



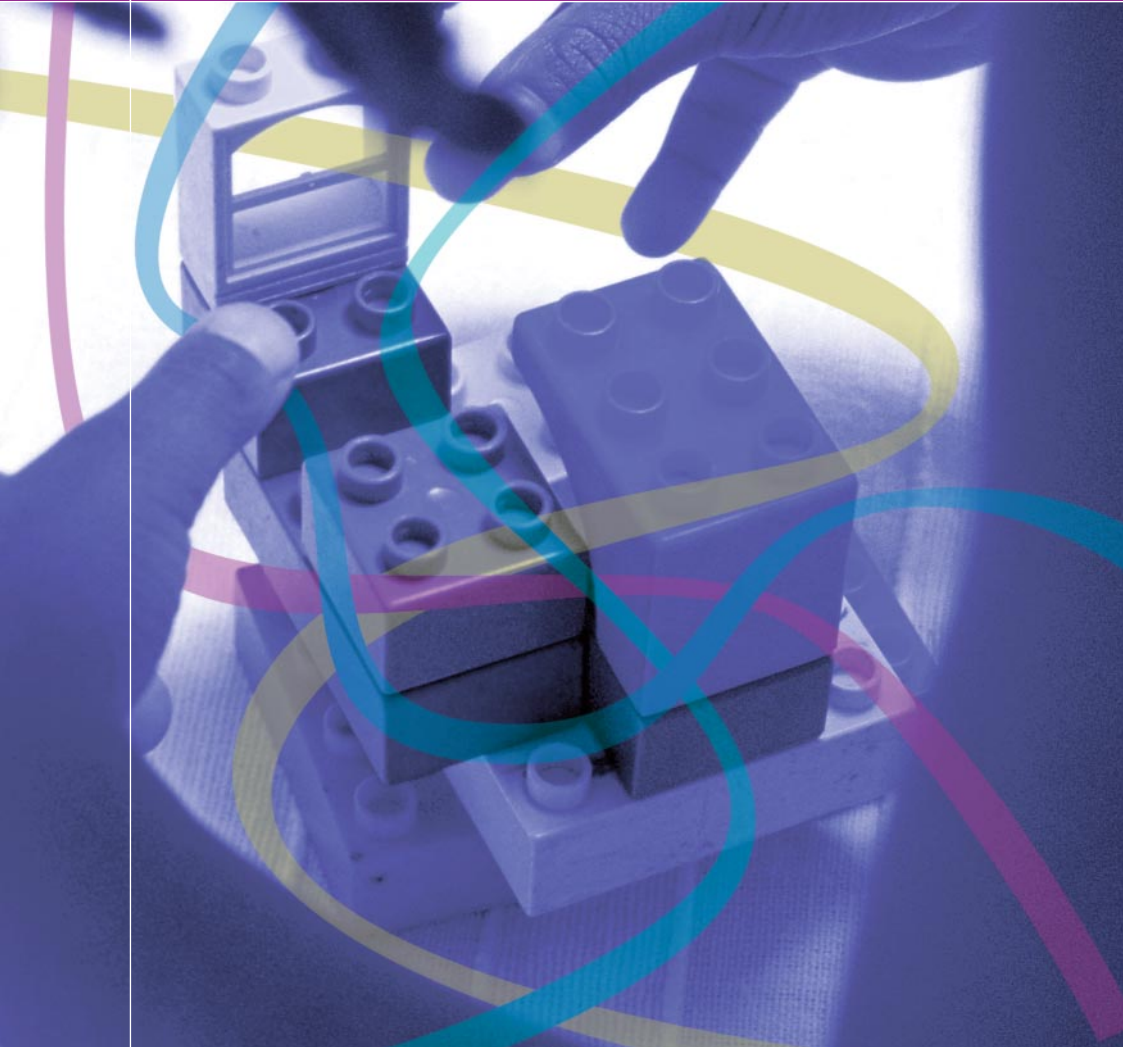
Office of the  
Deputy Prime Minister  
Creating sustainable communities



*Local Government Association*



# the capacity building programme – update 2005



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This leaflet aims to bring you up to date with the joint Local Government Association (LGA)/Office of the Deputy Prime Minister (ODPM) **capacity building programme**. It also explains what the capacity building programme is, who is eligible to participate, how the programme can be accessed and invites local authorities to form improvement partnerships. The leaflet also explains the linkages between different improvement initiatives and programmes aimed at ensuring that local government can deliver effective and efficient quality services and provide community leadership.

