

Review of Governance – roles of the Leadership Board, Executive and Programme Boards

Purpose of report

For decision.

Summary

The LGA Leadership Board has completed its review of LGA governance arrangements. Following earlier reports on 15 September and 13 October, this paper sets out the Board's final recommendations to the LGA Executive.

Recommendations

The Leadership Board recommend to the Executive:

1. That a new interim Finance Task Group is established with responsibility for Finance Policy, and for the National Fraud Framework, reporting to the Executive.
2. That the roles and responsibilities of the Executive, Leadership Board and Programme Boards are amended to reflect the new integrated LGA (**Appendix A**).
3. That the Programme Boards are renamed Boards.

Action

Officers to implement any changes in line with members' decision.

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Background

1. The LGA Leadership Board has reviewed the current governance arrangements, introduced as part of the Getting Closer programme in September 2010. A first report was brought to the Executive on 13 October 2011, when members agreed that:
 - 1.1 the LGA becomes the dominant front-facing brand for the LG Group, with the LGID (IDeA) company as trading/service delivery arm.
Brand change is now complete, with actions underway to rationalise company structure over the next 12 months;
 - 1.2 the Councillors' Forum should be open to any interested member to attend. *Councillors Forum was opened up from November 2011;*
 - 1.3 from 2012 the chair of the Safer, Stronger Communities Programme Board also chairs the LACORS company board.
LACORS Board has begun the process of winding down;
 - 1.4 officers investigate potential for the LGA to host a membership scheme for police and crime commissioners (PCCs).
Proposals and supporting business case have been presented to key individuals leading work on the new PCCs.
2. In addition, the Leadership Board has:
 - 2.1 established an informal New Leaders' Forum (a forum for new leaders rather than a new forum for leaders), whose first meeting is set for 23 January 2012;
 - 2.2 authorised officers to investigate the potential for a single corporate membership scheme for National Parks Authorities to replace the current Associate scheme.
3. This final part of the review looks at the LGA Executive, Leadership Board and Programme Boards, and makes recommendations designed to clarify and sharpen their respective roles and responsibilities and ensure that members are driving the priorities and delivery of the LGA.

Roles & responsibilities of Executive, Leadership Board and Programme Boards

4. The tables in **Appendix A** show the current roles and responsibilities of the LGA Executive, Leadership Board and Programme Boards, along with the changes recommended by the Leadership Board.
5. For convenience, Members may wish to revert to the title “Board” rather than “Programme Board”.

Finance

6. The Executive is responsible for cross-cutting issues, including local government finance. Given the size and importance of this area, the Leadership Board recommends that the Executive sets up a Finance Task Group, chaired by the Chairman of the Association. Members can decide in April 2012 whether they wish to seek the approval of the General Assembly to establish a full Programme Board.
7. Responsibility for issues relating to fraud, including the National Fraud Strategy, currently sits with the Improvement Programme Board. The Chairman of that Board has indicated that this responsibility might sit more appropriately with the new Finance arrangements, once work on the current stage of the National Fraud Strategy is complete.

Conclusion and next steps

8. Subject to the agreement of the Executive the revised arrangements will be implemented immediately.

Financial Implications

9. The creation of a new Finance Programme Board would result in an increase in the number of Special Responsibility Allowances to members, at a maximum additional cost of £64,820, plus any travel and subsistence payable to the chairman.

Current	Proposed
<p>LGA Executive</p> <p>Provides strategic direction to the work of the LGA, taking advice from the Leadership Board and company boards, and representing the views of local government. It is responsible for:</p> <ul style="list-style-type: none"> • Ensuring that the LGA is focused on councils and councillors. • Setting the Association’s strategic direction and priorities through the Business Plan, and ensuring overall delivery. • Ensuring activity across the LGA is coordinated and integrated. • Determining LGA policy for cross-cutting policy issues such as finance and efficiency and local democracy, after consultation with member authorities. • Holding the Programme Boards to account and ensuring they deliver their objectives. • Maintaining strong links with the wider membership to ensure priorities are based on the views of all member councils. <p>The Executive can allocate responsibility to one or more of its members for particular areas within its remit and/or establish member task groups.</p> <p>It can invite the chairs of Special Interest Groups (SIGs) to attend meetings.</p>	<p>LGA Executive</p> <p>Provides strategic direction to the work of the LGA and a mechanism to listen and influence national government legislation and public opinion. It supports councils and councillors to serve their communities in the best ways possible and is responsible for:</p> <ul style="list-style-type: none"> • Ensuring that the LGA is focussed on serving councils and councillors across England and Wales. • Maintaining strong links with the sector, including through the sub-national groupings of councils, to ensure LGA priorities are based on the views of members and member councils. • Agreeing the LGA’s vision and priorities through the LGA business plan, taking advice from the LGA Leadership Board. • Determining LGA policy for cross-cutting policy issues, including the localism agenda. • Holding the Programme Boards to account and providing a steer on complex policy issues. • Setting the annual LGA budget and subscriptions, taking advice from the Resources Panel. <p>The Executive can allocate responsibility to one or more of its members for particular areas within its remit and/or establish member task groups.</p> <p>It can invite the chairs of Special Interest Groups (SIGs) to attend meetings.</p>

