plan 2020-2025 'Tackling poverty and reducing inequalities with the city's Inclusive Growth, Health and Wellbeing Strategy and Climate Emergency declaration as key drivers and locality working as a core principle'. Key aims are to support the city's economic recovery from Covid-19 and build longer-term economic resilience; ensure support for the health and social care sector to respond to and recover from Covid-19; promote a more competitive, less wasteful, more resource-efficient, low-carbon economy. Examples of work that is underway include, the ABCD approach which is driving positive impact around health and social care agendas and beyond; the work with Anchors institutions has untapped support for employees in their caring roles and facilitated access to employment for disadvantaged communities; a local focus in commissioning which has delivered sub-contracting opportunities to small local organisations.

Climate Emergency

4.3.2 The Keep it Local initiative presents a number of opportunities to positively impact on climate change. For example, a greater focus on maximising social value benefits through commissioning could facilitate more and strengthened carbon-neutral expectations as part of contracts. Closer collaboration and coproduction with providers

and other stakeholders as part of the commissioning cycle could result in additional voluntary commitments and innovative responses to the climate change challenge. The focus on local supply chains and investment in local community infrastructure and organisations also has the potential to positively impact on carbon-neutral ambitions.

4.4 Resources, procurement and value for money

- 4.4.1 The expectation is that the Keep it Local initiative has the potential to deliver net resource benefits to Leeds e.g. the overarching objective is to drive an approach which contributes to maximum engagement and maximum external investment, focusing on prevention, better outcomes and reduced demand on public services.
- 4.4.2 There are no immediate resource implications endorsing an approach which aspires to meet the Keep it local principles.
- 4.4.3 One of the primary objectives of the Keep it Local initiative is to reduce demand on public services through a locally-focussed collaborative and coproduction approach to the design and delivery of services
- 4.4.4 The Keep it Local Principles complement our Procurement Strategy 2019-2024 including the key area of Social Value. The soon to be published LCC Social Value Guidance will require commissioners to give consideration of social value opportunities as part of all commissioning activity. Support for commissioners in this regard will be provided by Procurement and Commercial Services. A Social Value Board chaired by the Director of Resources and Housing was launched in February 2020 and will meet again in October to drive and support social value ambitions.

4.5 Legal implications, access to information, and call-in

- 4.5.1 There are no legal implications associated with the endorsement of the Keep it Local Principles and membership of the Network.
- 4.5.2 Any policy or action that colleagues initiate to progress the implementation of the Keep it Local approach will be subject to scrutiny and legal, equality and other considerations at the time and as appropriate.

4.6 Risk management

- 4.6.1 The objective of the Keep it Local initiative is to strengthen policy and practice to support delivery of city ambitions and minimise the risk of system failure and increased service demand and missed opportunity costs.
- 4.6.2 Endorsement of the Principles and membership of the Keep it Local Network does not in itself present a risk. It provides an opportunity to strengthen policy and practice which can aid delivery of the Best Council Plan. Any consideration about change in policy or practice will be subject to the appropriate screening and identification of risks at the time.
- 4.6.3 The focus on investing locally and building local capacity and infrastructure is a model that will only be pursued where it can be evidenced that it will deliver the necessary quality, best outcomes and value for money.
- 4.6.4 Failure to endorse the Keep it Local Principles and the opportunity to draw on experience and learning available through the Keep it Local Network and concurrent failure to focus on maintaining and strengthening civil society will result in lost

opportunities to maximise engagement, commitment and resources from all partners and citizens.

- 4.6.5 Any policy or action to progress implementation of Keep it Local approaches will be subject to risk assessment and other considerations at the time and if appropriate.

5. Conclusions

- 5.1 The impact of Covid-19 will bring many challenges for the council, making it even more important to aspire to the implementation of the Keep it Local principles.
- 5.2 The Keep it Local principles, whilst aspirational, high level and ambitious, complement and reflect aspects of the council's ideology and current or emerging approaches and align with the council's ambition.
- 5.3 In a challenging economic climate, one of the most powerful tools is control of local authority spend. Working with SMEs and Third Sector organisations has the potential to increase local economic multipliers and avoid money leaking out of the local economy.
- 5.4 The council is already implicitly pursuing a 'keep it local' approach and there are many examples of initiatives in place and much innovation and best practice.
- 5.5 This initiative provides an opportunity to galvanise commitment and focus on recognising what works, what can be strengthened, what can be built on or systematically rolled out, for example our best commissioning practice.
- 5.6 It provides an opportunity to identify areas which need strengthening, and offers access to knowledge and experience from other cities and external expertise, or an opportunity to collaborate on shared challenges.
- 5.7 Keep it Local is not a policy or an action in itself, but it has the potential to help us recognise and value what we are doing well and think differently about some of the challenges we face and the way we do business. It provides critical friends and a supportive space to focus on how we are doing things and not just, what we are doing.

6. Recommendations

- 6.1 Executive Board is invited to endorse the aspirations of the Keep it Local Principles and support council membership of the Keep it Local Network.
- 6.2 Executive Board is requested to note that the Executive Member for Communities is the Keep it Local Champion and the Director for Communities and Environment is the officer champion. The Chief Officer Communities is the responsible officer for implementation.

7. Background documents¹

- 7.1 No background documents

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.