The capacity building programme has developed significantly since it was launched in April 2003. Already over 250 English local authorities have benefited from capacity building support either by taking part in national programmes, local innovative projects or through direct support to help with their improvement planning process. Access to the programme was extended to fire and rescue authorities (FRAs) last year, some of whom have already benefited. In total some £100m has been committed by the LGA/ODPM joint fund to support capacity building in local authorities since April 2003.

Both local and central government have learnt a lot about improvement over the last two years and our approach has therefore developed significantly since the programme began. The LGA has, for instance, set an ambitious target to ensure that there are no councils rated poor or weak in the comprehensive performance assessment (CPA)<sup>1</sup> by 2008. The capacity building programme has already supported improvement work designed to help local government achieve that goal. The December 2004 CPA results

## what is the capacity building programme?

show good progress, but the challenge remains a significant one. The programme is now building on the experience of the past two years to drive improvement forward.

The ODPM and LGA established the capacity building programme in April 2003, as part of a three-year initiative to support improvement in local government. The programme aimed to enhance and develop councils' confidence, leadership and skills to advance improvement as well as developing their capacity to learn, innovate and share knowledge and expertise about what works and how.

Additional funding was secured in the Spending Review 2004, which has extended the programme to 2008. This has provided the opportunity to take a longer-term look at capacity building in local government. The task now is to support local government to drive forward its own development. It can also help to respond to new priorities such as improving efficiency and the implementation of the Pay and Workforce Strategy. Continued support for strengthening the capacity of local government is also one of the issues to be considered in a forthcoming discussion document on developing a new performance framework to be published by the ODPM in spring 2005.

### who is the programme for?

The capacity building programme is aimed at all counties, single-tier and district councils as well as FRAs.

Through partnerships, other local bodies such as national parks authorities can also benefit from the programme.

<sup>1</sup> the local government comprehensive performance assessments, undertaken by the Audit Commission, considers how well a council is run overall as well as how well the council delivers their services, for example education, social care and housing. The CPA provides a rating, depending on performance, of excellent, good, fair, weak or poor. A CPA for fire and rescue authorities is being introduced in 2005.

### how can authorities take part in the programme?

There are two main ways that local authorities and FRAs can take part in the capacity building programme:

- i through applying for grant funding to support local capacity building activities; or
- ii by taking part in [national programmes](#), for instance those established by the Performance Partnership or programmes commissioned from suppliers on the ODPM capacity building framework contract.

Whether taking part in local or national capacity building activities, authorities as a whole, as well as individual elected members and officers, have a lot to offer by sharing experiences and good practice and providing peer support (eg through the Peer Clearing House (PCH)), the [councillor mentoring programme](#) or the [beacon council scheme](#)). Sharing experiences is one of the best ways that an authority can learn and improve both its corporate capacity and the services it delivers to the local community.

### the Performance Partnership (PP) was formed in 2002 by the four LGA central bodies:

- the Improvement and Development Agency (IDeA);
- the Employers' Organisation for local government (EO);
- the Public Private Partnerships Programme (4ps) and
- the Local Authorities' Co-ordinators of Regulatory Services (LACORS).

Its aim is to deliver local government improvement. The PP, as part of the joint LGA/ODPM capacity building programme helps local authorities both through subsidised delivery mechanisms such as the PCH as well as by providing advice and assistance to help authorities develop tailored improvement initiatives.

