

**COMPREHENSIVE PERFORMANCE ASSESSMENT
A REFLECTION ON THE EXPERIENCES OF ENGLISH LOCAL
AUTHORITIES**

VOLUME 2

APPENDIX 1 - 14

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Master of Philosophy (MPhil)**

June 2015

Re-submitted

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APPENDIX 1

APPENDIX 1

Typography of each category for authority

Excellent councils

Excellent councils have shown that overall they provide high-quality local services, especially in areas of national priority such as education and social services. They have effective leadership and management arrangements and are strong in maintaining their performance. They are clear about their priorities, which are linked to local needs and aspirations. Council finances are well-managed and are directed at agreed priorities. Excellent councils are often better at achieving more for their communities through the delivery of cross-cutting projects, often in partnership with others.

Good councils

Good councils tend to have strong services overall and know where they need to make improvements. These councils provide effective leadership and management. Good councils have high levels of ambition and are more focused on what matters to their communities. To become excellent, these councils need to strengthen their ability to manage and apply resources where they are needed most and work more closely with partners to achieve more for their communities.

Fair councils

Fair councils provide reasonable services overall but they need to deliver significant improvements to ensure that local people benefit from more consistent and reliable delivery. For these councils, their current performance is generally stronger than their ability to make further improvements. To become good or excellent councils they need to identify the things that really matter, focus on them, and manage their performance more effectively. These councils need to make better use of their resources, particularly their staff, and to improve their leadership skills and managerial impact.

Weak councils

Weak councils tend to provide low standards of service for local people and have limited ability to make those services better. There are few weak councils that currently have the ability to move quickly out of the weak category. Weak councils may have one or more services that are performing reasonably well, but they do not spread this better performance from one service to another. Their priorities are unclear, do not reflect local aspirations and are not adequately tied to resources. Developing their political and managerial ability to tackle their problems is a top priority for weak councils.

Poor councils

Poor councils offer inadequate services and do not have the leadership and managerial capacity or focus to improve them. Performance management is ineffective and resources are not used to the best advantage of the council. Most poor councils are trying to make improvements to services, but lack the focus and clarity of priorities to do so effectively. Engagement with local people does not translate into positive changes or better services for the community. Without external support, the efforts that many poor councils are making to improve services for their citizens are unlikely to lead to lasting change.

Source: AC 2002 (b)

APPENDIX 2

CPA – the harder test explained

Leading you through the different elements of the new
Comprehensive Performance Assessment framework for
single tier and county councils

The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high quality local services for the public. Our remit covers around 11,000 bodies in England, which between them spend more than £180 billion of public money each year. Our work covers local government, health, housing, community safety and fire and rescue services.

As an independent watchdog, we provide important information on the quality of public services. As a driving force for improvement in those services, we provide practical recommendations and spread best practice. As an independent auditor, we ensure that public services are good value for money and that public money is properly spent.

For further information about the Audit Commission, visit our website at www.audit-commission.gov.uk

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1

Introduction

- 1 The Audit Commission introduced Comprehensive Performance Assessment (CPA) in 2002. CPA measures how well councils are delivering services for local people and communities while reducing the overall regulatory burden on them. It distils a complex set of judgements on councils and the services that they provide into easily understood terms. The strength of CPA is that it looks at performance from various perspectives which provide a more complete picture and a better understanding of where to focus activities to secure further improvement.
- 2 From the start CPA has evolved in response to changes in the operational and regulatory environment, rising public expectations, and the performance of local government itself. And we continue to refine CPA.
- 3 Over the last three years, council services have improved significantly, and CPA is acknowledged to be one of the catalysts for this. CPA has also been a lever for reducing inspection and regulation in better performing councils and focusing support for others. Since 2002 there has been a reduction in the regulatory burden. And now the Audit Commission is introducing a new framework for CPA from 2005 to 2008 which will carry this further in line with our principles of Strategic Regulation.
- 4 *CPA – The Harder Test* is a tougher test for councils. It builds on the previous framework, but features a much greater emphasis on service users and value for money, and much less on inspection of services.
- 5 The assessment will:
 - help councils maintain momentum and focus in delivering improvement priorities;
 - signal whether, and where, further support and/or improvement work is required; and
 - inform annual audit and inspection programmes to ensure our work is targeted on the right areas.

- 6 The detailed methodologies and key lines of enquiry (KLOE) are available from our website (www.audit-commission.gov.uk). However, the key elements of *CPA – The Harder Test* are:

Corporate assessments

- 7 These will be carried out for each council by the Audit Commission every three years. They focus on a council's community leadership role and will chart a council's achievements by looking at five areas:
- sustainable communities and transport;
 - safer and stronger communities;
 - healthier communities;
 - older people; and
 - children and young people.
- 8 Joint Area Reviews (JARs) led by the Office for Standards in Education (Ofsted) are planned to be carried out at the same time as a corporate assessment. These reviews focus on how local services and partnerships contribute to improving outcomes for children and young people. Some of their findings will feed directly into the achievement section within the overall corporate assessment.

Use of resources

- 9 This is an annual assessment that looks at how well a council manages its money. There is now an explicit 'value for money' judgement within this. This is carried out by auditors starting from councils' own self assessments.

Service assessments

- 10 The Commission will assess housing, environment and cultural services using a mixture of performance indicators and inspection. Over the next three years, the proportion of service assessments based on inspections will decline.

- 11 Other inspectorates will provide scores for the other annual service assessments: adult social care – Commission for Social Care Inspection (CSCI); children’s services – Ofsted and CSCI; and benefits – Benefit Fraud Inspectorate (BFI).
- 12 A fire and rescue assessment will be introduced from 2006 for the 16 county councils with these responsibilities.

