

The importance of being local

Seminar three - 8 December 2009



Scaling up the ambition

Seminar report

1. This report covers the third seminar in a three-part series on the role of FE and skills providers in local economies and societies. The series attempts to place FE in a new political and administrative context, a world where all parties are devoted to a greater degree of localism and partnership working. It will also explore the role of FE in providing more efficient public services at the local and sub-regional level, an increasingly critical consideration given the state of the public finances.

The story so far – key points from the previous seminar

2. The first seminar¹ was held on October 6th. We heard from senior officials at HM Treasury and the Department for Business, Innovation and Skills (BIS) about the central government's view of the new challenges for public services in general and for the learning and skills sector in particular. Major themes at this seminar were about the balance between national determination and local discretion, and the degree of headroom that is needed for providers to make the best contribution, while meeting government priorities. This is part of a national debate, aired at previous LSIS seminars², about how a shift is needed in the balance between vertical accountability to Whitehall and horizontal accountability to the locality.
3. It was clear that although there may be a growing presumption that greater local discretion is needed, the substantive case does need to be proven. So HMT and BIS described the need to release creativity and encourage efficiency at the front-line and challenged us to demonstrate the value of doing things in the locality in partnership, showing how this can enable needs to be met better. The Total Place pilots³ were also described as a critical test-bed for the presumption that greater localism can improve services and for identifying barriers.
4. We talked about how to meet local demand in a period of financial restraint by working more effectively with partners to address common goals; we discussed the amount of flexibility needed to cohere services around the holistic needs of individuals to really make a difference; and how to ensure those with greatest needs are supported. Running through the discussion were questions about what level of autonomy providers have and when permission is needed; the extent to which systems inhibit actions or whether the solutions are actually in the hands of providers.

¹ The full report can be found here

<http://www.lsis.org.uk/Libraries/Policy/Policyseminar6October2009finalreport.sflb>

² See the report of the series entitled *The learning and skills sector and the economic recession – stepping up to the mark* here http://www.lsis.org.uk/Libraries/Policy/LSIS205_LSSandEconomicCrisis.sflb.ashx

³ A Brief Guide to these pilots, led by HMT and Communities and Local Government, is available here http://www.lsis.org.uk/Libraries/Policy/Briefguidetototalplace_1.sflb.ashx

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5. The dangers of institutional protectionism in response to financial constraint were highlighted. Concerns were also raised about whether or not partnerships will be able to manage trade-offs and maintain the range and responsiveness of provision needed
6. At the second seminar, we examined why we form partnerships, and whether providers need to join every partnership on offer. We also looked at the challenges and barriers to forming effective partnerships, and how such partnerships need not involve every member of staff, or total consensus between those seated around the table. Healthy disagreement can strengthen a partnership; enforced consensus can make it complacent and static.
7. We also discussed how ideas of place are fluid, and may be sectoral as well as geographical. We returned to the theme of accountability, and the difficulties of locating it in a system where power and responsibility are diffused. We wondered whether the sector was a '*crusading profession*', like public health, committed to shaping the agenda and professional practice, and whether we would be more effective partners if we were more assertive.
8. Both seminars focused on the importance of leadership and partnership and the need to shape shared vision and values and common cause around which key local actors can coalesce. There was some concern that learning and skills providers are not always invited to the strategic table but given the significance of the contribution they make to community development and regeneration, sector leaders have a responsibility to take that gift to the table. Moreover, our sector can be the catalyst for developing a coalition of ambition for a community.

Aims of this third seminar

9. The third and final seminar was held on December 8th, 2009. Its aims were to:
 - Explore the challenges and opportunities for public service transformation in the locality;
 - Scope and scale up ambition for the role of the learning and skills sector in the achievement of local strategic priorities and development;
 - Inform ourselves about the culture and workings of local government, and how our sector can best partner with it;
 - Consider how being more responsive at the local level would affect policy and accountability to local, regional and national authorities.
10. This report presents:
 - A summary of the keynote presentations, and;
 - The key themes of discussion.

