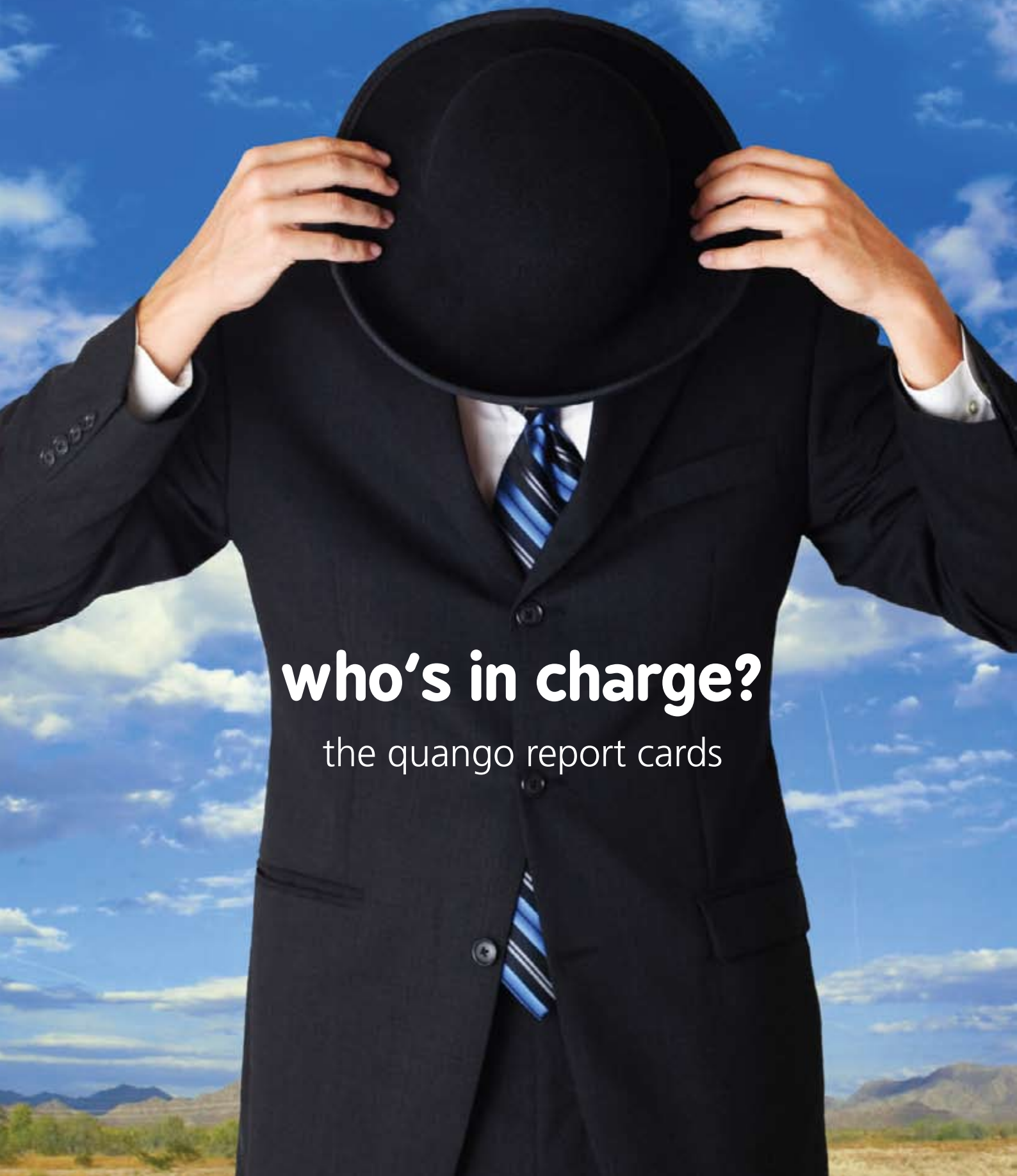




Local Government Association



who's in charge?

the quango report cards

contents

introduction	4
the quango report cards:	
• Arts Council	10
• Environment Agency	12
• Equalities and Human Rights Commission	14
• Health and Safety Executive	16
• Homes and Communities Agency	18
• Learning and Skills Council	20
• Museums, Libraries and Archives council	22
• Passenger Focus	24
• Regional Development Agencies	26
• Sport England	28
• Tenant Services Authority	30
appendix: the report card method	32

introduction

Voters are asking whether they get real value for money from public spending, and how the people who spend it are answerable to them. And with a rising national debt, politicians have started to ask the hard questions about public spending, too.

Against that background, we need to ask who's in charge of the £43 billion – nearly a tenth of public spending – accounted for by Non-Departmental Public Bodies – quangos. These bodies are established to operate at arms' length from ministers and the government. Is it right that so much money should be spent at one remove from democratic control? Does this spending deliver value for money? Do these bodies operate with the kind of openness and transparency that taxpayers get from democratically accountable organisations like – for example – local councils?

Local government exists to give a voice to local voters, which includes questions of this kind. Indeed, in recent years this role has been more formally recognised with the extension of councils' statutory scrutiny powers over a wider range of local issues. And local government itself is extensively inspected to establish what sort of value for money it is delivering, in addition to its direct accountability to local voters through the ballot box.

Quangos do not face either the ballot box or systematic inspection and review. So it seems to us right that local government, which does, should play a role in the debate over the way in which quangos spend their money. The Local Government Association (LGA) therefore undertook in July to publish report cards examining the performance of a number of key quangos, and this document sets out the results of that exercise.

The LGA's quango report cards are based on three main principles for public services: value for money, accountability, and openness. It scores the quangos on these principles. We hope all public services would endorse these principles. This report assesses how effectively the principles are being delivered in practice by the bodies we examine.

We have reviewed eleven quangos which are of particular importance to local government. These are:

- Arts Council;
- Environment Agency;
- Equalities and Human Rights Commission;
- Health and Safety Executive;
- Homes and Communities Agency;
- Learning and Skills Council;
- Museums, Libraries and Archives Council;
- Passenger Focus;
- Regional Development Agencies;
- Sport England;
- Tenant Services Authority.

Between them, they account for about a quarter of all quango spending.

what do we mean by a quango?

There are of course, many other Non-Departmental Public Bodies (NDPBs) and other organisations which might be called quangos. The Cabinet Office report *Public Bodies 2008* lists 790 NDPBs sponsored by the UK government, as at 31 March 2008. These 790 NDPBs employed just over 92,500 staff and had a total expenditure of nearly £43 billion. These are divided into four categories:

- 198 Executive NDPBs;
- 410 Advisory NDPBs;
- 33 Tribunal NDPBs;
- 149 Independent Monitoring Boards of prisons, immigration removal centres and immigration holding rooms.

What distinguishes all these bodies is that they spend public money and have been set up by the government, but they are not controlled by the government.