Direction of travel assessment

- 13 Alongside the overall category rating for each council will be a direction of travel judgement. Together they will show not just what CPA category a council has achieved, but also how well it is improving. The direction of travel assessment will include a judgement label. The labels are:

- Improving strongly



improving strongly

- Improving well

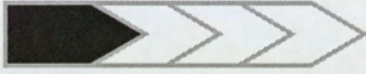
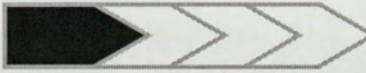


improving well

- Improving adequately

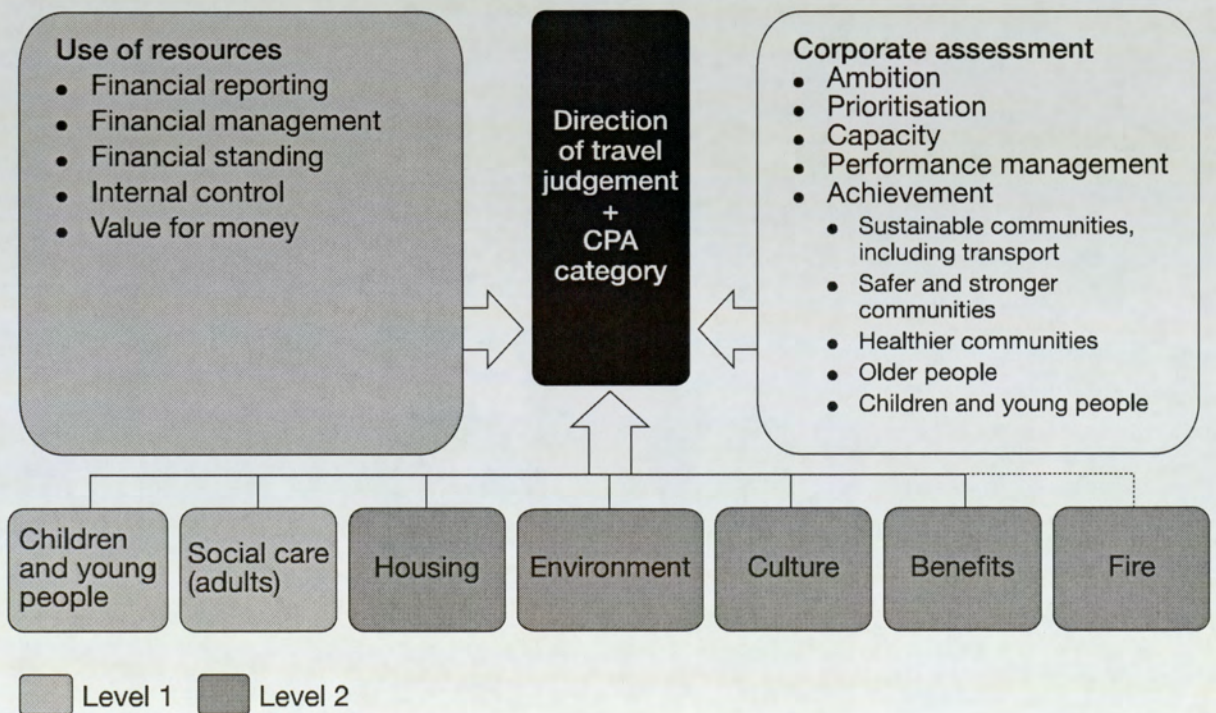


improving adequately

- Not improving adequately  not improving adequately
- or Not improving  not improving

14 **Figure 1** illustrates the framework of *CPA – The Harder Test* and shows the key elements that contribute to deciding the overall CPA category.

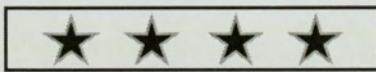
Figure 1
New CPA framework for single tier and county councils



Source: Audit Commission

Category rating

- 15 The overall category names have changed to mark the new framework from the old, to 4 stars, 3 stars, 2 stars, 1 star and 0 stars, with 4 being the highest. This means that the excellent, good, fair, weak and poor names will no longer be used in respect of single tier and county councils.



4 star

An example of how the new categories will look.

Bringing it all together – determining overall CPA categories

- 16 Overall categories will be produced, using the following set of rules.

Corporate assessment	Level 1 assessments (children and young people, adults' social care and use of resources)	Level 2 assessments (housing, environment, culture and benefits)	Category
4	None less than 3	None less than 2	4 stars
4	None less than 2	No more than one less than 2	3 stars
4	No more than one less than 2	No more than one less than 2	2 stars
4	Any other combination		1 star
3	None less than 3	None less than 3	4 stars
3	None less than 2	None less than 2	3 stars
3	None less than 2	No more than one less than 2	2 stars
3	Any other combination		1 star

Corporate assessment	Level 1 assessments (children and young people, adults' social care and use of resources)	Level 2 assessments (housing, environment, culture and benefits)	Category
2	None less than 3	None less than 2	3 stars
2	None less than 2	None less than 2	2 stars
2	No more than one less than 2	No more than one less than 2	1 star
2	Any other combination		0 stars
1	None less than 3	None less than 2	2 stars
1	None less than 2	None less than 2	1 star
1	Any other combination		0 stars

2

Corporate assessment

What is it?

- 17 A corporate assessment measures how well a council is working to deliver improved services and outcomes for local people. It uses key lines of enquiry to gather evidence for the assessment. These measure how well a council understands its local communities; how this shapes its ambitions and priorities; its capacity to deliver these; and what the council is achieving. In line with reducing the burden of inspection, through Strategic Regulation, corporate assessment will be carried out once in the three years up to December 2008.

What has NOT changed about corporate assessment?

- 18 The following remains the same:
- it still focuses on the importance of the council's corporate 'engine' to drive improvement in services;
 - it still engages in a dialogue with councils – we ask councils to tell us how well they are doing in a self-assessment;
 - we review this with key council plans before visiting the council for further discussions with councillors, staff and other stakeholders including residents; and
 - it still uses key lines of enquiry as a framework to assess the council against five themes arranged under three headline questions.

What is different now?

- 19 Corporate assessment now reflects a more strategic approach to regulation and what we have learned from previous assessments:
- there are fewer themes, reducing from 9 to 5;
 - the rules for scoring have altered to reflect the changes outlined in *CPA – The Harder Test*;
 - assessments will look more closely at how well a council understands and takes account of the needs and diversity of its local communities; and
 - more focus will be given to council leadership and partnership.

What does this mean in practice?

20 The five scored corporate assessment themes are:

1. Ambition
2. Prioritisation
3. Capacity
4. Performance management
5. Achievement

21 Achievement has five sub-themes focusing more on the local community than the performance of the council's services. The sub-themes reflect some of the shared priorities of central and local government:

- sustainable communities and transport – including the local economy, labour and housing markets;
- safer and stronger communities – looking at what the council plans to do to help reduce crime and the fear of crime and build stronger communities including anti-social behaviour;
- healthier communities – looking at how the council, with its partners, helps to improve the health of local people;
- older people; and
- children and young people – assessed by a joint area review as explained in section 1.

22 The overall corporate assessment and themes will be scored on a scale of 1 to 4 with 4 being the highest (**Table 1, overleaf**).

Table 1
Rules for corporate assessments

Scores on 5 themes (the 4 corporate themes and an overall score for achievement)	Overall corporate assessment score
Two or more themes with a score of 4 None less than score of 3	4
Three or more themes with a score of 3 or more None less than score of 2	3
Three or more themes with a score of 2 or more	2
Any other combination	1

Source: *Audit Commission*

3

Use of resources assessment

What is it?