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Keynote presentations

Irene Lucas CBE, Director General, Local Government and Regeneration,
Department for Communities and Local Government

Public service transformation – the challenges for localities and for the centre

11. Irene began by referencing a significant customer-driven Government initiative being launched that week – *Putting the Frontline First: Smarter Government*. This draws heavily on the early findings from 13 'Total Place' pilot projects and signals strong cross-government support for the Total Place concept (see paragraph 8). *Smarter Government* focuses on: strengthening the role of citizens and civic society; recasting the relationship between the centre and front line; and streamlining central government for sharper delivery. Irene also discussed the Pre-Budget Report (PBR) and the first Comprehensive Area Assessment results, which were announced on 9 December 2009.
12. Smarter Government is about giving citizens what they want, using rapid technological change to provide the responsive public services they demand. The emphasis is on maintaining quality, while driving down cost. In short, value for money. Key to this are greater localisation and devolution of power, more joined-up working between service providers - for example through shared services and procurement.
13. As we move from recession to recovery, public services work in a time of increasingly straitened public finances. There will be a re-balancing of power in favour of local government and the community and away from central government. National government's interventions will diminish in a process of democratic renewal and closer scrutiny of service providers. The watchword is greater accountability to local people and freedom of action for service-providers.
14. Some public services will be protected from budget cuts, creating a shift of focus in state resources. The consequences of this are that there could be larger cuts in some areas. However, she stressed that these are the priorities evident to her at the moment – and that governments always remain flexible in assessing and fine-tuning their priorities.
15. Regarding accountability and relationships, there is a '*real shift*' here. There will be a great deal of work around a change in performance management regimes. The diffusion of power from the centre is the next stage in public sector reform. Oversight will be more nuanced and locally tailored for all public agencies. There will be a focus on learning and understanding the needs of local people (which, of course, vary between geographical and socio-economic areas), and a focus on the '*understanding of place*'. Irene said the Government has learned from the way the regional development agencies (RDAs) have functioned – she noted that their success varied depending on how much their intervention was needed, and that some didn't work very well at all.

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16. Indeed, the current geographical basis of services delivery is changing. Ten years ago, services were organised in a simple system not dissimilar to the way e-mails are sent and delivered. Now, it's more like Facebook, a series of interconnected networks with dizzying degrees of connections in all directions. *'Partnership has become viral'*, existing at a variety of different geographical levels (local, city-regional, sub-regional, regional, national, etc.), and partners have to learn about the many different dynamics of these multiple levels of alliance. Partnerships now happen at a level appropriate to the policy area being addressed⁴ – for example, transport issues are usually handled by sub-regional bodies, because transport links usually cross local authority lines (initiatives like multi area agreements are helping to achieve success on a cross-area scale) and tie together employment, education and other services. Radical changes in partnerships are needed.
17. Thinking about how partnerships work at various levels is moving fast, and this creates an opportunity for the skills sector. The paradigm is providing services at the level of government most relevant to the citizens being served – and not that most convenient for Whitehall. The Total Place pilots are coming up with some strong evidence-based proposals for change by looking at available revenue streams, greater collaboration and efficiencies in local areas. Whitehall departments are now working with them on specific policy proposals, as well as how to remove some of the barriers to progress they have identified. Irene said that we are already passionate about our institutions – now we must be passionate about partnerships.
18. How can we make the aspirations set out in *Putting the Frontline First*, work in reality? Although the Government promises public service guarantees, only some of these will be universal – some guaranteed services will be targeted specifically at communities in need. We must better understand the communities we serve, how we interact with them, capital investment, and other matters.
19. The Total Capital programme announced in *Putting the Frontline First* will investigate ways to increase the effectiveness and efficiency of capital investments, assets and infrastructure. This should help to eliminate wasteful duplication and achieve economies of scale.
20. Despite the difficult fiscal climate, there is a certainty of funding in at least some parts of the public sector. We have used that certainty to create long-term strategies around skills, employment and reducing carbon emissions. Irene said that the Government would have to retrofit its massive estates portfolio to meet new low-carbon regulations, creating a whole new industry.
21. Irene underlined the fact that all public services must be transparent about their performance. *'All data that can be made public will be made public'*, not just that around performance or public-sector salaries. This will allow citizens to compare the relative performance of their public services. There will also be a shift to providing services online. The creation of OnePlace⁵ by the inspectorates, led by the Audit Commission, enables better public scrutiny of how their service-providers are performing under CAA.