There are other public bodies which exist at one remove from government departments but are nevertheless under direct ministerial control. These include the Executive Agencies which also provide public functions of central government, but are legally part of their parent department and are exercising statutory functions that formally belong to ministers. Examples include Jobcentre Plus, and the Highways Agency. To that can be added a large number of National Health Service bodies, which are also run by appointed boards, public corporations, task forces, review groups and other temporary public bodies.

All these bodies are very different from local councils, which are directly elected by local people, levy taxes whose level they set themselves, and answer to local people through the ballot box.

evaluating performance against the three principles

The factors we have considered in the quango report cards which follow are listed in full an appendix, and a complete database showing the detailed figures for each quango is available on the LGA website at www.lga.gov.uk/quangodata.

We have compiled data for each of the factors, in almost every case with the co-operation of the quangos themselves, which have agreed the figures and had a chance to comment on them.

In each case, we have used transparent scoring rules to translate the figures into 'red', 'amber' and 'green' assessments, which allow fair comparisons to be made between the quangos.

These overall scorings are shown on the report card as follows:

green: satisfactory



amber: cause for concern



red: serious problem



Readers – especially those who are not actively involved in local government – will also want to know how well local councils themselves score against our criteria. We explain in this introduction how well councils match up to the three principles.

Peer review of research

This research has been peer reviewed by staff of the New Local Government Network, who comment:

“We welcome this timely piece of research which enhances the current debate over the future of non-departmental bodies. The indicators identified provide a useful insight into the accountability and function of some of the most prominent quangos in the country.

This work presents a detailed and in-depth analysis using a range of criteria to demonstrate areas in which quangos need to develop. It is clear that the study is underpinned by comprehensive and rigorous primary research into each of the metrics selected. The research sheds light on a number of important issues, in particular around value for money within the context of the current financial climate and the need for greater oversight from democratic institutions.

We hope that the government will seriously reflect on these findings and that they inform any decisions on reforming NDPBs in the UK.”

value for money and quangos

We have used eight factors in our assessment of value for money, six which are quantitative, and two based on a judgement. We have also attached importance to the assessment of the National Audit Office and Public Accounts Committee, whose responsibility it is to monitor public spending of government bodies (this is comparable to the role of the Audit Commission in relation to local government and the NHS).

Factors we have used include comparison of the budgets for 2008-11 with the total public revenue spending for the same period, staffing increases or decreases, administrative costs, prevalence of high salaries in comparison with local government, location of staff and head offices, and two which are assessment of clarity of role, in terms of overlap with central and/or local government, and with other quangos.

On head offices and location of staff, there are clear signs of action being taken by several organisations. In 2004, Sir Michael Lyons' report to the government on the location of public services, *'Well placed to deliver - shaping the pattern of government service'* made recommendations to cut costs and spread the employment opportunities by encouraging public sector relocation away from high-cost London locations. Examples of this from our sample include the Museums, Libraries and Archives council (MLA) moving some of their central staff to Birmingham, and Passenger Focus having some of their staff in Manchester. However, our findings suggest there is further to go in reducing costs and spreading employment opportunities to other regions, where recruitment would often be easier.

A key issue we have looked at is role clarity. This is vital in judging value for money: it makes no sense to set up more than one public body to do the same job. At best, it duplicates overheads. At worst, it results in money being spent in ways that conflict with each other and are impossible for clients to understand. We have found that most of the bodies we have looked at raise concerns here. About half of the bodies we looked at have missions which overlap with central and/or local government, and more than half have overlapping roles with other quangos. Some will see this as a prima facie case for rationalisation.

value for money and local government

Value for money investigations are carried out by the Audit Commission and published. A report on financial management (the 'use of resources assessment') has been part of the Comprehensive Performance Assessment (CPA) for each council and will be part of the organisational assessment to be published by the Audit Commission as part of the Comprehensive Area Assessment (CAA). Councils also have tough targets to deliver efficiency savings. *Releasing resources to the frontline* by Sir Peter Gershon was published in July 2004. Since then councils have met targets of 2.5 per cent (2005-08) and 3 per cent (2008-09) efficiency savings a year, a track record which shows greater success than other parts of the public sector.

This efficiency target is reflected in the National Indicator Set, which includes the requirement that councils monitor and publish efficiency savings. Fewer than 0.1 per cent of local government staff earn more than £100,000; all the quangos in our report have a higher percentage of staff above this figure.

If we were to score the council sector collectively in the way we have scored each quango, local government would be rated 'green' on the value-for-money criteria.

accountability and quangos

We have used either six or seven factors in this assessment (depending on whether the body has a legal duty to engage with Local Area Agreements (LAAs). The factors we have used are: overall accountability, board membership in relation to diversity, and democratically-elected members. We have assessed arrangements for declaration of interests by board members, whether board meetings are open, and the arrangements for complaints investigation. On partnership working, where the organisation is under a duty to co-operate with councils in partnership working, we have used a measure based on Local Area Agreement targets.

On overall accountability, by definition none of the quangos have the direct accountability of representative democracy. They are all established by statute as accountable via a board appointed by a Secretary of State. Generally this is done through approaches promoted by the Commissioner for Public Appointments. However, none of the bodies has the self-appointing status of, for example, the Training and Enterprise Councils in the past; and the post-Nolan reforms have taken steps to ensure probity and clear processes of appointment. There remains, though, a question about why their accountability takes this form. Clearly, there is a strong case for carrying out regulatory functions independently of political interference. But many of the bodies we have looked at are in fact executive bodies, not regulators. There is a longstanding convention that arts spending should be depoliticised through an independent Arts Council: readers will want to consider whether the case for the arm's length principle is as strong when it comes to climate change or economic development.

The Office for the Commissioner of Public Appointments monitors the membership of NDPB boards to identify the gender, ethnic background and proportion of disabled people, and compare this with the population as a whole. We compared the board membership of the eleven with the most recent figures from this monitoring.

Four have elected representatives on their boards, (either councillors, MPs, MEPs or members of a devolved parliament) enhancing the links with democratic bodies, most obviously the Regional Development Agencies (RDAs) which all have councillors from their region. We were interested in the MLA's practice of also appointing observers to their board, where this might add to diversity of representation, provide wider input from the cultural sphere, and give development opportunities to less experienced candidates. Work published by the New Local Government Network (NLGN) is relevant here. In *You've been quango'd*, they provide an analysis of the geographic base of quango board membership, showing a very disproportionate representation of London and the South East, and very low board membership from the three Northern regions.

Only three of the quangos open their board meetings to the media and public, and promote this on their website. Only five publish on their websites a register of interests in relation to board members, and none of these have the rigour legally required for councillors. Performance is varied as to whether the quango publishes a complaints procedure, although all are subject to investigation by the Parliamentary and Health Service Ombudsman.