# 1. direct capacity building funding

An authority can apply for a grant, either to support work undertaken specifically by and for that authority or on behalf of a partnership. Proposals for such funding must be discussed with ODPM's Regional Directors of Practice (and in the case of FRAs, Business Change Managers), and supported by them. Funding is available in three main strands outlined below.

## improvement partnerships

One of the successes of the programme so far has been the voluntary establishment of improvement partnerships either at a regional or sub-regional level.

An improvement partnership is formed when a group of local authorities and/or FRAs work together to improve their internal capacity. Over the past year, over £5m has been committed to support partnerships, which have ranged from small-scale co-operation by a handful of councils on specific projects up to regional-wide co-operation on a much broader agenda.

### examples of improvement partnerships

- Councils within Hampshire, Isle of Wight and Thames Valley working together to enhance and develop the capacity and effectiveness of their overview and scrutiny function.
- Nottinghamshire and Cheshire fire and rescue authorities developing a new performance management framework and improvement toolkit for

introduction to all FRAs following the introduction of fire CPA.

- Yorkshire and Humber Local Government Improvement and Innovation Partnership, which has analysed the regional improvement priorities and commissioned eight new pilot activities.
- North East Council Improvement Network, which is focusing on the development of leadership, supporting better procurement and addressing diversity and equalities.
- West Midlands Improvement Partnership has developed a strategy for improvements in local government performance and supported improvement activity at a regional level, built on identified priority needs.
- Shropshire Partnership where all the Shropshire districts have had capacity building funds to work together on a programme devolved around common improvement needs.
- Association of London Government is supporting work to address common skills gaps and recruitment problems.
- NW Learning Network will introduce a 'deployment model', comprising learning plans, a knowledge hub and a regional network, and will provide a mechanism to give local authorities the funding they need to help them buy support and share expertise with other authorities to improve their performance.

We are pleased with the progress made by existing improvement partnerships, many of which have started to develop ambitious programmes based on supporting shared strategic priorities as well as providing tailored solutions for individual needs. Many of these partnerships have set out a longer-term vision for capacity building and continuous improvement that is owned by and driven forward by local government itself.

We are keen to encourage the establishment of more robust and longer-term partnerships – either at regional or sub-regional levels – driven by needs identified by councils themselves. Early indications are that such partnership working can make a significant and positive difference by:

- ensuring that support can be identified, designed and delivered closer to the councils who need it, with councils themselves taking more of the decisions about how resources are used;
- enabling authorities to innovate, share experiences and best practice and provide support to each other particularly those in most need;
- helping to address common challenges and tackle significant local issues;
- enabling more efficient and effective use of resources by avoiding duplication and allowing for a more strategic approach to the distribution of funds and pooling of resources.

The development of robust and effective local authority improvement partnerships will also allow for long-term funding commitments for

partnership activity over a three year period. ODPM will make available £57m over the next three years to support improvement partnerships.

We envisage that an improvement partnership will provide a framework within which authorities can act collectively to address common challenges, share best practice and pool resources.

We would expect improvement partnerships to:

- be local authority led;
- have clear governance arrangements in place (these can differ from partnership to partnership, but we would expect to see clear links with the Regional Centres of Excellence (RCEs));
- set clear objectives for what the partnership will achieve, what funding will be required and what authorities will do to contribute to the success of the partnership;
- have clear plans to support improvement in all authorities in the partnership, including CPA-rated 'poor' and 'weak' authorities;
- have mechanisms to evaluate and disseminate lessons learnt about what works and what does not.

We would also expect improvement partnerships to demonstrate how they will:

- improve efficiency and help deliver the National Procurement Strategy by working with and having joint governance arrangements with the Regional Centres of Excellence;

### **Regional Centres of Excellence (RCEs)**

RCEs are local authority based gateways to efficiency in each region and have expanded beyond the original focus on procurement. RCEs will act to identify and disseminate best practice, promote partnerships, act as a focus for procurement consortia, strengthen training in procurement skills and monitor progress towards efficient ways of working across their regions.

