

Supplementary Guidelines on the Implementation of CDB Strategies

1. Current Guidelines

Chapter 5 of *A Shared Vision* sets out inter alia, guidelines in relation to the implementation of the CDB Strategies. The supplementary guidelines outlined below should therefore be read in conjunction with that chapter.

2. Critical Success Factors for Implementation

Critical success factors include:

- Clarity within the Board of their role
- A clear understanding of the nature and purpose of the Strategy
- Buy-in by agencies providing services locally
- The actions flowing from the Strategy being realistic and achievable
- Proofing by agencies of their plans against the Strategy
- The quality and clarity of the Strategy as a written document
- Champion(s) on the Board to sell the Strategy
- Added value for the public and early 'wins'

3. Actions during the Strategy Preparation Phase

(i) Buy-in

'Buy-in' by Board members and their agencies/sectors both in the lead-up to the strategy and post-publication is essential to successful implementation of the Strategy. Actions to be taken include:

- It is essential that boards are considering what they should be doing now to facilitate successful implementation (e.g. what board members and their agencies are prepared to do);
- agencies should be identified to carry out specific actions including the commitment of human and financial resources to the implementation of the Strategy;
- the acceptance by the agencies to embed the implementation of the Strategy into their normal work programme, with particular reference to their plans and operations in 2002.

(ii) Consistency between CDB Strategies and Implementing Agencies'

Operating Plans

Under the CDB process all public service bodies operating in the County/City will be expected to ensure that their operational plans are consistent with the agreed CDB Strategies. This includes ensuring that priorities embodied in the Strategy as agreed by the Board are reflected within the operational plans and programmes of the agencies. Adherence to this requirement will be an 'acid test' of the success or otherwise of implementing the Strategy. Agencies should be alert to actions they should be taking now in the Strategy preparation phase to reflect the reality of the implementation of the impending strategies.

(iii) The Strategy as a Document

How the Strategy is actually written/presented also has a part to play in successful implementation. In preparing the Strategy the following should be borne in mind:

- it should be an easy-to-read document of good quality and clear presentation;
- what implementation will achieve should be clear to the reader: for agencies, it should be clear what they need to do;
- implementation should be a constant backdrop to the Strategy and should not be seen as a last minute add-on.

4. Actions Post-Publication

Important factors post-publication will be:

- the future level of commitment of the Board, as a whole, in overseeing implementation, (e.g. the Board will make progress reports on implementation to the Task Force and other stakeholders);
- the Board should focus on implementation per se;
- every effort should be made to avoid drifting into micro-project implementation/funding/lobbying;
- Boards should set up implementation structures appropriate to their circumstances;
- these structures should provide the Board with the necessary information to manage and monitor its implementation plan;

- implementation needs to have a few early ‘wins’ across a number of agencies.

5. A Tiered Approach to Implementation

Implementation actions will generally have different timings and be related to the Strategies’ short, medium and long term objectives. For example, the actions flowing from most Strategies are likely to be grounded on the following basis:

- i. policies which the member agencies would have implemented with or without the Strategy, but which can now be legitimately ‘housed’ within the Strategy;
- ii. agencies being prepared to tweak/stretch their existing policies to dovetail with the agreed Strategy;
- iii. ‘bending the spend’ within the organisations’ existing budgets as appropriate, to favour policy directions agreed by the CDB,
- iv. pursuit by the Board of a limited number of some priority and ‘gap filling’ initiatives within the county/city;
- v. an action framework for the more integrated delivery of public and local development services;
- vi. more fundamental shift in policies including those in a regional context which could have an influence on the reprioritising of funding by agencies.

Clearly, implementation of the Strategy begins to make a difference in relation to ii and iii above. The likelihood is that the short to medium term ‘wins’ will flow from ii to iv.

6. Implementation Programme

Chapter 5 of *A Shared Vision* requires CDBs to “agree and follow an annual implementation programme”. This annual implementation programme must accompany the Strategy. The programme should identify specific actions, lead agencies, and time frame for actions.