- 23 The use of resources assessment looks at how well a council manages its finances and delivers value for money. It is carried out annually at all councils using work by the Audit Commission's appointed auditor. It relates closely to the Code of Audit Practice, under which the annual audit is carried out, to avoid duplication or any unnecessary additional work. There are five themes covering financial reporting, financial management, financial standing, internal control and value for money.

What has NOT changed about the use of resources assessment?

- 24 The following remains the same:
- the work is carried out by the appointed auditor;
 - it covers many of the same areas of financial management as the previous use of resources assessment; and
 - each theme is scored, and these combine into an overall use of resources score that feeds into the CPA categorisation.

What is different now?

- 25 The new use of resources assessment is more strategic, with greater emphasis on improving standards of financial management and value for money. It also reflects good practice and professional standards that have been published since the original assessment was produced. Key changes include:
- it is simpler in structure, but sets higher standards than before;
 - it now consists only of the auditor's judgements. Previous elements of some inspections; government assessments of plans; and some corporate health performance indicators have been removed;
 - key lines of enquiry are now used, replacing the original less flexible criteria; and
 - a new theme of value for money has been introduced, with councils asked to produce a self-assessment of their performance.

What does this mean in practice?

- 26 The five scored themes in the assessment are:
- financial reporting – preparing and publishing annual accounts;
 - financial management – longer-term financial planning, budget management and asset management;
 - financial standing – managing spending, including reserves and balances;
 - internal control – risk management, internal audit and assurance, probity and proper conduct; and
 - value for money – current achievement and how value for money is managed and improved.
- 27 For the value for money theme, councils produce a self-assessment. This allows them to explain how their costs and performance relate to the local context and their own priorities.
- 28 Each theme is scored on a 1 to 4 scale with 4 being the highest. These five scores are then combined into an overall score on the same scale as summarised in **Table 2**.

Table 2

Scores on use of resources themes	Overall score
Two or more themes with a score of 4 None less than score of 3	4
Three or more themes with a score of 3 or more None less than score of 2	3
Three or more themes with a score of 2 or more	2
Any other combination	1

Source: Audit Commission

4

Annual service assessments

What are they?

- 29 The annual service assessments look at how well a council is performing in six different service areas – children and young people, adult social care, environment, housing, culture and benefits. These assessments are carried out annually at all councils using available information on service performance.

What has NOT changed about the annual service assessments?

- 30 The following remains the same:
- The service assessments include judgements provided by other inspectorates as well as those determined by the Audit Commission.
 - The assessments bring together performance information with inspection scores for the relevant service areas.
 - Each service area is given a score on a 1 to 4 scale, with 4 being the highest score.
 - For 2005, service inspections will carry the same weight in each overall service score as before.
 - The benefits service assessment will be provided by BFI.

What is different now?

- 31 The differences are:
- The service assessments have been simplified by removing a third element (government assessment of some plans that councils produce) and in future the three Audit Commission service areas (housing, environment and culture) will be based increasingly on performance information rather than a combination of this with inspection scores.
 - Instead of service assessments for education and social care, there are now assessments of services for children and young people (combining education and children's social care) and for adult social care. These carry more weight in the overall CPA framework than others, and are known as level 1 services.

- The method for calculating the performance information element of each of the Audit Commission scores has been changed to make it easier for councils to predict their score and to ensure that absolute improvement can be reflected in their scores.

What does this mean in practice?

- 32 Each of the three Audit Commission service assessments are determined by combining an inspection score with a performance information score to produce a single overall score for each service area.
- The inspection score combines all relevant inspections by giving each relevant inspection a weight.
 - The performance information score is calculated differently, and is now based on setting two thresholds (lower and upper) for each indicator. The performance information score depends on how a council's actual performance against each indicator is distributed above, below or between these thresholds.
 - A weighting is then applied to each of the two scores produced to give the overall service score. All the scores are on a 1 to 4 scale with 4 being the highest.
- 33 **Table 3** shows how all the indicators in a particular service assessment are brought together to give the score.

Table 3

Approach to scoring performance indicator data for housing, environment and culture assessments.

PI score	Proportion of data items
4	No PIs at or below the lower threshold, and 35% or more PIs at or above the upper threshold
3	No more than 15% of PIs (or 1 PI if 15% equates to less than 1) at or below the lower thresholds, and 25% or more PIs at or above the upper thresholds
2	Any other combination
1	35% or more PIs at or below the lower threshold

Source: Audit Commission

- 34 The scores for children and young people, adult social care and benefits are determined by Ofsted, CSCI and BFI respectively, but using the same 1 to 4 scale.
- 35 From 2006, there will be an additional service area for fire and rescue services for the 16 county councils that run their own fire services.

5

Direction of travel

What is it?

- 36 The direction of travel assessment describes the progress the council is making towards achieving improvement. This is updated annually based on information gathered over the past year, such as audit and inspection findings and performance indicators. It provides information to the public about how well their council is complying with its duty to make arrangements to secure continuous improvement.

What has NOT changed about direction of travel assessments?

- 37 The following remains the same:
- The assessment will be carried out by the council's Audit Commission Relationship Manager.
 - The Relationship Manager will liaise with the council and other inspectorates to collate information about the council's progress.
 - The council will have been invited to provide its own assessment of its progress in delivering improvement to inform the assessment.
 - The results of the assessment will be summarised on the CPA scorecard and a more detailed commentary will form part of the annual audit and inspection letter.
 - Direction of travel activity will be primarily a 'desk top' exercise to collate evidence.
 - The judgement will be reported before the overall CPA category.

What is different now?

- 38 For the first time the direction of travel assessment will include a judgement label. The labels will be:

Improving strongly

Improving well

Improving adequately

Not improving adequately or Not improving

- 39 The judgement will be based on two elements: the council's track record of improving outcomes for local people and the progress the council has made in implementing improvement plans to sustain future improvement.
- 40 Evidence will be analysed against published key lines of enquiry. For example, as part of the assessment we will ask:
- Are services improving in areas the council has identified as priorities and areas the public say are important to their communities?
 - To what degree is the council improving access and quality of service for all its citizens?
 - Does the council have robust plans for improving?
 - Does the council have the capacity to deliver its plans?

6

Reporting arrangements

41 The two key dates for reporting *CPA – The Harder Test* are:

- 13 December, when the final results are released to the media under embargo; and
- 15 December, when the results are made public.