- develop leadership capability for officers and elected members working with the Local Government Leadership Centre;

### **Local Government Leadership Centre**

The centre is a new organisation that works with authorities in England to develop the quality of leadership amongst their political leaders and officers. It aims to equip present leaders with the best skills, develop their top teams and create a pool of talented potential leaders for local government to draw on in the future. The centre will act as a broker between local authorities and providers of leadership development. It will provide independent advice to councils about their leadership capacity, and how to best develop it, starting with the political and managerial top team. It offers a proportion of match

funding for councils that commit to a sustained three year development programme. It works closely with existing providers including those listed in Section 2 – national programmes.

- take forward development of the workforce and organisational transformation in line with the pay and workforce strategy;

**pay and workforce strategy**

The strategy sets out a comprehensive approach to help councils develop a highly skilled and flexible workforce able to deliver high-quality and efficient local public services.

- and where possible to incorporate the e-government capacity building work already underway.

### **e-government capacity building**

The [national strategy for local e-government](#) was launched in 2002. ODPM is working with partners in the IDeA, EO, Socitm, and others to provide guidance, tools, and support to authorities to enhance and develop e-government change knowledge and skills. The capacity building programme is helping to develop a National Core Competency Framework for key e-government functions in authorities. The national project and programme management contract is complementary to a project providing programme and project-change methods and tools for e-government, together helping to deliver the people skills identified by local authorities. For details visit: [www.localgovnp.org.uk/e-capacitybuilding](http://www.localgovnp.org.uk/e-capacitybuilding)

All of the initiatives mentioned above aim to help local government deliver effective and efficient, high-quality services and to help them provide community leadership for all their communities. The capacity building programme has played a key role in helping to develop these initiatives, either by grant-funding existing development bodies, supporting work undertaken by authorities or by establishing national programmes that authorities can use alongside local initiatives.

The aim in supporting [improvement partnerships](#) is not to see the unnecessary creation of new structures but is about effectively utilising and building strong partnerships locally. This could include developing existing partnerships or building on the governance arrangements around RCEs.

For more information about improvement partnerships or to find out what is already underway in your region please visit the ODPM or LGA websites or contact your regional director of practice (and for FRAs, your business change manager). The IDeA's regional associates will also be able to help.

### **tailored individual support**

At the time of publication ODPM has committed nearly £13m to help support improvement in councils with a CPA rating of 'poor' or 'weak'. The primary purpose is to support the improvement planning process and to encourage the sharing of learning for the benefit of others. In future we would like to see support for poor and weak rated authorities to be incorporated into improvement partnerships.

### **tailored individual support**

As at March 2005, 56 local authorities are receiving support for local projects covering leadership, middle management development, performance and project management, partnership working and customer focus.

### guaranteed support for poor and weak councils from the IDeA

The LGA has a stated ambition for there to be no poor and weak councils by 2008. In order to increase and focus the sector's support for those councils categorised as "poor" and "weak" in CPA 2004, the IDeA will be offering a guaranteed free package of 20 to 25 direct support days for each such authority in 2005/06. The exact composition of these packages will be agreed with the individual authority to best meet their improvement needs. The packages are intended to support and strengthen corporate capacity and are likely to focus on client-side activities such as support in designing, commissioning, monitoring and evaluating improvement activities.

We will continue to offer some support to individual authorities (both councils and FRAs) where no partnership is in place, however such support would be increasingly limited. Where an improvement partnership is in place, as outlined above, we would expect the partnership to include clear plans for how the partnership will support 'poor' and 'weak' authorities. The advantage of this approach is that it will enable authorities to gain access to wider networks of best practice and advice.

### innovation

The capacity building programme has committed around £5m to support innovative projects. We expect to see this strand of work to be incorporated within improvement partnerships.

#### pilot projects

As at March 2005, 24 pilot projects covering a range of themes including pooling resources and integrating services, developing leadership skills, middle management development as well as developing performance and change management systems. In addition the programme is supporting a number of initiatives involving 'excellent' councils working with others and projects being undertaken by the Innovation Forum.