In the area of partnership working, we looked at the extent to which the eight quangos which were named partners in relation to legislation on Local Area Agreements (the Local Government and Public Involvement in Health Act 2007) had signed up to LAA targets. These might be targets which related to their own 'core business' (for example, for Sport England, measures on sports participation), or more cross-cutting issues, such as tackling worklessness or climate change. Only four could show they were signed up to at least 30 per cent of the 150 LAAs agreed for 2008-11; this could be on only one of the targets. This does not suggest sufficient flexibility and responsiveness in the engagement with councils and local partnership working which we might have hoped to see.

accountability and local government

Councillors have the accountability provided by direct election every four years: in a democratic society, this is the gold standard. The decision-making roles of the council and its executive are set out in published constitutions and the public can be assured that for their area, the budgets, tax setting, corporate plans and major decisions on their implementation are the result of public, democratic votes. As they must live or work in the council area to stand for election, councillors are available and contactable locally. Although this is not legally required, councillors' surgeries are usually available and publicised by the council, and almost invariably the council website will provide individual contact details for one's local councillors.

Independent audit and inspection is provided for the public by external auditors, the Audit Commission and other inspectors, such as Ofsted and the Care Quality Commission. These reports are published and often subject to considerable media discussion. Published performance information is required, as defined by the National Indicator Set of nearly two hundred measures.

The Local Government Ombudsman exists to investigate public complaints of maladministration and reports are published. There is a strong legal framework to ensure probity: for example councillors must publish a declaration of financial and personal interests, and declare any such interests, withdrawing from decision-making. A criminal penalty exists for failure to declare interests, and for any breach of rules on withdrawing from decisions where there is an interest; the strongest framework in the public sector. Councillors can and do go to prison for such malpractice. The Standards Board for England will investigate other complaints and can disqualify or suspend councillors.

If we were to score the council sector collectively in the way we have scored each quango, local government would be rated 'green' on the accountability criteria.

openness and quangos

There are six factors used for this principle. In our evaluation we have looked at: publication on the quango's website of an explanation of its purpose and accountability, an annual report and information about the current year's budget. We have looked at whether board papers are published. On engagement with the public, we have scored whether the quango will be subject to the duty to involve, created by the current Local Democracy, Economic Development and Construction Act 2009.

Most quangos had a good performance in this section, having used websites to make this information easily available in most cases. Seven will be subject to the duty to involve, and four will not. This is of course a decision of parliament, but provides a requirement to carry out at least some public engagement with their work. There is a range of ways in which these quangos seek wider engagement; for example Passenger Focus has a major emphasis on systematic public opinion research, whilst the Arts Council has recently announced a new scheme for independent assessors to contribute to the evaluation of funded organisations.

openness and local government

Legal requirements for open decision-making were established in 1985 (as an addition to the Local Government Act 1972: Part VA). These require council decision-making meetings including committees to be open to the public, with papers available to the press and public at least five days in advance. The multi-party nature of local government means that opportunities given by public meetings to question decision-makers, for example the leader of the council, are taken up vigorously. In addition to the legal right to attend these meetings, openness is often developed further locally, with opportunities for public question times at council meetings, and/or views to be given, for example at planning committees. There are various specific requirements in law to publish information, for example to publish major strategies for land use planning in a draft for consultation, and on forthcoming planning applications.

There are many other opportunities to become involved in giving views. For example published research shows more than half of councils have neighbourhood or area committees which the public are encouraged to attend. As part of the audit of accounts, accounts are open to the public to challenge, and the external auditor will investigate challenges. Councils are covered by the Freedom of Information Act (as are all the quango in this report) and the recent duty to involve the public.

If we were to score the council sector collectively in the way we have scored each quango, local government would be rated “green” on the openness criteria.

public services deserve public debate

It is time for an open discussion about what the public sector does, its priorities and how it is organised to deliver on them. In an era where public spending is coming under increasing pressure, we must have arrangements to run public services in a way which maximises public value. And at a time when public confidence in government institutions is low, the relative merits of differing forms of accountability need to be examined. We are concerned to contribute the experience of local government to the wider debate on public services.

This report is a contribution to that debate.

Arts Council England

role

The Arts Council is the national development agency for the arts, responsible for championing, developing and investing in the arts. The Arts Council supports a range of artistic activities from theatre to music, literature to dance, photography to digital art, carnival to crafts.

geographic scope

England

date established

February 2003, when the Arts Council of England and the 10 regional arts boards merged into a single body

government department

Department for Culture, Media and Sport

total number of staff employed 2008 / 09

765 (excludes those directly engaged on lottery activities)

a legal duty to engage with councils in Local Area Agreements (in England)

Yes

public money

2006-07 - £426,531,000

2007-08 - £423,601,000

2008-09 - £437,631,000

2009-10 - £447,505,000 *

2010-11 - £468,455,000 *

*forecasts

Grant in aid allocation (excludes lottery funding)



Value for money

The Arts Council has good scores on issues to do with expenditure. After performance which led to considerable problems for funded organisations a few years ago, it has made considerable progress in reforming the way it works. It has taken steps to move headquarters staff out of London to Manchester in order to save money, and scores green for this, and green for having less than 60 per cent of its staff in London. It scores red on spending on administration/operating costs, and amber on proportion of high-salary individuals, in comparison with local government.

On role clarity, the Arts Council is assessed as green on duplication with local or central government, and green on duplication with other quangos. The Arts Council has one of the clearest remits in our sample of quangos, so there is little evidence of overlap in role with central government or other quangos, other than with the Learning and Skills Council on a small number of arts projects.

The Arts Council is co-ordinating its regional action with the other DCMS quangos in order to deal more efficiently with local authorities. Two thirds of the Arts Council's Regularly Funded Organisations (RFOs) also receive funding from local authorities, giving rise to possible duplication. However, good mitigation action is in place to reduce this risk. For example, the Arts Council has introduced a new assessment mechanism to ensure that jointly funded arts organisations are subject to a single monitoring process, although this will not affect funding decisions for some time.



Accountability & decision-making

The Arts Council is a Non-Departmental Public Body with a board appointed by the Secretary of State for Culture, Media and Sports. Its board meetings are not open to the public, and no register of interests for its board members is published on its website, so both of these score red. It does publish a complaints procedure backed up by an independent ombudsman.

The Arts Council is assessed as green in having above average representation of women and ethnic minorities as board members, but red as it has no board representation of democratically elected persons. It does have local government representation on its regional councils. It has a reasonable level of engagement with Local Area Agreements. It is a partner in 45 LAAs, so is assessed as green, and is signed up to a range of targets related to the National Indicator Set, and purely local targets.



Openness

The Arts Council scores well on openness, with green on five out of six factors. Its purpose, annual report and a complaints procedure are all easily found on the website. However, only very limited information on its current year's budget is published on the website. The Arts Council will also be subject to the duty to involve.



Direction of travel

We believe the Arts Council is on an upwards direction of travel and is improving its partnership working with local government. The Arts Council conducted a major review of its organisational structure in 2008-09 and by April 2010 its new structure will be fully operational. By 2010-11 the Arts Council expect to have saved the equivalent of a 15 per cent reduction in its administration costs.