What has not changed?

42 We are publishing:

- A direction of travel judgement and an overall CPA category for each council on our website.
- Detailed results for each council.
- A national report, which highlights the pattern of council performance and contains the overall scores for all 150 councils.
- The results which will be publicised in a national press release and nine regional releases which cover the government office regions.

43 We will not be publishing individual press releases for 150 councils.

What has changed?

44 In order to differentiate *CPA – The Harder Test* from the previous framework, the new structure uses stars, rather than the previous one-word label, to describe the overall category. For the first time councils will also receive a clear scored direction of travel label, to give a two-dimensional scoring system, showing what the council has achieved and where it is going.

45 We intend to report the direction of travel label first, then the star category. For example:

'This is a council that is improving well and demonstrating a 2 star overall performance.'

Or

'This is a council that is not improving adequately and demonstrating a 1 star overall performance.'

46 The results will contain the following information:

- A direction of travel label for each council from:
 - improving strongly;
 - improving well;
 - improving adequately; and
 - not improving adequately or not improving.
- An overall star category for every authority of 0-4 stars (with 4 being the highest).
- Scores for each service area and use of resources, on a scale of 1 (lowest) to 4 (highest).
- Score for the latest corporate assessment.

How will this work?

47 In advance of release, the Commission will provide each council with its CPA scores as well as anonymised information about other councils' results. This will show the national and regional spread of scores without naming authorities. The purpose of this is to help councils prepare their own communications strategies by giving them context for their own result.

Media reporting

48 A national press conference will be held on Tuesday 13 December 2005 where the scores will be released to the media under embargo until 00.01 hours on Thursday 15 December 2005. The national and relevant regional press releases will be sent to all councils at the same time as the media.

49 We will field spokespeople for regional interviews. A strong theme in the Commission media work will be that CPA is a harder but fair test and that the direction of travel assessment is a key piece of information about a council.

Web reporting

50 The Commission will use its website (www.audit-commission.gov.uk/cpa) as the main channel through which information about CPA scores is made publicly available.

51 The site will also hold press information, including the national and regional press releases and some general information about CPA.

52 The Commission will contact all English MPs on the day before the launch informing them of the scores for councils in their constituencies.

This report is available on our website at
www.audit-commission.gov.uk. Our website also contains
a searchable version of this report.

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APPENDIX 3

APPENDIX 3

New BVPIs

Service area	Proposal Number	BVPI Number	Description
Corporate Health	BV(X1)	BV 11c*	Top 5% of earners that have a disability
Housing	BV(X11)	BV 211	Housing repairs and maintenance
	BV(X12)	BV 212	Average time taken to re-let council dwellings
	BV(X16)	BV 213	Number of homelessness cases prevented
	BV(X17)	BV 214	Repeat homelessness
Environment	BV(X19)	BV 215	Percentage of street lights operational
	BV(X20)	BV 217	Pollution control
	BV(X21)	BV 218	Abandoned vehicles
	BV(X22)	BV 216	Contaminated land
Culture	BV(X24)	BV 219	Conservation areas
	BV(X26)	BV 220	Composite library indicator

* Not counted as a new indicator as it forms part of the existing BVII.

Amended BVPIs

(number in brackets is new BV number for 2005/06)

Service area	BVPI	Description
Corporate Strategy	BV 11b	Black and minority ethnic staff in senior management
	BV 17	Black and ethnic minority employees
Education	BV 33 (BV 221)	Youth service expenditure
	BV 159	Permanently excluded pupils attending alternative tuition
	BV 192 (BV 222)	Quality of teaching early years and childcare services
Housing	BV 63	Energy efficiency of local authority housing stock
	BV 66a	Local Authority rent collection
	BV 74	Satisfaction of LA tenants with overall service of landlord
	BV 75	Satisfaction with participation for BME and Non-BME groups
	BV 79b	Accuracy of recovering overpayments
Environment	BV 82a	Household waste recycled
	BV 82b	Household waste composted
	BV 82c	Household waste used to recover other energy sources
	BV 82d	House waste landfilled
	BV 84	Household waste per head
	BV 91	Residents served by kerbside recycling
	BV 199	Levels of street cleanliness, graffiti, fly-posting and fly-tipping
	BV 96 (BV 223)	Condition of principal roads
	BV 97 (BV 224)	Condition of non-principal roads
	BV 99	Road safety
	BV 200	Plan making
Community Safety & Well-being	BV 127	Robberies
	BV 128	Vehicle crimes
	BV 176 (BV 225)	Domestic refuge places
	BV 177 (BV 226)	Percentage of authority expenditure on Community Legal Services
Culture and Related Services	BV 170	Number of visits to museums

APPENDIX 4

Rother District Council Corporate Plan 2006 - 2016

Rother District Council is committed to playing its part in delivering a decent quality of life for all who live and work in the District of Rother.

This short document reflects the work that Cabinet and the Strategic Management Team have recently completed to develop our Corporate Plan in order to deliver this ambition.

What do we mean by our Corporate Plan?

Primarily, we see it as a document that sets down in one place our vision for the future of the District and the specific ways in which we as a District Council will both lead and contribute to the achievement of this vision.

Our ambition for quality of life in the District of Rother comes from the vision set out in the Rother Community Plan, 2004-2009, a document produced by the Local Strategic Partnership, of which we are proud to be a key partner. The Corporate Plan will be the means by which the aspirations and needs of our residents, as described in the Community Plan, shape our services. It will guide and influence the way in which our services are

both planned and delivered. It will describe what priorities the Council will be focussing its efforts on in the next ten years and what kind of an organisation Rother District Council will be in order to deliver success.

Our vision springs from a deep knowledge of the area, acquired over many years. We recognise that whilst we have a vital role as a community leader in the District, working in genuine partnership is now an essential part of how we operate. We will use the Plan as a springboard for future long-term community planning for the District with our local strategic partners.