⁴ In the European Union, this principle is known as 'subsidiarity'.

⁵ <http://www.audit-commission.gov.uk/localgov/audit/CAA/Pages/oneplace.aspx>

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22. There will be an increasing focus on and scrutiny of place, and the state will empower patients, parents, pupils and citizens in their dealings with the state and society. The Total Place programme, is part of this agenda. It aims to offer:
 - better outcomes for individuals and communities;
 - simplification of service provision and processes (for staff and citizens); and
 - efficiency savings.
23. Simplification will involve a reduction of the number of bodies in the public sector. In London, there are 33 local borough governments⁶, 31 NHS primary care trusts and 226 quangos. Many quangos were established with one narrow purpose in mind, but have over time expanded into other areas of service delivery. Each of these bodies has its own IT, HR, finance and other back office departments, providing vital support services. Now we must consider rationalising this architecture. This is the rationale of Total Place, which looks at how many agencies are working, and overlapping, in the pursuit of a single goal. We should also consider having multiple agencies sharing office space, and co-locating related public services.
24. There are proposals to move more civil services and employees out of London and the South East to areas where office space is cheaper. Public expenditure has a direct impact on the economic well-being of every community in all parts of the country, and Whitehall must consider this fact when it decides where to locate public employees.

Sheila Lock, Chief Executive, Leicester City Council

The potential contribution of learning and skills to local priorities – a local authority perspective

25. Sheila said she would speak about Leicester's own experiences. She noted that she was new in post, having only taken up the chief executive's job in 2008. Prior to this, she was a director of children's services. She was also quick to state that she did not make £200,000 a year.
26. Sheila said her role is '*very challenging*'. There are shifts in public service delivery, accountability, governance and other areas which are hard to deal with. The agenda is '*difficult and complex*'.

⁶ Technically, 32 London boroughs plus the City of London. To make things more complicated, Westminster calls itself a city and Kensington and Chelsea is styled a 'royal borough'.

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27. Leicester was described as *'hugely complex'*. Approximately 300,000 people live in Leicester⁷, and 30,000 more are in transit in and out of the city at any given time. The city has a large black and ethnic minority population (47 percent according to Sheila), and may be one of the first cities in Britain with a majority non-white population. It is also a relatively young city – 45 percent of its population is aged 35 or under. There are high levels of deprivation, social inequality and inequalities in service provision. Life expectancy can vary by as much as 12 years across the city's various wards. Educational services were in the bottom quartile of English local authorities in the middle of this decade, but are now *'rapidly improving'*.
28. Leicester discovered that there was a limit to how much it could do as a single authority. It has a seven-point community strategy, for which it is held to account by the central government. However, Leicester decided that its Local Strategic Partnership (LSP) alone could not fulfil the local vision or reduce social inequality. Nor could the Local Area Agreements (LAAs) introduced in 2007.
29. The city of Leicester is part of the county of Leicestershire, and all areas of the county outside the city's boundaries fall under the authority of the Leicestershire County Council. Its area of jurisdiction totally surrounds the city. As people in the city of Leicester earn higher incomes, they tend to move into suburban areas under the county council's rule, linking the two areas' economies together.
30. When Multi-Area Agreements (MAAs) debuted, Leicester decided to collaborate with the county council on common goals. This was a departure from previous practice. The city council became a unitary authority in 1997, breaking free from the county council's control, and relations had not been good since. Leicester City Council is Labour-controlled, while the county council is Conservative-controlled⁸. But the two councils eventually determined that they had more in common than they had dividing them. For a partnership to work, partners must fund these commonalities.
31. The Leicester-Leicestershire MAA was signed in January 2009. It focuses on encouraging inward investment, economic success, employment and skills. The MAA grew into the Total Place Pilot, as Leicestershire is one of the 13 Total Place pilot areas. The pilot has allowed the two councils to discuss sharing back office functions and reshaping frontline services. In health care, the Leicestershire partnership is focusing resources on the most deprived wards, where life expectancies are lowest.
32. Sheila said they are beginning to consider using Total Place to deliver cheaper, more efficient and transformative public services, recognising new ways of accessing public services online).