Environment Agency

role

The Environment Agency is the national environmental regulator, which aims to protect and improve the environment, and promote sustainable development. The Environment Agency has an operational role which covers specific functions such as flood control. It also monitors the state of the environment, advises on the development of environmental policy, and promotes scientific research.

geographic scope

England and Wales

date established

April 1996

government department

Department for Environment, Food and Rural Affairs (Defra)

total number of staff employed 2008/09

13,087

a legal duty to engage with councils in Local Area Agreements (in England)

Yes

public money

2006-07 - £603,100,000

2007-08 - £685,400,000

2008-09 - £770,300,000

2009-10 - £840,800,000 *

2010-11 - £873,100,000 *

*forecasts

Grant in aid allocation



Value for money

The Environment Agency scores red on three of the eight value-for-money factors. These cover increasing funding and staffing, and the costs of administration/operating costs as compared with the public sector as a whole. Increasing in funding and staffing are linked to a big increase in funding for managing flood risk, allocated in the aftermath of the serious floods in 2007. The Environment Agency scores amber for the proportion of high-salary staff, in comparison with local government. However, it scores green on having relocated some of its head office activity, with moves of staff to Bristol in recent years. It expects to further reduce costs when its HQ moves to Bristol towards the end of 2010. It scores green as having less than 60 per cent of its staff in London.

On clarity of role, it scores amber on overlap with the roles of central and local government, and amber on overlap with other quangos. The problems are not in relation to overlap with local government. However, there is evidence for concern about possible duplication with central government and other quangos. This reflects the complex delivery arrangements central government retains in this area. In the area of environment policy there are two government departments (Defra and DECC) plus a Sustainable Buildings and Climate Change Directorate in Communities and Local Government. There are also a wide range of quangos: Natural England, Sustainable Development Commission, WRAP, Energy Saving Trust and Carbon Trust. Its policy work and advocacy on climate change, climate adaptation and waste management is part of a confusing landscape for councils. However, the Environment Agency's role in national strategic co-ordination of flood defences is an example where there is a good case for a quango to perform an essential function.



Accountability & decision-making

The Environment Agency is a Non-Departmental Public Body with a board appointed by the Secretary of State for Environment, Food and Rural Affairs. The Environment Agency scores better than many quangos on accountability. Its board meetings are open to the public. Its website provides information on board member interests, although it is not as comprehensive a register of interests as is required for local government. It has a published complaints procedure, backed by an independent ombudsman.

Its board has above-average levels of representation of women and ethnic minorities, and has representation from elected bodies, with two councillors as board members. There is also local government representation on some of its regional bodies. It also shows good engagement with Local Area Agreements in partnership with local government and has clearly made good progress in promoting this approach through the organisation. It is a named partner signed up to targets in 45 Local Area Agreements.



Openness

The Environment Agency scores very well here, with green against all six factors for openness. The Environment Agency makes available a wide range of information about the organisation on its website and goes into more detail than most of the other quangos in our sample. We believe it is a model for other quangos to follow. For example, as well as information about the agency's purpose, its current budget, and how to complain, the Environment Agency's website also has a 'customer charter', partly because it has more dealings with the public than some of the quangos we are looking at. The website also provides details of expenditure on travel, events and promotional items. It will be subject to the duty to involve.



Direction of travel

The Environment Agency has a strong commitment to working closely with local government and the LGA, and we have assessed its direction of travel as level. Our concerns mainly stem from duplication with central government and other quangos in developing environmental policy, which raises questions about value for money.

Equalities and Human Rights Commission

role

The Equalities and Human Rights Commission (EHRC) is a statutory body with responsibility to protect, enforce and promote equality and good relations across seven 'protected' grounds - age, disability, gender, race, religion and belief, sexual orientation and gender reassignment. The Commission also promotes human rights in England and Wales.

geographic scope

England, Wales and Scotland

date established

October 2007

government department

Government Equalities Office

total number of staff employed 2008/09

529

a legal duty to engage with councils in Local Area Agreements (in England)

No

public money

2006-07 - see below

2007-08 - see below

2008-09 - £70,161,000

2009-10 - £63,000,000 *

2010-11 - not determined

*forecasts

The accounts of expenditure for 2006-07 and 2007-08 are the subject of a critical report by the Comptroller and Auditor General.



Value for money

The EHRC took up its powers in October 2007, as successor to the Commission for Racial Equality, the Disability Rights Commission and the Equal Opportunities Commission. In addition it takes up issues of equality in relation to age, religion and belief, sexual orientation and gender reassignment, and human rights. This creates a better framework to avoid overlap, even though the Commission's early stages have been difficult, with well-publicised resignations and financial problems. In July 2009 the Comptroller and Auditor General reported to the House of Commons on concerns about the accounts of the Commission from April 2006 to March 2008. This related to irregular expenditure on re-engaged consultants who were former senior staff from the legacy commissions and who had received substantial severance payments. Given the concerns of the NAO, we have graded the value for money category as red.

As a consequence of the lack of clarity about the accounts, we do not have information to score the EHRC on some factors. The Commission also declined to provide some information. We assess the EHRC on role clarity as green in relation to overlap with central and local government, and green in relation to potential overlap with other QUANGOs, given its specific roles in relation to equalities legislation. The creation of one Commission to deal with equalities issues has helped here.



Accountability & decision-making

The EHRC is a Non-Departmental Public Body, with a board of commissioners appointed by the Minister for Women and Equality. It does not open its board meetings to the public. It does not publish a register of interests for commissioners on its website. It does publish a complaints process, and is backed by an independent ombudsman.

The scores are green for above-average representation of women and ethnic minorities among its commissioners. EHRC has one of the most representative boards out of the quangos in our sample, with significantly higher than average numbers of women (54 per cent compared with 33 per cent for all public appointments) and people from ethnic minorities (23 per cent compared with 6 per cent for all public appointments). However, it scores red as having no elected representatives on the board.

The Commission is not required to be involved in Local Area Agreements. However, on partnership with local government, we would like to see the Commission develop a more collaborative approach, only reaching for legal action as a last resort. This would lead to better outcomes for communities.



Openness

The overall assessment on openness is green. The Commission scores green on five elements of the assessment of this section. It provides information about accountability, and purpose on its website. It publishes its board papers. It provides information on its current budget on its website. However, it is not subject to the duty to involve.



Direction of travel

The direction of travel is level. Although the Commission has had considerable recent difficulties, the task of combining formerly separate organisations is not an easy one, and has reduced overlap between quangos, which should provide more consistent policy direction. We hope it will stabilise and develop its work in future.

Health and Safety Executive

role

The Health and Safety Executive (HSE) is a national regulatory body responsible for promoting better health and safety at work.

geographic scope

Great Britain

date established

in 2008 the Health and Safety Commission and the Health and Safety Executive, established in 1974, merged into a single entity called the Health and Safety Executive

government department

Department for Work and Pensions

total number of staff employed 2008 /09

3,582

a legal duty to engage with councils in Local Area Agreements (in England)

Yes

public money

2006-07 - £232,451,000

2007-08 - £213,482,000

2008-09 - £209,613,000

2009-10 - £235,000,000 *

2010-11 - not disclosed

*forecasts

Grant in aid allocation



Value for money

The HSE scores amber overall on value for money. HSE did not provide figures for its funding allocation for the complete 2008-11 period, so the comparison with overall public spending on this could not be made. It scores green for staffing levels compared with the public sector as a whole. It scores red on the cost of administration/operating costs. It scores amber on the proportion of high-salary staff, in comparison with the level for local government. The HSE has moved a number of functions from London to Bootle and scores green on head office relocation. It also scores green as having less than 60 per cent of its staff in London.