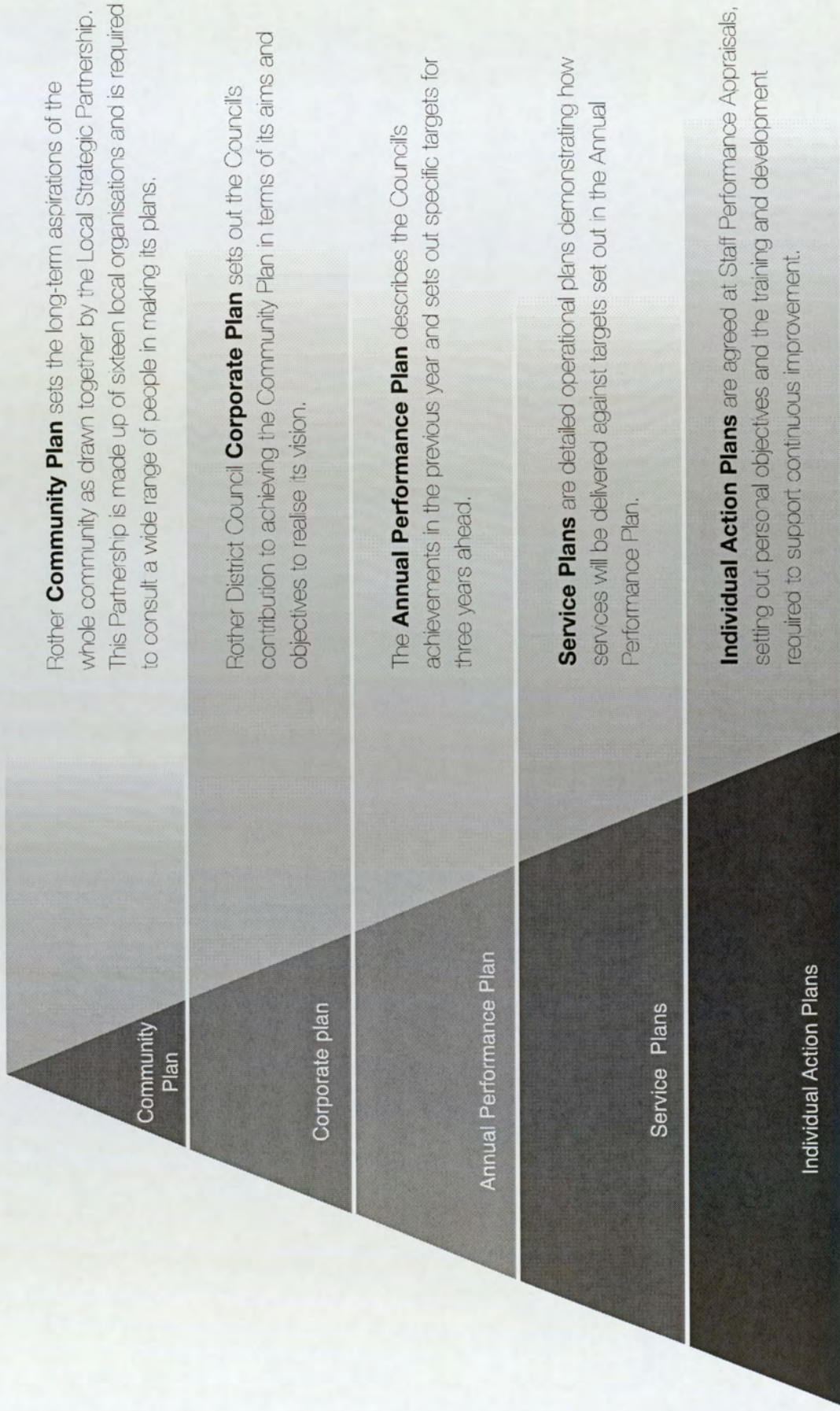
There is still much to do in developing the more detailed aspects of the Corporate Plan. However, we feel that this document captures the vision, ambition and aims that we wish to see move the Council forward, setting a strong framework for the future.



A handwritten signature in black ink that reads "Derek Stevens". The signature is written in a cursive, flowing style.

Derek Stevens
Chief Executive

Rother District Council Performance Planning Framework



Our Vision for the Rother District in 2016

To achieve a better quality of life in Rother: we want to see ...

- Greater economic prosperity with a skilled workforce gaining greater access to well paid employment
- Our local communities building greater capacity to identify and resolve their own challenges
- A place of greater vibrancy with a more youthful demographic profile, supporting economically active lifestyles
- Greater tolerance and understanding of diversity in our communities
- Inequalities, isolation and deprivation tackled, with an increase in respect and a decrease in crime and anti-social behaviour
- Our residents housed in decent homes
- More leisure and cultural opportunities as a basis for healthy community life
- The outstanding assets of countryside and coastline valued more highly for their contribution to our quality of life



The River Brede at Rye

Our Vision for Rother District Council in 2016

Rother District Council will be a reliable, well-run, customer-focussed organisation, working hard to achieve the improvements set out in the vision for the District.

In the past few years, Rother District Council has improved its performance against its targets significantly. We believe that we can continuously improve what we do and we will continue to remain focussed on achieving our stated goals. Our ambitions are that we will be widely recognised as a:

- Service Provider delivering a clearly defined range of quality services that customers value highly.
- Community Leader using our powers, in partnership with others, to secure stronger, safer community life for all our residents.

The Council's Aims are therefore:

- 1 Putting Customers First
- 2 Delivering Value for Money
- 3 Building Stronger, Safer Communities
- 4 Working in Partnership

The following sections explain in more detail what we mean by these Aims and how we will achieve them.



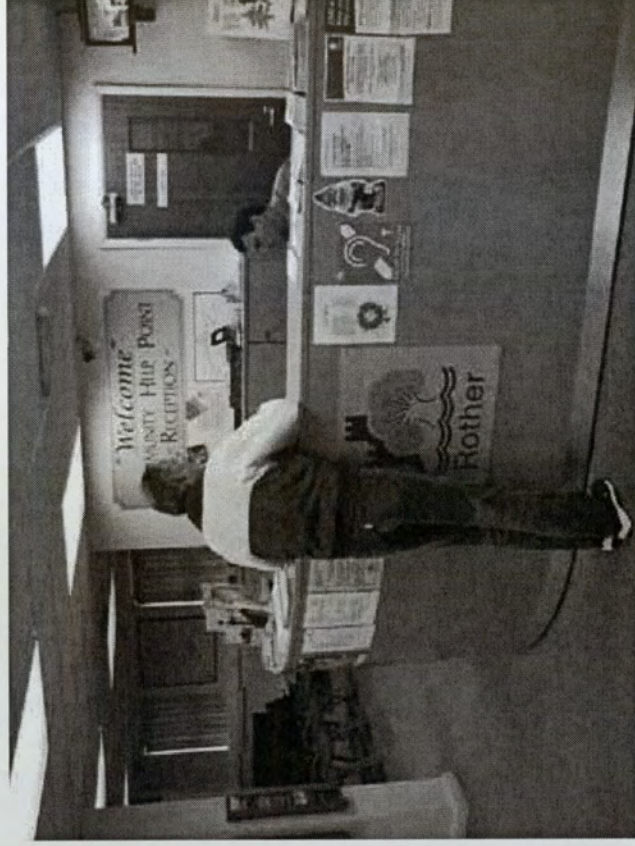
Rother District Council Chamber

Putting Customers First

As a service provider, putting **customers first** is our highest priority and achieving high levels of customer satisfaction will drive the organisation.