⁷ The Office for National Statistics gave a figure of 292,600 in a dataset published in June 2007. At that time, 61.3 percent of the population was described as white.

⁸ Leicester City Council has 38 Labour members, eight Conservatives, six Liberal Democrats, one Green and one Independent. It has been Labour-controlled since 1979 (except between 2003 and 2007) Leicestershire County Council has 36 Conservative members, 14 Liberal Democrats, four Labour members and one from the British National Party member.

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33. The Leicestershire⁹ MAA partners spent a lot of time talking about the nature of public service leadership. In five years, we may need new types of leaders, with more '*generic competencies of leadership*'. She also noted that Leicester and Leicestershire had initiated a joint leadership training programme for their staff at the University of Warwick Business School (which Professor John Benington referenced in his talk during Seminar Two).
34. The Leicestershire partners are also considering leadership at a community and neighbourhood level, asking how frontline services can effectively aid and monitor the well-being and success of service users. How do we get all our public agencies that work together on substance abuse to collaborate on education, health promotion and community outreach? How do we talk about such controversial issues in the community? These are key leadership challenges.
35. Regarding accountability and governance, Sheila said that it was difficult for people to yield money from their own budgets towards a common pool of monies because their boards of trustees, or (in the case of local councils), cabinets and elected councillors do not necessarily approve of spending institutional money on partnership goals. To work in partnership may require different avenues of accountability.
36. There are some democratic deficits at the local level. The Total Place pilot in Leicestershire found that only 5 percent of local public spending is controlled by local councils. A challenge will be how can we enhance local scrutiny and oversight of the other 95 percent? Do we do this? How do we connect local elected officials and frontline public services?
37. Sheila said that the two councils have come to recognise that they cannot have a partnership in which each member has its own back offices. It This ties up resources and money, and prevents working across service boundaries. We now have space to think more innovatively about the shape of frontline services (for example, co-locating services and sharing buildings). But we don't identify good practice often enough, and don't share it across the sector.
38. The Leicestershire pilot will also be part of the Total Capital pilots, which will allow alignment of local capital funding. Their approach focuses on the mechanics of working in partnership – '*giving up power to gain influence*', and thus creating a broader impact on the community.
39. There are three areas in which the skills sector can assist this local public services agenda:
 - Economic development and regeneration, especially in reducing social inequalities and raising education and employment levels. The multiplicity of funding streams in this area impedes work;
 - Innovation and creativity. There is a gap '*between where we are now and where we want to be*' that will require leadership development, especially at the local and neighbourhood level;

⁹ Since both local authorities in the MAA are geographically located in Leicestershire, I use the term 'Leicestershire' to refer to the MAA and Total Place pilot that encompasses them both.

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- Community and social cohesion, especially at the neighbourhood level (in Leicester, as in many local authorities, the ethnic mix varies widely by area). FE has already made a positive impact in this area in Leicester, for example through the 14-19 Partnership.

