

Item 3 Appendix A - Objectives, milestones and stakeholders

Building block	Objective	How will this be achieved?	Key milestones	Key stakeholders
LAAs	Embed and develop further the principles of the new performance framework through monitoring, evaluation, promoting success and support for LAA implementation;	<ul style="list-style-type: none"> • Monitor and evaluate the implementation of the new performance framework to identify opportunities for further development, ensure adherence across government and help shape support through; <ul style="list-style-type: none"> – Evaluating the LAA negotiation process (experience of target setting, duty to cooperate, links to SCS, use of local targets, impact of shocks through snapshot survey and other means, establishing a sector advisory panel, working with policy colleagues to support ongoing liaison with departments (including on PSAs) and analysing possible alternative models (e.g more ambitious proposals for LSPs given debate on accountability and empowerment). • Develop the new performance framework through; <ul style="list-style-type: none"> – Agreeing a clear, decentralised framework for performance management with clear roles for councils, RIEPs, GO and AC, developing and supporting authorities in their scrutiny role, exploring expansion of the duty to cooperate, and working with Finance to review ABG and research into the totality of public spending. • Support implementation of LAAs through; <ul style="list-style-type: none"> – Drawing on the LGA’s evaluation and other sources of information (e.g. RIEPs) the IDeA will work to strengthen partnership working, develop capacity of elected members to provide strategic leadership, facilitate sharing knowledge and innovation and support the delivery of specific outcomes in localities. • Promote the success of councils delivering LAA priorities to engage members and encourage further devolution through; <ul style="list-style-type: none"> – Drawing on the IDeA Place and Partnership Library to assist evidenced based policy development, developing media-friendly case studies to assist 	Apr09 – LAA refresh NIS data available Jul09 – SR09	CLG Councils LGA boards LGA group

		the LGA's lobbying/media work and using other forms of communications (newsletter/conferences).		
NIES	Design and embed an effective, sector-led and streamlined improvement and innovation support architecture and programme;	<ul style="list-style-type: none"> • Support the delivery of improvement support through effective and robust Regional Improvement and Efficiency Partnerships through; <ul style="list-style-type: none"> - Supporting delivery of key work streams by facilitating linkages across RIEPs, and with IDeA and LGA, engaging and encouraging members, supporting strong sector advisory groups (CEXs, Directors, RIEP member forum) and providing effective and credible challenge. • Develop a robust evidence base to demonstrate the improvement of the sector and the role of RIEPs in supporting this through; <ul style="list-style-type: none"> - Evaluating perceptions of RIEPs (to establish baseline and ultimately get sector agreement to funding through this route) and collating and promoting evidence of delivery through a State of the Nations report. • Reduce the degree of central intervention to enable, and as a result of, strong sector leadership through; <ul style="list-style-type: none"> - Working with RIEPs, IDeA and departments to share expertise and integrate approaches and developing a robust and credible approach to challenging poor performance. • Raise the profile of cross sector improvement and efficiency activity and illustrate its added value through; <ul style="list-style-type: none"> - Developing and implementing a communications strategy, establishing a RIEP visual identity, developing a RIEP website and 'guide to RIEPs'. • Simplify the improvement architecture and develop models for strategic commissioning of improvement resource though; <ul style="list-style-type: none"> - Developing criteria and process for agreeing projects, working with departments to implement specific projects (e.g. climate change), developing an integrated approach to innovation, analysing the totality of improvement spend (particularly via qangos) to challenge efficiency of current system 	Mar 09 - RIEP annual report Apr09 - new beacons scheme starts Jul09 - SR09, State of Nation report	CLG RIEPs LGA group LBRO

		<ul style="list-style-type: none"> • Develop support for innovation through: <ul style="list-style-type: none"> – Radical redesign of the Beacons scheme, support for the Innovation Catalyst and development of an annual Innovation conference 		
CAA	Influence the development of and help the sector prepare for a proportionate, risk-based, outcome focused approach to performance monitoring, assessment and inspection that helps councils improve and reduces the burden	<ul style="list-style-type: none"> • Influence the joint inspectorate proposals on CAA through; <ul style="list-style-type: none"> – maintaining a dialogue with other inspectorates, ensuring strong advisor input to AC and coordinating sector effort. • Maximize and share the learning from the CAA action learning sites and second phase CAA pilots through; <ul style="list-style-type: none"> – Engaging regularly with sites, evaluating experience and sharing learning across the sector to strengthen our response and design appropriate support. • Further develop a sector proposition for CAA through; <ul style="list-style-type: none"> – Testing alongside the self assessment tool and drawing on other examples of self-evaluation across the sector. • Further develop the self assessment tool through; <ul style="list-style-type: none"> – Trailing and evaluation in up to 10 localities. • Develop a peer challenge model through; <ul style="list-style-type: none"> – Developing of methodology, trialling in self assessment areas, recruiting peers and considering links to CAA process. • Support authorities to improve customer intelligence through: <ul style="list-style-type: none"> – Developing place survey, publishing practical guide for councils and exploring national procurement of intelligence software. • Reduce the burden of inspection and other activity through; <ul style="list-style-type: none"> – Working with departments and inspectorates on aligning frameworks, working with policy colleagues to challenge proposals for rolling inspection, working with the LTBTf to ensure government meets the commitment to reduce data burdens by 30%. • Further development of the national and local indicators through; <ul style="list-style-type: none"> – Developing a process for capturing indicator concerns to feed in to SR09, 	<p>Now to mid Oct – Consultation period plus testing the proposals in ten trial areas</p> <p>Feb09 – Final CAA methodology published</p> <p>Final CPA results published</p> <p>Apr09 – CAA starts</p> <p>Nov09 – First round of CAA assessments published.</p>	<p>CLG</p> <p>Audit Commission</p> <p>Other inspectorates</p> <p>LGA group</p> <p>Councils</p>

		<p>working with CLG to develop data hub and developing a sector-owned data warehouse.</p> <ul style="list-style-type: none">• Support authorities to prepare for CAA through;<ul style="list-style-type: none">- Conducting an audit of support available, promoting support to sector, and ensuring delivery staff are trained appropriately, promoting CAA to members.• Evaluate success of CAA through;<ul style="list-style-type: none">- Analysis of burden of CAA in first year, a sector round-table discussion in late 2009 to assess results and process, examining alternative models of assessment.		
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Item 3 Appendix B - Draft forward programme for Improvement Board

	November	January	March	May	July
LAAs	Initial evidence from evaluation	Mid year analysis of delivery	Data burdens update		
NIES	Mid-year update on RIEPs Leadership strategy Improvement priorities and support – contribution to development strategy	Innovation catalyst update	Beacons update SR09 submission	RIEP annual report	State of the Nation – report on local government improvement
CAA	Report on CAA testing and self evaluation	Final CAA methodology – presentation from AC	Final CAA results – analysis of improvement		Emerging lessons from CAA process