

LAAs - Driving Improvement A new performance framework for localities

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New performance framework

- Our shared objective is to drive improvement in the delivery of public services and outcomes for local people
- The current performance management framework hinders this drive
- Focus on assessment rather than improvement: encourages compliance rather than innovation
- Too burdensome
- Need a new framework consistent with the changes that are taking place in the way localities are governed
- Builds on what we know about what makes for improvement and draws on the wide range of improvement levers available

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The White Paper - A New Performance Framework

- Revised LAA process – “drastic reduction” in the number of national performance indicators; better balance between local and national priorities
- Improved arrangements for external assessment and inspection

And also...

- Stronger accountability to citizens and communities
- Greater responsibility to local authorities and their partners for securing improvements in services: supporting the LGA’s work on cross-service and cross-authority challenge and support; real-time performance reporting

Locally led performance framework



Annual assessment

- Self-assessment is a proven effective improvement tool
- Assessment by the LA with its partners and involving citizens and customers
- Assessment of delivery of local priorities set out in the Community Plan and LAAs as they develop
- Based on fact and evidence (audited and comparable PIs)
- Public report and a catalyst for action with follow up
- Assurance that local priorities are being delivered and national minimum standards met
- Stimulates mature dialogue with partners and local people
- Identifies agreed areas for improvement

Annual assessment

- Mechanism for the partnership to regularly review and discuss its own performance – demonstrating **self-awareness**
- A **tool for increasing accountability** and responsiveness to the locality
- The evidence base to **drive improvement** in the locality
- **Promote learning** by identifying areas of potential concern that merit further examination via a more in-depth scrutiny exercise
- Providing part of the **evidence base** for the Audit Commission-led risk assessment

Peer challenge

- Challenge of the annual assessment of delivery against the community plan and its focus on improvement
- Focus on the self-assessment and supporting evidence
- Focus on the locality rather than just the performance of the council
- Involve local government peers and peers drawn from other sectors, depending on the specific challenges for the council and its partners
- Proportionate and risk based programme
- Promotes sector-wide improvement

Peer challenge

- Working with peers informs the councils and the partnership's **understanding of strengths and weaknesses**
- Creates a constructive climate in which to undertake an **honest appraisal**
- External validation for the self-assessment – but primarily about **promoting further improvement**
- Emphasis on understanding the robustness and **quality of leadership, relationships and culture** in an area
- Undertaken on a periodic and **voluntary** basis

Sector-led intervention

- Need to be convincing as a sector
- Individual and collective responsibility for addressing poor performance
- Prevention - engage before performance slips
- LGA developing a draft protocol to clarify role of the sector in leading, brokering and delivering support to LAs where performance may be dropping or is at risk
- Not just about the hard indicators - soft issues as well
- Independent inspection where risk and impact of failure high and where complex outcomes are sought

Key issues

- Developing a framework with sector ownership which gives the government assurance
- Building confidence and capacity in the sector
- Local government leading and driving service improvement – moving beyond compliance
- Focus on effective partnership working
- Credibility with the citizen and user