Key themes of discussion

Partnerships can generate better intelligence and better delivery

40. The benefits of partnership working to enable more effective delivery of certain policy outcomes are well-understood. Less obvious benefits are that public service partners working together in the locality can pool multiple perspectives to create a better understanding of their communities and citizens. All partners can influence a strategic needs assessment so that it is more sophisticated – and so help to ensure that we pay greater attention to and exercise greater local discretion over the day-to-day concerns of local people. In addition, effective partnerships should improve understanding of the impact of one set of actions on other public services – so for example the impact of housing policy on health. This should lead to more holistic decisions – after all, *'none of us is as clever as all of us!'*

Central government can get in the way

41. Participants identified several barriers to working together effectively in partnerships. The number one barrier, as identified in the Total Place pilots, is the fact that central government itself doesn't work in partnership – it works in silos and cross department communication is often poor. It is also short-termist and focused on the political needs of the moment.
42. Many centrally set policies impede or defeat locally constructed solutions. The 14-19 Commissioning Plan, the Framework for Excellence, budget cuts and the centralised performance management system were all cited as central prescriptions that hamper local activity. The increasing diversity of institutional forms for schools and academies was also seen as unhelpful to local determination – and the pace of change in organisational forms is unlikely to abate.
43. Similarly, central government also tends to produce a flurry of data and policy documents, which add to the already vast waves of data and information bombarding practitioners. This is often repetitive, and sometimes does little more than tell people what they already knew. It also wastes resources. Effective leaders are those who can select what is important.

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44. It was noted that a number of ministers were making visits to the Total Place pilot areas, and that permanent secretaries would be meeting to discuss the implications. It was also noted that many central government departments are reducing the number of ring-fenced budgets and pooling resources (for example, the Working Neighbourhoods Fund). However, DCSF was described as the most ring-fenced department. *Putting the Frontline First: Smarter Government*¹⁰, the most recent paper on public service reform and the implications of recession (referred to by Irene Lucas in her presentation see paragraph 12), makes a strong argument for greater integration of services in the locality – more joined-up central government would facilitate this.

Partnerships can be time-consuming

45. A barrier to effective partnership working is the time demands that it makes. Many colleges work in several local authority areas, and specialist colleges may work in dozens. Thus, there are multiple partnerships, formal and informal, that can claim a principal or chief executive's time - too many for any one person or institution to contribute effectively to all of them. *'We have to be cautious about our use of time and money.'*
46. In general it was suggested that we need *fewer and better partnerships*. Some advised simply not joining all of the partnerships on offer or only joining when membership would *'add value'*. Often, an institution needs to *'simplify its partnership architecture'*, which can often become crowded with a wide variety of bodies holding a lot of meetings but accomplishing little.
47. Another reality is that partnerships tend to work more slowly than a single provider might. Projects *'lose pace'* as partners divert energy to the negotiations and planning that make partnerships work. Not every project should be submitted for partnership work. One delegate described the experience of a local NEET strategy group involving the local authority and Connexions which deliberated rather than acting. In this instance the college decided it needed to get on and do something - sometimes we just have to *'do it'*. Their experience was then used to inform the strategy group.

Trust, relationships and power

48. A pre-requisite for effective partnerships is an ability to trust and empathise with one's partners. One attendee described this as *'fellowship' – 'your problem is my problem'*. Partners may fear that they will lose out by participating – that their budget and resources will be redirected to things that benefit someone else. People are seen as *'taking from partnerships'* rather than contributing. Some argued that *'sharing power'* would be a good example first step towards establishing trust. Others suggested that partnerships needed a *'shared sense of strategic purpose'* to properly function.