Appendix A

Current	Proposed
<p>Leadership Board</p> <p>Directs the Association’s activities and business on behalf of its membership in accordance with the strategic priorities and direction set by the LGA Executive. It reports and makes recommendations to the Executive on the LGA’s activities and is responsible for:</p> <ul style="list-style-type: none"> • Managing and maintaining relationships with member authorities. • Being the national voice of local government, by providing the principal spokespersons for the LGA. • Developing and delivering the LGA business plan. • Setting the Association’s annual budget and subscriptions. • Monitoring the Association’s Income and Expenditure against the budget. • Managing and maintaining external relationships with other local government representative bodies, Whitehall, Government, the legislature and partners. • Representational activity on behalf of the LGA. • Agreeing the format of the LGA General Assembly Annual Meeting, in line with the Constitution. • Agreeing the programme and format of the LGA Annual Conference. • Agreeing the LGA approach to the annual political balance. <p>The Leadership Board may allocate responsibility for particular areas within its remit to one or more of its members.</p>	<p>Leadership Board</p> <p>Develops the strategic priorities of the Association in consultation with member councils and the LGA Boards and makes recommendations to the Executive. It directs the activities and business of the LGA in line with those priorities and is responsible for:</p> <ul style="list-style-type: none"> • Building and maintaining positive relationships with member authorities and maximising LGA membership levels. • Maintaining a forward programme of forthcoming legislation and events, identifying and discussing emerging and key issues and highlighting them to the Executive. • Developing and overseeing the delivery of the LGA business plan. • Overseeing delivery of the Board work programmes. • Managing and maintaining relationships with other local government representative bodies, Whitehall, Government, the legislature and other partners. • Undertaking representational activity on behalf of the LGA and providing the principal spokespersons. • Ensuring activity across the LGA is coordinated and integrated. • Agreeing the format of the LGA General Assembly Annual Meeting, in line with the Constitution. • Agreeing the programme and format of the LGA Annual Conference. • Agreeing the LGA approach to the annual political balance. <p>The Leadership Board may allocate responsibility for areas within its remit to one or more of its members.</p>

Current	Proposed
<p>Programme Boards</p> <p>Engage with and develop a thorough understanding of councils' priorities in relation to their particular programme area. Each has its own terms of reference, but responsibilities include:</p> <ul style="list-style-type: none"> • Developing a thorough understanding of council priorities and performance in the areas of responsibility, using strong networks and robust information. • Helping to shape the LGA Business Plan by ensuring the priorities of the sector are fed into the process. • Overseeing a programme of work to deliver the strategic priorities set by the LGA Executive, covering lobbying, campaigns, research, policy, good practice, improvement support and events – as specified in the business plan, linking with other boards where appropriate. • Representing and lobbying on behalf of the LGA including public statements in its areas of responsibility. • Building and maintaining effective relationships with key stakeholders. <p>Programme Boards may:</p> <ul style="list-style-type: none"> • Appoint members to relevant outside bodies in accordance with the Political Conventions. • Appoint member champions (who must be a current member of the Board) on key issues. <p>Programme Boards should seek to involve councillors in supporting the delivery of these priorities eg through task groups, Commissions, SIGs, regional networks and other means of wider engagement.</p>	<p>(Programme) Boards</p> <p>Engage with and develop a thorough understanding of the issues within their brief and how legislation does or could affect councils and their communities. Each Board has its own terms of reference, but responsibilities include:</p> <ul style="list-style-type: none"> • Ensuring the priorities of councils are fed into the business planning process. • Developing a work programme to deliver the business plan priorities relevant to their brief, covering lobbying, campaigns, research, improvement support and events and linking with other boards where appropriate. • Sharing good practice and ideas to stimulate innovation and improvement. • Representing and lobbying on behalf of the LGA including making public statements on its area(s) of responsibility. • Building and maintaining relationships with key stakeholders. • Involving representatives from councils in its work, through task groups, Commissions, SIGs, regional networks and mechanisms. • Responding to specific issues referred to the Board by one or more member councils or groupings of councils. <p>(Programme) Boards may:</p> <ul style="list-style-type: none"> • Appoint members to relevant outside bodies in accordance with the Political Conventions. • Appoint member champions from the Board to lead on key issues.