## 2. national programmes

The primary purpose of national programmes is to develop affordable programmes that address the shared capacity building needs of local government.

There are two main streams of programmes:

- delivery of new programmes commissioned by ODPM/LGA; and
- development of existing programmes delivered or supported by the Performance Partnership.

There may be grant funding available to help with the costs of these programmes to help those authorities most in need.

### **programmes for both officers and elected members (councillors)** **Local Government Leadership Centre**

The Local Government Leadership Centre has a key role evaluating and advising councils about their leadership capacity. They will make recommendations on how the councils can improve their leadership, looking at the organisation as a whole. Following an initial assessment, they will agree an ongoing development programme, including a range of development options such as coaching, mentoring, consultancy, development centres and programmes or training courses outlined below, that are part of the capacity building programme.

For more information please contact [www.localleadership.gov.uk](http://www.localleadership.gov.uk)

### **Academy for Sustainable Communities (ASC)**

The emerging Academy for Sustainable Communities is an innovative new venture being set up by ODPM to take forward the Egan Review's recommendation for a new national skills centre to support those working towards sustainable communities. ASC's purpose is to inspire and enable people across different fields to work together in a coherent, farsighted approach to creating and renewing our communities. ASC will work with local government initiatives like the Local Government Leadership Centre and the Planning Advisory Service to deliver on shared priorities.

For further information please visit [www.ascskills.org.uk](http://www.ascskills.org.uk)

### **Peer Clearing House**

The Peer Clearing House (PCH) was set up to recruit, accredit and place peers. It is hosted by the IDeA and facilitates the brokerage of peers for improvement projects in the local government sector.

Accredited peers are serving local government members and officers who work with other authorities on a variety of projects to help build capacity, confidence and sustainability in local government by sharing knowledge and experience. They champion change through their own actions and by recognising and celebrating excellence in others.

More information at <http://www.idea.gov.uk/peer>

### project and programme management

A programme developed under the framework contract by Roffey Park and Social Systems Innovation (SSI) which comprises a three-day health-check consultation to identify an authority's strengths and weaknesses in service delivery together with tailored training modules aimed at officers and members to get the best out of programme and project management.

For more information about the programme and to book a place, please contact Sonia Mortimer or Linda Youngman on 01293 851644 or e-mail [sonia.mortimer@roffeypark.com](mailto:sonia.mortimer@roffeypark.com).

Programme and change management tools and methods supporting e-government-enabled service improvement are being made available from a local authority partnership project. The lead authority is the London Borough of Lambeth and details are available via email from [CSCapacityPSO@lambeth.gov.uk](mailto:CSCapacityPSO@lambeth.gov.uk)

### procurement skills training

The [national skills development programme](#) was originated to support the [National Procurement Strategy](#) in its objectives of helping authorities improve the effectiveness of their procurement strategies, policies and processes and to help them deliver cost savings and efficiencies.

4ps and IDeA manage the delivery of training programmes to help members

and senior managers lead the implementation of national and corporate procurement strategies and enable those working on procurement projects to undertake effective procurement and improve their skills in key areas such as law and finance.

Having successfully delivered training to over 4000 participants, the programme team is now working with the RCE and the EO to evolve the current programme so that it can better enable the RCEs and authorities to respond to the Efficiency Review and "deliver efficiencies in local services". The national skills development team can also provide advice and consultancy to authorities on a wide range of skills development issues related to the Efficiency Review.

For more information please visit [www.4ps.co.uk/](http://www.4ps.co.uk/)

### gateway reviews

The gateway review programme is delivered by the 4ps and is provided at no charge to the authority being reviewed. The overall objective of the review process is to make project delivery as successful and efficient as possible by flagging up possible problems before they happen and sharing the experience and best practice of other local authority projects.

These confidential peer reviews are carried out at key decision points using an open and easily understood methodology based on project management best practice to review the project and focus on the significant factors that will help

deliver a successful project. Review teams are selected for each project to match the skills and experience that the project needs. Review teams to use their experience to ensure that the review concentrates on the areas where it can add the most value in helping the project develop successfully.