¹⁰ An LSIS Brief Guide to this report – which is generally referred to as *Smarter Government* - is available here http://www.lsis.org.uk/Libraries/Policy/briefguidetofrontlinefirst_2.sflb.ashx

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49. There are some uncertainties about power as local councils may '*lack strategic control of place*' as their role has been weakened in recent years. Since councils have access to most of the funding and to democratic accountability, they must have the ability to lead partnerships. At the same time, both local councils and their partners are gaining autonomy, making it harder to understand power relationships – but if we want more autonomy for ourselves, we must accept it for others. It was suggested we should consider if we are looking through a microscope or a telescope – are we looking at our own institution in isolation or as part of a wider system?
50. Several delegates said it would be very important to share best practice around partnership work. The sector does not currently do a good job at disseminating examples of good work, some argued. Another attendee argued that '*a national piece of work might be commissioned on what a successful best-value partnership looks like*'.

Involving employers

51. Attendees felt that it would be crucial for strategic partnerships in the locality to involve local employers, particularly given the indispensable role they play in the local economy. They also provide vital analysis of local skills needs, and can help to '*shape and shield place*'. Employers, it was noted, were also good at providing and improving high-quality services while cutting costs – an expertise that will be much needed in the public sector of the future.

Implications for leadership and professionalism

52. A key theme throughout the discussions was the question of how the new system of partnerships and localism would affect leadership. One participant noted that '*Total Place is about the care of the total person in the community. ... And now [we need] total professions, total professionals*'.
53. Partnership working requires a different set of competencies and skills from those traditionally associated with senior posts. It requires empathy, an ability to stand in the shoes of one's partners and an ability to understand others. Some suggested that advertisements for posts, particularly for leaders, should specifically seek candidates with a background of working in partnerships, rather than simply requesting a list of formal qualifications. Leaders will also need a degree of social and political intelligence to function effectively in partnerships. Another suggested training college leaders for the '*leadership of place*' rather than the leadership of specific institutions.
54. One participant pointed out that charisma and individual leadership does not produce lasting change. Rather, it is '*distributed leadership*' that brings about real and durable change. It was also suggested that leaders should develop the self-confidence to rely on their own judgements and instincts, rather than on the endless, and often indigestible, streams of data they receive from the centre and other sources.

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The digital future of public services

55. *Smarter Government* calls for the increasing use of the Internet to deliver public services. However, one participant noted that individuals from low income backgrounds are more likely to lack access to the Internet, and that the sums assigned to expand Web access are relatively small (£30 million). Total Place pilots will have to '*model digital inclusion*', because the issue is unlikely to attract ring-fenced budgets in the same way that basic skills does. A Total Place approach to digital capacity is needed. It was felt that this could be a potential opportunity for FE and skills to take a key role.

What colleges and providers offer

56. Several contributors suggested that the sector needs to define its '*unique selling point*', being clear what colleges and providers offer and their potential in the locality. The shared strategic purpose for an area must be informed by the sector's contribution it was argued. Given that colleges and providers are in the business of capacity building they could, perhaps in partnership with HE, become capacity builders for the locality to support strategic priorities. Their contribution to wider, cross-public service priorities such as digital inclusion needs to be clearly understood and exploited for example. They bring more than people will necessarily understand '*from the tin*' and this needs to be articulated more effectively.
57. Of course many FE colleges and providers already work effectively in local partnerships and sometimes they lead practice. The sector is part of many communities' '*tapestry of life*', and some FE colleges already address broad social issues through partnerships, looking beyond the sector's own field of activity.
58. The sector is also helpful at analysing the specific skills needs of a community or region. It can help address mismatches between skills demand and supply. The skills sector is often overlooked by other parts of the public sector as a supplier of strategic skills – this is seen more as the role of the universities. The sector needs to address this misconception.

What is local?

59. There were also questions about how to define the local arena. Specialist colleges, for example, work at a national level with dozens of local authorities. At the same time, they will be expected under the new 14-19 commissioning system to work with a lead local authority with responsibility for commissioning. Which partnerships would they join at a local level? How would the creation of a lead commissioning authority affect their relationship with the other councils they work with?
60. Some also asked whether the Total Place framework was oriented towards urban areas, and questioned how applicable it was to rural communities and rural economies. A significant minority of FE colleges are focused on agriculture or related activities, due to their location in rural areas.