On role clarity, the HSE is assessed as green in relation to any overlap with the role of central or local government, and amber in relation to any overlap with other quangos. We are satisfied that at the moment the HSE does not duplicate the work of central government or local authorities. However, we are concerned about overlap with the Local Better Regulation Office (LBRO), another quango set up in 2007, accountable to a different department, BIS, and responsible to them through the Better Regulation Executive. LBRO's purpose is described as helping councils to deliver better health and safety regulation, among other topics. We are concerned that the overlap of role between LBRO and the much longer established HSE does not make the best use of public money. This needs to be addressed by both organisations.

Overall, the HSE performs an essential regulatory role and works in close partnership with councils. The HSE fully involves local government, via the LGA Group, in relation to legislation and guidance. A "statement of commitment" to sustain the co-regulatory partnership between the HSE and the LGA group was launched in July 2009.



Accountability & decision-making

The HSE scores amber on accountability and decision-making. The HSE is a Non-Departmental Public Body with a board appointed by the Secretary of State for Work and Pensions. The HSE is one of the few quangos in our sample that holds its board meetings in public. Anyone can attend a board meeting so long as they register in advance, and this is made clear on its website. It publishes a complaints procedure backed by an independent ombudsman. It maintains a register of interests for board members but does not publish this on its website.

The representativeness of the board is reasonable, and it scores amber on representation of ethnic minorities and women on its board, compared with the average for public sector appointments. It scores green as having some democratic representation on the board. One out of the 10 board members is a councillor; this person was appointed following consultation with employees' representatives Trades Union Congress (TUC).

The HSE has a legal duty to co-operate with councils in the development of LAAs. Working with Local Authorities Coordinators of Regulatory Services (LACORS), part of the LGA group, a report was published and distributed: *Improving the health, work and well-being of communities: how health and safety contributes to LAAs and Multi-Area Agreements*. Despite this work, the HSE is not a named partner in any of LAAs, and so is scored as red for this. We regard this with concern, given this is a large organisation with substantial capacity for local activity.



Openness

The HSE scores strongly on openness and scores green on all six aspects of the assessment in this section. We believe it could be a model for other quangos. It has a clear and user-friendly website that contains key information, including a complaints procedure. The HSE will be subject to the duty to involve.



Direction of travel

The direction of travel is level. The HSE has some good areas of performance. It scores particularly well on openness, and has generally been strong in its partnership working with local government.

Homes and Communities Agency

role

The Homes and Communities Agency (HCA) is the national housing and regeneration agency. HCA invests resources made available by government, provides (and remediates) land for development, including through surplus public sector land, and supports the delivery of housing infrastructure. It also provides expertise and advice to help partners develop skills, knowledge and capacity to provide affordable housing.

geographic scope

England

date established

December 2008

government department

Communities and Local Government

total number of staff employed 2008/09

972

a legal duty to engage with councils in Local Area Agreements (in England)

Yes

public money

2006-07 - not applicable

2007-08 - not applicable

2008-09 - £3,935,000,000

2009-10 - £4,455,000,000 *

2010-11 - currently under review

*forecasts

Grant in aid allocation



Value for money

The HCA is a new organisation but it inherits the responsibilities, skills, expertise and resources of English Partnerships, the investment functions of the Housing Corporation, and a number of delivery activities of Communities and Local Government (CLG). The HCA takes on management of the Academy for Sustainable Communities. The assessment on value for money takes account of the fact that as a new organisation, not all the financial factors can be scored for HCA; the factor on recent relocation is also not applicable. The HCA scores green as having fewer than 60 per cent of its staff in London.

We assess the clarity of role in relation to local and central government as green and in relation to the roles of other quangos as amber. The merger of functions previously spread across two quangos and part of CLG is a positive development. The 'single conversation' business model for working with councils and localities is an approach the LGA supports in principle, though many councils feel more needs to be done to give this practical effect. However, CLG have retained a sizeable 'sponsorship' and 'policy' functions alongside HCA's HQ and programme design functions. There is also potential overlap at regional level with RDAs who also have a role in regeneration. In theory the HCA is responsible for housing-led regeneration and the RDAs for non housing-led regeneration. In reality this risks being an artificial distinction. There is further potential for duplication with the National Housing and Planning Advice Unit, which provides advice on housing supply, but is a separate quango and not part of the HCA. However, we recognise the organisation is at a very early stage, and hope it will evolve in a way which builds further its clarity of role.



Accountability & decision-making

The HCA is a Non-Departmental Public Body with a board appointed by the Secretary of State for Communities and Local Government. It does not generally open its board meetings to the public, having only one open public meeting a year. It publishes a register of board members' interests on its website. It does publish a complaints procedure on its website, backed up by an independent ombudsman.

The diversity of representation on its board scores green, as above average for public sector appointments on representation of women and ethnic minorities. It has no elected representation on its board. There are elected politicians on some of the HCA's local and regional groups. The HCA is required to co-operate with local government on Local Area Agreements, but as it is such a new organisation we have not scored in on this factor.



Openness

The HCA scores well in this section. Its website provides clear information about its purpose and accountability, including an annual report. It publishes the minutes of its board meetings. It will be subject to the duty to involve.



Direction of travel

The direction of travel is level. This is a new body and we hope it will work positively with councils, avoiding bureaucracy in its funding programmes.

Learning and Skills Council

role

The Learning and Skills Council (LSC) plans and funds education and training for young people and adults in England, other than those in universities. From April 2010 funding for learners in the 14–19 programme will transfer from the LSC to local authorities. The Skills Funding Agency will then be responsible for adult skills and the Young People's Learning Agency will support local authorities to commission provision for all young people.

geographic scope

England

date established

April 2001, taking over the roles of the former Further Education Funding Council, and Training and Enterprise Councils.

government department

Department for Business, Innovation and Skills (BIS).

total number of staff employed 2008 / 09

3229

a legal duty to engage with councils in Local Area Agreements (in England)

Yes

public money

2006-07 - £10,690,386,000

2007-08 - £11,279,319,000

2008-09 - £11,860,071,000

2009-10 - £12,615,398,000 *

2010-11 - not applicable

*forecasts

Grant in aid allocation



Value for money

After a review led by Sir Andrew Foster, in July 2009 the parliamentary Public Accounts Committee published a report on the LSC's capital programme. This stated "There has been a very serious failure in the management of the programme, with the LSC over-stimulating the demand for funding, and mismanaging the approval process." This report stated the LSC had approved in principle £2.7 billion more than it could afford, to rebuild colleges. Many building projects had to be put on hold and serious problems were created for colleges. Given this, the scoring rules we have used rate value for money of the LSC as red.