For more information please visit [www.4ps.co.uk/](http://www.4ps.co.uk/)

### **beacon council scheme**

The beacon scheme has been operating since 1999. All but a handful of English authorities have applied to be beacons, and all have been represented at beacon learning events. Independent research conducted by Warwick Business School<sup>2</sup> indicates that 79 per cent of people who engage with a beacon council make changes within their own authority as a result of that engagement.

As well as hosting national and regional conferences and events, beacon officers and members act as peers to support improvement in other authorities; they engage with government to develop policy and guidance; and can play an important role within improvement partnerships.

For more information please visit [www.odpm.gov.uk/beaconcouncils](http://www.odpm.gov.uk/beaconcouncils)

<sup>2</sup> Survey of Local Authorities: Rashman, Hartley with IFF Research, Warwick Business School 2004, p.27.

### **programmes for elected members (councillors)**

#### **leadership academy**

The academy is run by the IDeA and takes place in three modules of two days each, with an optional fourth module should participants want to look at any issues more deeply. Each module considers a different aspect of leadership and is led by tutors with an intimate knowledge of their subject. The programme is designed specifically with councillors and their broad experience of education in mind, so teaching encompasses a range of styles and methods of delivery. The course aims to develop participants' leadership style, give them confidence and create a support network among peers in other councils and parties.

The programme costs £1,250 + VAT for modules 1-3 and is available to all elected members in local government. For more information about the programme please visit [www.idea.gov.uk](http://www.idea.gov.uk)

#### **modern members**

The modern members programme run by the IDeA has been created to shortcut the process of understanding their roles and to give councillors the knowledge and skills they need to be effective very quickly. It is a bespoke programme available to all councillors who wish to learn more about specific aspects of local government, increasing councillors' understanding of the way different aspects of local government work, drawing on the advice of experts and the experience of senior members.

The programme costs £1,200 + VAT and is available to all elected members in local government. For more information about the programme please visit [www.idea.gov.uk](http://www.idea.gov.uk)

### **councillor mentoring**

IDEA is offering an innovative mentoring programme for councillors, focussing particularly on those new to their job – either newly elected, those who have taken up a position on the executive or to new leaders.

The programme (developed in partnership with the Local Government Information Unit (LGIU) and the Association for Public Sector Excellence (APSE)) will be available to all members from April 2005. For more information about the programme please visit [www.idea.gov.uk](http://www.idea.gov.uk).

### **programmes for officers**

#### **national graduate development programme (NGDP):**

The NGDP is a partnership between the EO, local authorities and the national management trainees. The EO funds the programme, its marketing and recruitment and organises the recruitment on a national basis. The EO then pass responsibility over to 'host authorities' for local selection matching. Authorities will employ the national management trainee on two-year fixed term contracts and take responsibility for developing and managing their new national management trainees. For further information please visit [www.lg-employers.gov.uk](http://www.lg-employers.gov.uk)

### **future leadership programme**

This new programme developed under the framework contract and run by Deloitte, Office for Public Management (OPM) and Ashridge Business School aims both to develop individual middle managers as well as to address organisational capacity through a challenging and innovative programme. The first participants who are taking part in the pilot programme have provided excellent feedback.

The programme costs £3,500 + VAT and is available to all middle managers. For more information about the programme and support grants available please visit [www.futureleadership.gov.uk](http://www.futureleadership.gov.uk).

The e-government programme, via the Society of Information Technology Management, is supporting IT managers access to this programme. For details contact Socitm [www.socitm.gov.uk](http://www.socitm.gov.uk)

### **faculty for local government managers**

This managers' faculty, run by EO in partnership with the Institute of Leadership and Management (ILM), offers busy middle managers the skills and cutting-edge information which they need to excel. It provides access to a personal development programme, a wide variety of flexible learning tools, seminars, social events, a personal support line and a subscription to the 'Local Government Manager' and other ILM magazines. If an authority enrolls a group of managers the cost is £48 per manager per year, with no set-up

fee. For individual membership there is an initial set-up fee of £45 then £67 per year (or £60 if paid by direct debit).