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61. We questioned whether public services could be provided evenly across neighbourhoods and other sub-sections of a community. For example, there is a wide variation in life expectancies, demographics and other factors between the various neighbourhoods and wards in Leicester, and this sort of high degree of variation is not confined to that city. There is a challenge in addressing inequality so that the process does not further entrench postcode lotteries.
62. However, others noted that governments and local authorities often focus resources on deprived areas (as Leicester did). In some local authorities, such as South Tyneside, neighbourhood residents can select certain local services over and above the basic universal entitlement. Some public services will be universal, and others focus on the most deprived. *'You need a strategic overview of how you prioritise resources, and accept that some areas will get more funding than others'* – a decision that must be then justified to the citizens.

Accountability and targets

63. It was widely acknowledged that a more localised system needs a different system of accountability. Even if budgets are devolved, one attendee pointed out, it won't make a great deal of difference if local bodies are still required to meet national indicators. Instead, there will have to be local means of accountability, of ensuring responsibility for *'local needs'*. We were reassured that there is an appetite now in government to reduce national targets. Inspections do look at and evaluate partnership work, but it is not the dominant factor in grading institutions. Some noted that concrete targets are much easier to measure and work towards than the fuzzier concept of *'local needs'* – but they don't necessarily measure what really matters.
64. Some worried that partnership work might not be deemed *'value for money'* by central government inspectors. At the same time, institutional leaders are also obligated to report to their own trustees or boards – which might not consider partnership work *'value for money'* either.
65. *Smarter Government* refers to the creation of entitlements to certain levels of public service – for example, to receiving NHS treatment within 18 weeks. Some wondered whether this represented a shift from meeting targets to providing entitlements, and, if so, how this would affect the performance management of local public services. Would services that once met all the targets fail on the entitlements test? Would entitlements and guarantees be any less problematic than targets for local providers to deliver?

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Seminar participants

Seminar chair:

Lucy de Groot CBE, independent chair and former chief executive, Improvement and Development Agency (IDeA)

Keynote speakers:

Irene Lucas CBE, Director General, Local Government and Regeneration, Department for Communities and Local Government (CLG) and previously CE South Tyneside Metropolitan Borough Council

Sheila Lock, Chief Executive, Leicester City Council

Participant	Job title	Organisation
Yvette Adams	Executive Director, Human Resources, Culture and Equalities	LSIS
Tony Alderman	Chair	Barnet College
Alison Birkinshaw	Principal	York College
Garth Clucas HMI	Strategy Directorate	Ofsted
Dr David Collins CBE	Chief Executive	LSIS
Vic Croxson	Chief Executive	Landex
Mark Dawe	Principal and Chief Executive	Oaklands College
Richard Dimpleby	Total Place Project Coordinator	Association of Colleges
Tracy de Bernhardt Dunkin	Principal and Chief Executive	West of England School and College
Stuart Edwards	Deputy Director	Department for Business, Innovation and Skills (BIS)
Kate Holt	Council Member	Association of School and College Leaders (ASCL)
David Howe	Head of Further Education	Make Your Mark Campaign
Fiona Mackay	Programme Director	LSIS
Caroline Mager	Executive Director, Policy, Research and Strategic Intelligence	LSIS

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Ben Margulies	Policy Research Officer	LSIS
Tom Milligan	Manager	Deloitte
Chris Minter	Head of Adult Skills and Learning	Leicester City Council
Phil Radcliffe	Chair of the Corporation	Strode's College Corporation
Aidan Relf	Policy and Communications Adviser	Association of Learning Providers
Dame Ruth Silver DBE	Chair	LSIS
Holly Wheeler	Learning and Development Manager	Leadership Centre for Local Government
David Wilkinson	Partner – Public Sector Assurance and Advisory	Deloitte
Jane Williams	Executive Director for Further Education, Skills and Regeneration	BECTA