- **Who are our customers?** Our customers include residents, businesses and visitors to the District; they include specific service users as well as the public at large; and they include customers beyond the District including sub-regional, regional and central government and other agencies.

We will increase access to our services. This means that customers will have a greater choice of when and where they contact us. It also means we will increase our speed of response, both in acknowledging enquiries and in the delivery of appropriate services. We recognise these are critical factors for our customers. We will enhance the use of evidence-based research as a key force in shaping policy. We recognise that, as well as external customer relationships, partnerships and internal customer relations are important to develop over the next ten years. As a result of this focussed effort, we expect our future reputation for achieving customer satisfaction to carry significant weight in Rother and beyond.



Bexhill Community Help Point

Putting Customers First

Broad Objective

What will this mean?

Engage customers in shaping services

Responsive to and learning from our customers
Better informed to target resources on the services customers value
More adaptive, innovative and flexible service delivery

Deliver customer value and quality

Better overall customer satisfaction
A better reputation with our customers for value and quality
A better 'fit' between expectation and delivery
More targeted use of resources on customer value and quality
Better business processes

Improve customer care standards

Customers will know what type and level of service to expect
Staff know what behaviour is expected of them and how they can deliver customer care to the right standard

Improve communications and media management

Better reputation with our customers, leading to better customer confidence and better service take-up

Putting Customers First

These are the Corporate Priority Projects that will be delivered by the Council to deliver its Corporate Aim of Putting Customers First.
Projects are arranged by delivery date.

■ **Planning Permission Surgeries EP22**
Provide planning advice for the public and agents on a face-to-face basis
Completion July 2007

■ **Sheltered Housing improvements EP38**
Draw up a plan to provide more safe, suitable housing for local people
Completion August 2008

■ **Assessment of Houses in Multiple Occupation EP13**
Carry out safety inspections on properties with shared facilities
Completion March 2008

■ **Communications S06**
Improve our communications with customers and partners
Completion September 2008

■ **Customer Care S02**
Improve our standards of customer care
Completion March 2010

■ **Customer Research S01**
Improve mechanisms for collecting, analysing and disseminating customer intelligence.
Completion March 2010

■ **Affordable Housing EP50**
Increase provision of affordable housing in the district
Phase Completion 2011

■ **Member Development S12**
Deliver a robust and sustainable programme of training and support to elected Members.
Completion May 2011

■ **Customer Help Point Rural Outreach EP08**
Improve access to Council services in remote locations of the District
Completion October 2011

For further details of these Corporate Priority Projects, please visit our website, [www.rother.gov.uk/community, people and living/corporate plan 2006-2016](http://www.rother.gov.uk/community,peopleandliving/corporateplan2006-2016)

Delivering Value for Money

We know that our customers value reliable, responsive and efficient service delivery. We will deliver value for money, actively balancing economy, efficiency, and effectiveness.

- **What is value for money?** Value for money is defined simply as getting the best, most appropriate outcomes from the range of resources we have available to us.

Value is a fundamental requirement for the Council and will drive the careful allocation of resources. We will consistently set, measure and manage performance to reach pre-determined levels of achievement. Rother District Council will continue to be a positive place to work. This means we will invest in the professional and personal development of staff and Members in return for high commitment and high performance. Officers will work alongside Members within their defined roles to achieve continuously improving services for the community. We want Rother District Council to be an adaptive, flexible and learning organisation responsive to change, meeting the pressures and challenges of a fast-moving future.

Rye



Delivering Value for Money

Broad Objectives

What will this mean?

Review strategy regularly

A fit and lean organisation, able to adapt to change and maintain focus on priorities

Clear sense of purpose and refreshed sense of direction, continuously driving improvement

Direct our resources efficiently to deliver effective outcomes

Better achievement of value for money within the Council and among its stakeholders

Invest in learning and development

Increase the capacity of the organisation and continuously improve its performance

Align procurement with other agencies

Deliver efficiency savings back to strategic priorities

Focus on a defined range of services that Rother District Council is best placed to provide

Optimise sources of income

Supplement local resources from external sources and revenue generation

Delivering Value for Money

These are the Corporate Priority Projects that will be delivered by the Council to deliver our Corporate Aim of Delivering Value for Money.
Projects are arranged by delivery date.

■ **Workforce Plan S10**

Modernise Council staffing practices, including recruitment and contractual arrangements
Completion April 2008

■ **Improvement Management S08**

Enhance our performance improvement processes
Completion July 2007

■ **Devolved Services Programme EP31**

Plan how we will devolve services to improve local choice
Completion December 2007

■ **Business Process Improvement S04**

Find more efficient ways of delivering our services
Completion March 2010

■ **Procurement S13**

Strengthen our purchasing and contracting practice to ensure efficiency.
Completion August 2010

■ **Camber Central Car Park EP46**

Secure economic improvements in central Camber
Completion December 2010

■ **Vocational Skills Centre EP26**

Establish workshops for apprentice training in Bexhill.
Completion 2012

For further details of these Corporate Priority Projects, please visit our website, www.rother.gov.uk/community/peopleandliving/corporateplan2006-2016

Building Stronger, Safer Communities

As community leaders, we place considerable importance on our part in creating stronger, safer communities in the District.

- **What do we mean by stronger, safer communities?**

We recognise that there are pressures on people living in Rother that can lead to isolation and community fragmentation. These include longer hours of work and longer commuting distances as well as unemployment, family breakdown, the effects of ageing and the fear of crime. Stronger communities undertake activities to counteract these pressures and to enhance the enjoyment of living in local communities, urban and rural, in Rother. The Council recognises its role in enabling this activity.

Where appropriate, using a test of whole community benefit and quality of life, local communities in Rother will be encouraged to determine their own futures. They will be supported in community planning and contributing to the decisions of the Council taken on behalf of the District as whole. The Council's long-term ambition is to enable local communities to determine the delivery of their own services in line with value for money principles.



The Community Environment Centre

Building Stronger, Safer Communities

Broad Objectives

What will this mean?