On specific issues however, the LSC has reduced its staffing and scores green for this. Unfortunately, the opportunity is not being taken to make significant reductions in the successor organisations beyond the current staffing level. The LSC has achieved some relocation of staffing, and scores green for the proportion of staff who are based in London. It scores red on proportion of high salary staff. It scores amber on duplication with local and central government; this is because of concern about the artificial cut-off point with commissioning of education and training at 16 transferring from the LSC to councils. It scores red on duplication with other quangos. Both LSC and RDAs have statutory responsibilities on adult skills, which raises concerns about overlap. We are also concerned that the arrangements from 2010 are still reliant on a complex arrangement of quangos. Some activities will transfer to councils, and others to two new quangos: the Young People's Learning Agency (accountable to the Department for Children, Schools and Families) and the Skills Funding Agency (accountable to BIS). We are concerned about the size of the YPLA and the implications of their powers to moderate councils' local commissioning plans. We need to maximise the amount of LSC resource that will be directed to learners, rather than to two new quangos.



Accountability & decision-making

The LSC scores amber for overall accountability. On the detailed measures, it scores red as it does not hold its board meetings in public. It does, however, have a register of board members' interests on its website. It also has a complaints procedure on its website, backed by an independent ombudsman. It scores green for diversity in terms of board representation of women and ethnic minority members, but does not have any democratically elected persons on its board. There are some elected councillors on LSC regional councils. The LSC does not hold information as to the number of Local Area Agreements where it is signed up as a partner to deliver specific targets.



Openness

The LSC scores well in this section, which five factors scored as green. It has clear information about its accountability and purpose on its website. It also publishes an annual report on its website, and clear information about its current year's budget. It will not be subject to the duty to involve, but this is not included in the scoring, as the LSC will no longer exist at the likely date of commencement of this new duty.



Direction of travel

The LSC itself will not exist from March 2010. It will be replaced by two quangos and much of its funding (for 14-19 education and training) will be brought under local democratic control. These reforms could be very positive, as they will result in more local accountability for the commissioning of 14-19 education. But there are significant unanswered questions about the accountability and role clarity of the future training system for post-19, including a lack of clarity about how the new Skills Funding Agency will operate below the national level and how it will relate to the role of RDAs. It also appears that an opportunity has been missed to reduce staff headcount as part of the changes.

Museums, Libraries and Archives council

role

The Museums, Libraries and Archives council (MLA) is the national agency which supports development of museums, libraries and archives. It exists to promote the improvement of museums, libraries and archives at a national, regional and local level. It supports programmes with councils and others who provide museums, libraries and archives to improve their work.

geographic scope

England

date established

in February 2004, the Museums, Libraries and Archives Council was re-named

government department

Department for Culture, Media and Sport (DCMS)

total number of staff employed 2008/09

95

a legal duty to engage with councils in Local Area Agreements (in England)

Yes

public money

2006-07 - £51,981,000

2007-08 - £64,178,000

2008-09 - £64,426,000

2009-10 - £64,674,000 *

2010-11 - £64,455,000 *

*forecasts

Grant in aid allocation



Value for money

The MLA scores green overall on value for money. The score is green on overall grant allocation, and green on staffing. However, the score is red on costs of administration, and proportion of high-salary earners in comparison with local government.

The MLA has recently restructured to improve its financial efficiency. This will reduce its administrative costs. It has reduced staff numbers and moved part of its national staff from London to Birmingham. It has also integrated its regional presence, which now have fewer staff. On office and staff location, the MLA scores green for having relocated some of its head office function to Birmingham, and green for having fewer than 60 per cent of staff based in London.

On role clarity we have assessed the MLA as amber on duplication with central and local government, because of overlap with the DCMS libraries policy team, and as green on duplication with other quangos. The four main cultural quangos (Sport England, MLA, English Heritage, and Arts Council) now have clear roles and integrated regional priorities.



Accountability & decision-making

The MLA is a Non Departmental Public Body with a Board of Trustees nominated by the Secretary of State for Culture, Media and Sport. The MLA does not hold board meetings open to the public. It does not publish a register of interests on its website in relation to its board members. It does not publish a complaints procedure on its website. However, the MLA's audit committee has recently decided to publish a register of interests and complaints procedure in future.

On diversity of board membership, the MLA scores green for ethnic minority and women's representation, but red as having no democratic representatives on the board.

On partnership working, the MLA scores amber, for being a named partner in twelve Local Area Agreements (out of 150 originally agreed).



Openness

The overall score for openness is green, as it scores green on five of the six factors. The MLA provides information on its purpose, accountability and an annual report and scores green for these. It scores green for publishing the papers of its board meetings. The MLA website only presents very limited budget information for the current year, and it scores amber for this. It scores green as it will be subject to the legal duty to involve.



Direction of travel

The direction of travel is upward. This is in recognition that the MLA has reduced its expenditure by its recent reorganisation and relocation. However, recent developments in the MLA and government's approach to intervention in individual authorities mean that there may be future questions about MLA's role in second-guessing local democratic decisions about libraries.

Passenger Focus

role

Passenger Focus is a consumer body which exists to represent rail, bus and coach passengers. It handles passenger complaints and provides systematic benchmarking research on passenger views and experience. It has a new role in relation to bus and coach travel.

geographic scope

rail: GB. In relation to bus passengers, England outside of London

date established

July 2005. Passenger Focus will start representing bus passengers outside London from April 2010, but is operating in shadow form now

government department

Department for Transport

total number of staff employed 2008/09

47

a legal duty to engage with councils in Local Area Agreements (in England)

No

public money

2006-07 - £5,286,000

2007-08 - £5,544,000

2008-09 - £5,462,000

2009-10 - £7,400,000*

2010-11 - £8,550,000*

* forecasts

Grant in aid allocation



Value for money

Passenger Focus is assessed as red overall for value for money as it scores red on four factors on expenditure. Spending increases relate to the expanded role that Passenger Focus has been given in relation to bus and coach passengers. It is taking on its role in relation to bus and coach passengers in shadow form in 2009-10 and fully from April 2010. The government is consulting on whether to extend this role to air passengers as well. The scores cover rate of increase of spending, increases in staffing, spending on administration and proportion of high-salary individuals in comparison with local government.

Passenger Focus has offices in Manchester and London, with remote workers in each region with a focus on specific operating companies. It is assessed as green in relation to location of head office as it is extending its Manchester office, and green as fewer than 60 per cent of its staff are London-based.

The organisation puts a substantial emphasis on systematic consumer research. For example the National Passenger Survey provides benchmarking information on passenger experience in relation to the different rail service franchise holders. Its current work includes research on value-for-money and information during times of disruption.

In terms of clarity of role, we have graded Passenger Focus as amber in relation to overlap with local government, and green in relation to overlap with other quangos. In relation to bus and coach transport, its specialist role provides an overview of passenger views but cannot provide the detailed knowledge that councils have. This is why we have concern about potential overlap in role in relation to local government, which could undermine value for money. Councils would like Passenger Focus to support their role by providing high-quality research and a consistent methodology for benchmarking.