For further information, please visit  
[www.lg-employers.gov.uk/skills/management/new.html](http://www.lg-employers.gov.uk/skills/management/new.html)

### **cross-sector leadership course (CMPS)**

CMPS is leading a consortium including Birmingham University and Ashridge Business School, selected to deliver a new cross-sector leadership development programme, which will build upon the success of the [public service leaders scheme \(PSLS\)](#).

The PSLS was a development programme designed to produce leaders with broader experience and understanding of leadership and service delivery across the public sector. Through networking, group learning, mentoring and practical experience, participants were encouraged to develop approaches to partnership working and improved change leadership ability. The [cross-sector leadership scheme \(CSLS\)](#) will bring added emphasis to the development of cross-sectoral skills such as transformational and collaborative leadership, cross-sector experience opportunities and working with partners from other sectors.

For further information visit: [www.cmps.gov.uk/connect/winter04/cross-sector\\_leadership.asp](http://www.cmps.gov.uk/connect/winter04/cross-sector_leadership.asp)

### **accelerated development programme**

This EO programme is developing talented employees with at least two years' local government experience and the potential to be senior managers. It is currently being piloted in Yorkshire and Humberside, East Midlands and London. The programme is delivered by Institute of Local Government Studies (Inlogov) over two years and offers six modules, an action learning set, work-based assignments and a secondment opportunity.

For further information visit:  
<http://www.lg-employers.gov.uk/leadership/adp/>

### **advanced leadership programme**

This intense course run by the IDeA in partnership with Ashridge Business School, Inlogov Partnership (University of Birmingham Centre for Management Policy Studies) and the University of Leeds R&D Ltd consists of three phases aimed at senior managers to improve management and leadership in local government. The programme aims to ensure that future local governments will be led by managers who are able to address continuous change; lead and develop complex organisations; deliver a diverse range of effective & responsive services; work across internal and external boundaries and support the continued relevance of local democracy.

The programme costs £3,950 + VAT and is available to all senior managers in local government. For more information about the programme please visit [www.idea.gov.uk](http://www.idea.gov.uk)

### LEAP, the HR managers' development programme

LEAP has been developed by the EO to help human resource managers to think and act strategically and to become more effective leaders. It consists of two programmes – coaching and action learning sets. EO is working in partnership with regional employers' organisations to deliver these programmes.

The coaching programme costs £1,500 plus VAT and the action learning set £750 plus VAT. Both include a free copy of the EO's publication *What's your people strategy?* The coaching programme includes free access to the Institute of Employment Studies research library.

For more details please visit  
[www.lg-employers.gov.uk/people/impact\\_function/leap.html](http://www.lg-employers.gov.uk/people/impact_function/leap.html)

In all cases your regional director of practice (RDP) (or business change manager (BCM) for FRAs) is your first point of contact. IDeA regional associates (RA) may also be able to help to broker partnerships, help authorities share experiences and to find information.

### East of England

Elizabeth Forbes (RDP), 020 7944 2548, [elizabeth.forbes@odpm.gsi.gov.uk](mailto:elizabeth.forbes@odpm.gsi.gov.uk)

Stewart Thomson (BCM), 07712922328, 0122 3372966,  
[sthomson1.go-east@go-regions.gsi.gov.uk](mailto:sthomson1.go-east@go-regions.gsi.gov.uk)

Dennis Skinner, 077477 91754, PA – Patricia Hutton (RA), 020 7296 6531

### East Midlands

Peter Murphy (RDP), 020 7944 8112, [peter.murphy@odpm.gsi.gov.uk](mailto:peter.murphy@odpm.gsi.gov.uk)

Jeremy Lodge (BCM), 0779 5268936, 0115 9714715,  
[jlodge.goem@go-regions.gsi.gov.uk](mailto:jlodge.goem@go-regions.gsi.gov.uk)