Understand and address deprivation in the District

Reduce known pockets of deprivation over time

Help to break the cycle of deprivation, reducing the causes of child poverty

More sustainable futures for communities in Rother, achieved through a balance of economic, environmental and social activity

Enhance the feeling of safety, community pride and the quality of the environment

Safer communities- less crime, fear of crime and anti-social behaviour

Improved cleanliness of public spaces, with greater responsibility being taken by communities, including business, to improve the quality of their local environment

Greener localities with more sustainable use of resources, less waste, pollution and noise

Promote diversity and inclusion

Greater tolerance and understanding of diversity, safer communities

Increase community capacity for self help

Greater social inclusion and engagement in community and democratic life

Building Stronger, Safer Communities

These are the Corporate Priority Projects that will be delivered by the Council to deliver its Corporate Aim of Building Stronger, Safer Communities. Projects are arranged by delivery date.

■ **Safer Food, Better Business EP02**
Support food businesses in the area to improve standards
Completion March 2007

■ **North Bexhill Development Masterplan EP49**
Put in place development plans for residential housing in North Bexhill
Completion June 2007

■ **Community Facilities Review EP36**
Ensure support to community halls is effectively applied.
Completion September 2007

■ **Heritage Shop Fronts EP03**
Maintain improvements in the character and appearance of shop fronts in the District
Completion October 2007

■ **Prevention of Youth Homelessness Campaign EP32**
Pilot a programme of education and signposting aimed at preventing homelessness among 16 and 17 year olds.
Completion December 2007

■ **Affordable Warmth EP10**
Reduce the number of households affected by fuel poverty in Rother
Completion April 2008

■ **Sanctuary Scheme EP51**
Pilot a scheme to protect those experiencing domestic violence.
Completion April 2008

■ **Mixed Income Housing Scheme EP34**
Develop a methodology for promoting integrated housing schemes
Project Sponsor Cllr Brian Kentfield
Completion September 2008

■ **Household Waste and Recycling EP19**
Rollout the new waste and recycling collection service.
Completion March 2008

■ **Traveller Emergency Stopping Place EP11**
Provide a facility for Travellers, if found to be needed
Completion June 2008

■ **Flytipping Prevention Campaign EP18**
Mount a campaign to reduce the number of fly-tips
Completion 2008

■ **Sidley Goods Yard EP01**
Secure the development of the site for business use
Completion December 2009

Building Stronger, Safer Communities

■ **Community Involvement scheme EP07**

Improve access to services for hard to reach groups
Completion April 2009

■ **Robertsbridge Mill Development EP52**

Maximise employment opportunities in line with regeneration objectives.
Completion December 2009

■ **Manor Barn Artists Workspace EP39**

Secure premises for the creative community to work and exhibit.
Completion 2009

■ **Multi Use Games Facilities EP33**

Provide facilities for healthy activity.
Completion March 2010

■ **Eyesores/Dereliction EP09**

Survey and take action against instances of dereliction in the district.
Completion December 2010

■ **Bexhill Seafront EP43**

Make improvements to the seafront.
Completion 2012

■ **Rural Exception Sites EP14**

Improve the process for identifying rural housing development opportunities
Completion April 2012

■ **North Bexhill: Commercial**

Masterplan EP24

Ensure appropriate development of employment sites in North Bexhill
Completion 2016

■ **New Hotel Development in Bexhill EP28**

Facilitate the provision of new quality hotel accommodation in Bexhill.
Completion 2016

■ **Bexhill Leisure and Community Facilities EP41**

Build a new indoor leisure facility for Bexhill and District
Completion to be determined

For further details of these Corporate Priority Projects, please visit our website, www.rother.gov.uk/community, people and living/corporate plan 2006-2016

Working in Partnership

We know that achieving our organisational goals will depend on working in partnership with an appropriate, well-defined range of partner organisations.

- **What do we mean by partnership?** Partnership in our view should be a time limited agreement to join forces with others, entering into a joint arrangement for the mutual benefit of all partners to deliver specific outcomes. This entails a sharing of often-uncertain risk and reward.

We will be a good partner to those we work alongside, listening to others' points of view, expressing clearly our own priorities and working hard to achieve consensus. We will work to build trust, confidence and good working relationships with our chosen partners. We recognise that partnership opportunities come and go and we will take a dynamic approach to deciding which are most beneficial.

We will develop our business processes with partners and share our resources where appropriate to enable and support a defined outcome in improvement of community well being. As well as working alongside local partners, our corporate strategies will have regard to the plans of wider partners, transforming national, regional and sub-regional priorities into locally focussed action for improvement.

The De La Warr Pavilion



Working in Partnership

Broad Objectives	Desired Outcome
Appraise partnership service delivery options	Improved services, delivering in partnership Growth and quality improvement within available resources Efficient use of resources to deliver locally appropriate outcomes
Develop as a best practice partner	Good reputation as an innovative public service partner
Build trust and confidence with partners	Better partnership working and increased opportunities to achieve our own objectives and those of partnerships
Maximise the value of selected partnerships	More capacity to deliver services and absorb growth

Working in Partnership

These are the Corporate Priority Projects that will be delivered by the Council to deliver its Corporate Aim of Working in Partnership.
Projects are arranged by delivery date.

- **Partnership Mapping S16**
Map our existing partnership activities and make recommendations for future options.
Completion June 2007
- **Improvements to Bexhill Leisure facilities EP17**
Enhance Bexhill Pool and Leisure Centre in partnership with Freedom Leisure.
Completion September 2007
- **Rye Rock Channel EP48**
Draw up a masterplan for commercial and residential development at Rye.
Completion December 2007
- **Support to Volunteering EP30**
Define the Council's support to volunteering in the District.
Completion March 2008

- **Fairlight Cliffs EP44**
Implement a series of works to slow down coastal erosion.
Completion March 2008

- **Partnership Development S17**
Maximise the value of partnership working.
Completion March 2008

- **Bexhill Museum Extension EP15**
Build an extension to Bexhill Museum.
Completion April 2008

- **Kickabout areas EP06**
Provide more opportunities for healthy exercise.
Completion March 2009

- **Support to Youth Activity EP16**
Develop support to provision of youth activities.
Completion March 2009

- **Bexhill to Hastings Link Road EP23**

Help timely construction of the Link Road as landowner, service provider and community leader.
Completion June 2010

- **Local Action Plan Support Programme EP05**

Ensure that all Rother communities, who wish to, have a local plan.
Completion July 2010

- **Rural Rother Creative Enterprise Centre EP25**

Conduct a feasibility study into a Creative Enterprise Centre in Rother.
Completion July 2010