Accountability & decision-making

Passenger Focus is a Non-Departmental Public Body with a board appointed by the Secretary of State for Transport. It does open its board meetings to the public and provides clear information on its website about this. It does not publish a register of board members' interests on its website. It does not provide a complaints process in relation to its own organisation on its website; it provides a facility to complain about rail services, which is an essential element of its role, but that is not what is being assessed here in relation to accountability.

On board membership, it scores red for ethnic minority representation and representation of women, and red as it has no elected representatives on the board. Passenger Focus is not required to be involved in LAAs.



Openness

The overall assessment here is amber. Performance on openness is generally good, with green for public availability of information on purpose, accountability and annual report. Board meeting papers are published, so the score here is green as well. The website provides only very limited information on the current year's budget, so this scores amber. Passenger Focus also scores amber as not subject to the duty to involve.



Direction of travel

The direction of travel is level. Passenger Focus has a distinctive role as an independent passenger watchdog and as a provider of specialist research. However the extension of its role has led to some concerns about potential overlap with local government.

Regional Development Agencies

role

The Regional Development Agencies (RDAs) provide strategic direction for economic development. Each establishes a Regional Economic Strategy, focused on the specific regional priorities that drive economic growth. They support business development and competitiveness by encouraging public and private investment, and by connecting people to economic opportunity. They work to improve levels of education, learning and skills.

geographic scope

England: the nine English regions

date established

1999

government department

Department for Business, Innovation and Skills (BIS)

total number of staff employed 2008 / 09

3425

a legal duty to engage with councils in Local Area Agreements (in England)

Yes

public money

2006-07 - £2,144,127,000

2007-08 - £2,191,935,000

2008-09 - £2,197,876,000

2009-10 - £2,233,087,000 *

2010-11 - £1,737,983,000 *

*forecasts

Grant in aid allocation



Value for money

RDAs score red overall on value for money. On individual factors, the score is green on funding but red on staffing levels, administration costs, and proportion of high-salary individuals in comparison with local government. However, on staff location we have scored them as green on location of head offices (as this factor is not of concern in their case) and green on percentage of staff in London, as all are based in their specific regions.

On role clarity, the RDAs score red on overlap with central and local government, and amber on overlap with other quangos. We have significant concerns about duplication between RDAs and government at all levels, as well as with other quangos. Although Regional Economic Strategies will now be jointly agreed by the RDA and Regional Leaders' Board, this does not address our concerns about duplication of roles. The new role, for an unelected body, in relation to Regional Spatial Strategies is of particular concern to local government.

This confusing picture is illustrated by skills and worklessness. Responses to unemployment and worklessness are the responsibility of the Department for Work and Pensions and its agency Jobcentre Plus. Skills policy and provision is split between the Department for Business, Innovation and Skills and the Department for Children, Schools and Families and its Learning and Skills Councils. The Regional Development Agencies (RDAs) too have an interest and a role in improving skills. Local authorities also have a keen interest in promoting the skills in their local workforce and tackling the deprivation caused by worklessness, and so Communities and Local Government (CLG) is taking an increasing role in encouraging councils through its regeneration framework and Working Neighbourhoods Fund. Throw in the businesses community's own interest in developing its workforce and organisations such as Sector Skills Councils and the result is muddled accountability and inefficiency.



Accountability & decision-making

The RDAs have boards appointed by the Secretary of State for BIS. Information on the agencies in relation to accountability is not consistent across all the eight, on meetings, on complaints and on registration of interests. Their boards are not all open to the public, so they score red for this. Some publish a register of interests for board members so we have scored them amber. Some have a published complaints procedure, and they are subject to the Parliamentary and Health Service Ombudsman.

The RDAs score amber on diversity with ethnic minority nominees at board level above average for quangos, but poor representation of women at board level. There are councillors on all the boards. RDAs have one of the best engagements in LAAs of our sample, and so this scores green.

The **London Development Agency** has different accountability arrangements. Its board is appointed by the Mayor of London, is a functional body of the Greater London Authority, and is scrutinised by the London Assembly. Complaints can be investigated by the Local Government Ombudsman. Board meetings are open to the public, although this is not legally required, and there is a voluntary register of board members' interests on its website.



Openness

RDAs score well on openness, with six factors scoring green individually. All the websites provide clear information on purpose, accountability, and annual reports. Their websites generally provide information on current year's budgets. The board meetings have published papers and minutes. The organisations will be subject to the duty to involve. We have no concerns on this factor.



Direction of travel

The direction of travel is level. In particular, there are serious problems about overlapping roles with central and local government, and with other quangos. The new role in regional spatial strategies is particularly concerning, as it is inappropriate for a non-democratic body. It is currently unclear how the RDAs' new role in skills will do other than complicate an already complex bureaucracy. Much will depend on the willingness and ability of RDAs and democratically-accountable leaders boards to work together in each region and find a path through the complicated accountabilities involved.

Sport England

role

As a national agency, Sport England aims to build the foundations of sporting success, by creating a world-leading community sports system of clubs, coaches, facilities and volunteers. Sport England provides funding to national governing bodies of sport, community organisations, councils, colleges and universities, in order to develop and sustain participation in sport, and to develop talent.

geographic scope

England

date established

1997. Previously known as the English Sports Council.

government department

Department for Culture, Media and Sport

total number of staff employed 2008/09

128 (excludes staff engaged in lottery activities).

a legal duty to engage with councils in Local Area Agreements (in England)

Yes

public money

2006-07 - £102,500,000

2007-08 - £113,296,000

2008-09 - £133,163,000

2009-10 - £135,847,000 *

2010-11 - not disclosed

*forecasts

Grant in aid allocation (excludes lottery funding)



Value for money

Sport England scores green on levels of expenditure compared with the public sector as a whole, and red on levels of staffing, administrative costs and proportion of high-salary staff, in comparison with local government.

It scores green on relocation of head offices, and green on having fewer than 60 per cent of its staff in London. Sport England has undergone a restructuring which has streamlined its regional offices and reduced costs.

On role clarity Sport England scores green on overlap with central and local government, but amber on potential overlap with other quangos. In common with the other DCMS quangos, changes to the regional presence of Sport England mean its action is better co-ordinated with the other DCMS quangos, and its engagement with local government is now more focused and joined-up. However, there is potential for duplication with three other quango-type bodies which operate on similar territory to Sport England: UK Sport (elite), Youth Sport Trust (school sport) and the new Physical Activity Alliance (active lifestyles).



Accountability & decision-making

Sport England is a Non-Departmental Body with a board appointed by the Secretary of State for Culture, Media and Sport. It does not have board meetings open to the public, and it does not publish a register of board members interests on its website. It does publish a complaints procedure and is subject to an independent ombudsman. It scores green on diversity of representation of women and ethnic minorities on its board. It scores red as there are no elected representatives on the board.