Mark Edgell, PA – Louisa Meyer (RA), 077476 36910, 0207 296 6197

### London

Guy Ware (RDP), 020 7217 3210, [gware.gol@go-regions.gsi.gov.uk](mailto:gware.gol@go-regions.gsi.gov.uk)

BCM post currently vacant: contact via Brian Nash, 020 7944 5620,  
[Brian.nash@odpm.gsi.gov.uk](mailto:Brian.nash@odpm.gsi.gov.uk)

Guy Swindle and Navaz Buhari, PA – Sarah Hindmarsh (RA),  
020 7296 6834, 020 7296 6202 (temporary cover), 020 7296 6631

### **North East**

Julia Veall (RDP), 019 1202 2251, jveall.gone@go-regions.gsi.gov.uk

Brendan O’Kane (BCM), 0798 9019063, 0191 2023939,  
bo’kane.gone@go-regions.gsi.gov.uk

Annette Stansfield, PA – Mishelle Stewart (RA),  
07990 591574, 020 7296 6567

### **North West**

Michael Greenwood (RDP), 0161 952 4389  
mgreenwood.gonw@go-regions.gsi.gov.uk

Geoff Hayes (BCM), 0777 6297786, 0161 952 4462  
ghayes.gonw@go-regions.gsi.gov.uk

Helen Platts, PA – Mishelle Stewart (RA), 077477 91654, 020 7296 6567

### **South East**

John Haward (RDP), 01483 882693, jhaward.gose@go-regions.gsi.gov.uk

BCM post currently vacant: contact via Brian Nash, 020 7944 5620  
Brian.nash@odpm.gsi.gov.uk

Vacant

Please contact Dennis Skinner & Stephen Fletcher (RA)

### **South West**

RDP post currently vacant: contact via Paul Jones, 0117 9001850,  
pjones.gosw@go-regions.gsi.gov.uk

James Holden (BCM), 0796 6573683, 0117 900 3571  
jholden.gosw@go-regions.gsi.gov.uk

Stephen Fletcher, PA – Patricia Hutton (RA), 07773 775904, 0207 296 6531

### **West Midlands**

Sheila Healy (RDP), 0121 352 5350, shealy.gowm@go-regions.gsi.gov.uk

Jean Cole (BCM), 0797 3467614, 0121 2125208,  
jcole.gowm@go-regions.gsi.gov.uk

RA post currently vacant

Please contact Mark Edgell and Martin Horton

### **Yorkshire and Humber**

Mike Reardon (RDP), 0113 283 4853, mreardon.goyh@go-regions.gsi.gov.uk

Ursula Harrison (BCM), 0774 7843582, 0113 2836370

uharrison.goyh@go-regions.gsi.gov.uk

Jo Webb, PA – Mishelle Stewart (RA), 07733 113251, 020 7296 6567

### **You can also, as appropriate, contact the ODPM central team**

Zone 3/E2, Eland House, Bressenden Place London SW1E 5DU

#### **By email:**

capacitybuilding-enquiry@odpm.gsi.gov.uk

#### **By telephone**

020 7944 4660

#### **Website**

[www.odpm.gov.uk/capacitybuilding](http://www.odpm.gov.uk/capacitybuilding)

### **Or the LGA team**

Local Government Association, Local Government House, Smith Square,  
London SW1P 3HZ

Contact LGconnect, for all your queries, on 020 7664 3131,  
email [info@lga.gov.uk](mailto:info@lga.gov.uk), Website: [www.lga.gov.uk](http://www.lga.gov.uk)



notes



*Local Government Association*



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  
E mail: [info@lga.gov.uk](mailto:info@lga.gov.uk)

**promoting better local government**

Code no F/CA198  
ISBN 1 84049 4697  
Printed by Victoria House Printing Company  
Unit 1, Stour Road, London E3 2NT  
Design by Tattersall Hammarling & Silk Ltd  
© LGA/ODPM March 2005