Sport England has stated its commitment to working in partnership with local government as the biggest public provider of sporting opportunities. It signalled this by publishing *Our Sporting Commitment*, jointly with the LGA in March 2009, which is the beginning of a programme of joint work. It has a better record than other national quangos with a legal duty to co-operate with partnership working with councils, being involved in 72 Local Area Agreements.



Openness

Sport England has a good performance on openness, scoring green on five factors in this section. It scores highly for clearly stating its purpose, having an annual report on its website and for being subject to the duty to involve. It only provides very limited information on the current year's budget, and scores amber for this.



Direction of travel

The direction of travel is level. Sport England has developed good partnership working with local government, and is well-engaged with Local Area Agreements. However, there are some areas where there could be better performance on value for money, especially in terms of role overlap, where developments such as the proposal for a new Physical Activity Alliance threaten to duplicate Sport England's efforts in an unhelpful way.

Tenant Services Authority

role

The Tenant Services Authority (TSA) is the national regulator for social housing. It is a new body which has taken on the regulatory role for housing associations, and from April 2010 for council housing. The TSA describes itself as a champion for tenants and people in housing need.

geographic scope

England

date established

December 2008, taking on the regulatory functions of the Housing Corporation (investment functions were transferred to the Homes and Communities Agency, also covered in this report).

government department

Department for Communities and Local Government

total number of staff employed 2008/09

258

a legal duty to engage with councils in Local Area Agreements (in England)

No

public money

2006-07 - not applicable

2007-08 - not applicable

2008-09 - £15,202,000

2009-10 - £35,000,000 *

2010-11 - £32,000,000 *

*forecasts

Grant in aid allocation



Value for money

Our assessment takes account of the fact that as a new organisation, information does not exist on all the assessment factors. The TSA's initial information does not show an increase in spending during the 2008-11 spending period, though we would question the need to employ more than 250 staff (especially when inspection will be carried out by other bodies) to implement a strategic and selective approach to regulation. This will become increasingly important from 2011-12 when its costs will be met by tenants through charges on their landlords. TSA has its main offices in London and Manchester. It scores green as has fewer than 60 per cent of its staff located in London, but red on the proportion of big salaries compared to local government.

We have assessed the TSA as green in relation to duplication with local and/or central government, and amber in relation to the role of other quangos. This relates to our concern that TSA and the Audit Commission have yet to set out clearly how they will work together on assessment of councils' housing activities and CAA more generally. TSA will be responsible for regulating councils' housing landlord role while the Commission will assess other functions, including homelessness and allocations, strategic housing, and the private rented sector.

The TSA will assume powers to regulate local government in April 2010. TSA has committed to support the principles of the local performance framework, for example, on information requirements and national performance indicators. It is vital that TSA's forthcoming consultation on its regulatory approach explains exactly how they will achieve this, in line with the deregulatory approach set out in the Cave review. However, we are pleased that TSA is committed to building upon positive recent developments by the Housing Corporation. These include asking councils to comment on the performance of local social landlords, and publishing information on an area basis so that tenants and councils can compare performance in a locality.



Accountability & decision-making

TSA is a Non-Departmental Body with a board appointed by the Secretary of State for Communities and Local Government. The assessment is red for not opening board meetings to the public. However, the board meetings will be open from November 2009. It scores amber as it does publish a register of board members interests, and green as it publishes a complaints procedure backed by an independent ombudsman.

In terms of board membership, it scores amber for ethnic minority representation and representation of women, and green on including elected representatives on its board. TSA is not required to engage with Local Area Agreements.

TSA says it wants to change the relationship between landlords and tenants through greater involvement, deeper engagement and increasing choice – giving tenants a greater say in the way their homes are managed.



Openness

The TSA website contains key information about the organisation. Minutes and agendas from board meetings are on the website and an interim corporate plan has been published. Its website only provides brief information on the current year's budget and it scores amber for this. As a regulator it is not subject to the 'duty to involve' but we welcome its early emphasis on consultation with tenants.



Direction of travel

TSA does not have long to prove it can act as an effective champion for tenants at minimum cost and without imposing bureaucratic burdens on landlords.

appendix

The report card method

The report card method is based on the LGA's principles for public services: value for money; accountability and decision-making; and openness. For each of these a number of factors were used, each defined to give green, amber or red scoring. A weighting for each of the three principles was defined to give overall traffic light scores for each. In total, twenty one factors were used in scoring each of the quangos and these are summarised below.

On value for money, an additional element was used. Where there had been in the past year a negative report from the Public Accounts Committee/National Audit Office, this factor was graded as red, over-riding the other VFM scores.

Value for money

- V1. Average increase in grant in aid 2007-11, compared to increase in relation to overall public spending
- V2. Numbers of staff over the time line of 2006-07 - 2008-09 compared with the rate of change in total public sector employment
- V3. As a proportion of programme spend, the quango's spend on administration/operating costs compared to that for the public sector as a whole in 2008-09
- V4. The proportion of big salary individuals, measured as a percentage of the quango's workforce earning in excess of £100,000
- V5. The quango has re-located and/or streamlined head office within the last two years
- V6. The proportion of staff located in central London offices
- V7. Whether the quango duplicates central or local government
- V8. Whether the quango duplicates other quangos

Accountability and decision-making

- A1. The quango is primarily accountable to a directly elected body
- A2. The arrangements and legal requirements to make its board meetings open to the public
- A3. The arrangements and legal requirements for a published register of interests of board members
- A4. The arrangements for complaints including an independent ombudsman
- A5. The diversity of the quango's board membership
- A6. Whether the quango's board includes democratically elected politicians from central government or the devolved administrations and local government (MPs/AMs/MSPs and councillors)
- A7. The number of LAAs where the quango is signed up to one or more specific targets.

Openness

- O1. Whether the quango's website clearly states purpose
- O2. Whether the quango's website clearly states to whom the quango is accountable
- O3. Whether the quango publishes an annual report on its website
- O4. Whether the quango publishes its 2009-10 budget on website and the level of detail
- O5. Whether the quango publishes minutes and agendas for board meetings on its website
- O6. Whether the quango will be subject to the Duty to Involve



The Local Government Association is the national voice for more than 400 local authorities in England and Wales. The LGA group comprises the LGA and five partner organisations which work together to support, promote and improve local government.



The “Who’s in charge?” campaign is calling for more accountability and greater value for money within the public sector.

This is one of the LGA’s corporate campaigns for 2009/10. More information on this and other LGA campaigns can be found at www.lga.gov.uk/campaigns

For further information please contact the Local Government Association at:
Local Government House
Smith Square,
London SW1P 3HZ

or telephone LGconnect,
for all your LGA
queries on 020 7664 3131
Fax: 020 7664 3030
Email info@lga.gov.uk

For a copy in Braille, in larger print or audio tape contact LGconnect
promoting better local government

Code L09-356
ISBN 978-1-84049-707-6
Designed by Liberata Design and Print Studio
Photographs: istockphoto

© LGA November 2009