- **Egerton Park, Bexhill EP42**

Revitalise and renovate Egerton Park.
Completion 2010

- **Marley Lane, Battle EP29**

Secure redevelopment of Marley Lane commercial sites.
Completion 2011

Working in Partnership

- **Blackfriars, Battle EP37**
Deliver a model housing development
Completion December 2011
- **Bexhill Town Centre EP27**
Secure the redevelopment and expansion of the Sainsbury site, to provide more off street car parking and improve linkage over the railway at Devonshire Square.
Completion date 2016
- **Pebsham Countryside Park EP40**
Create public open space at Pebsham with nature conservation and recreational areas.
Completion 2016
- **A21 Corridor EP45**
Deliver improvements to the A21 corridor including road improvements and increased employment sites.
Completion 2016

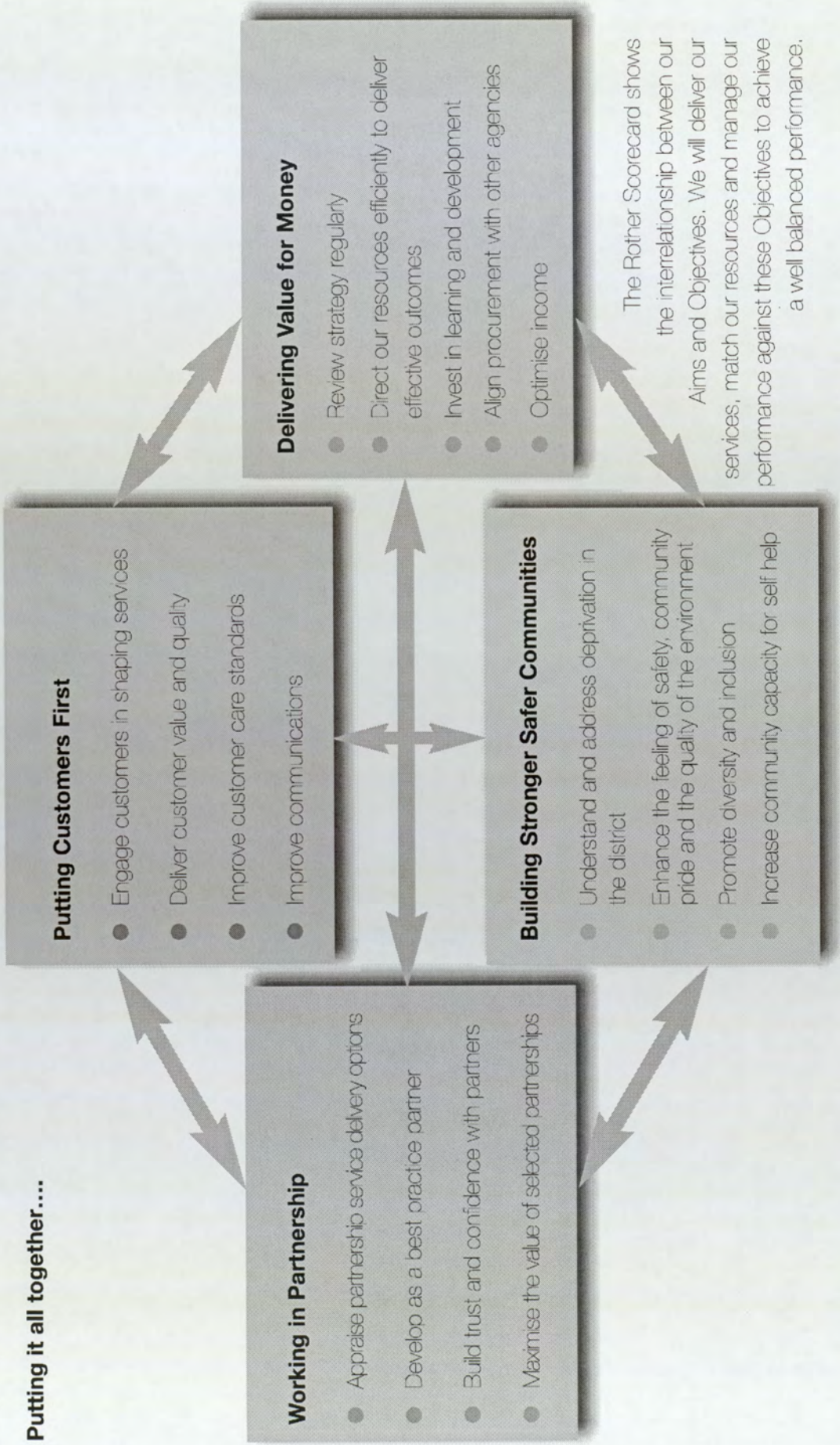


Local Plan consultation

For further details of these Corporate Priority Projects, please visit our website, www.rother.gov.uk/community_people and living/corporate plan 2006-2016

Rother Scorecard

Putting it all together....



Rother District Council **Corporate Plan** 2006 – 2016

Community Plan Corporate Plan	Vision for Rother District Vision for the Council			Roles
	Community Leader	Service Provider	Putting Customers First	
Short Term 2006 – 2008	Working in Partnership <ul style="list-style-type: none"> ■ Bexhill Museum Extension ■ Improvements to Bexhill Leisure Facilities ■ Support to Volunteering ■ Rye Rock Channel ■ Partnership Mapping 	Building Stronger Safer Communities <ul style="list-style-type: none"> ■ Safer Food, Better Business ■ Heritage Shop Fronts ■ Eyesores/Dereliction ■ Affordable Warmth ■ Household Waste & Recycling 	Delivering Value for Money <ul style="list-style-type: none"> ■ Devolved Services Programme ■ Improvement Management ■ Business Process Improvement ■ Workforce Plan 	Corporate Priority Projects <ul style="list-style-type: none"> ■ Planning Permission Surgeries ■ Assessment of Houses in Multiple Occupation (HMOs) ■ Communications

Rother District Council Corporate Plan 2006 – 2016

Community Plan Corporate Plan	Vision for Rother District Vision for the Council		Roles
	Community Leader	Service Provider	
	Working in Partnership	Building Stronger Safer Communities	Putting Customers First
Medium Term 2008 – 2011	<ul style="list-style-type: none"> ■ Bexhill to Hastings Link Road ■ Local Action Plan Support Programme ■ Kickabout Areas ■ Support to Youth Activity ■ Marley Lane, Battle ■ Blackfriars, Battle ■ Egerton Park, Bexhill ■ Fairlight Cliffs ■ Rural Rother Creative Enterprise Centre 	<ul style="list-style-type: none"> ■ Sidley Goods Yard ■ Community Involvement Scheme ■ Traveller Emergency Stopping Place ■ Fly-Tipping Prevention Campaign ■ Manor Barn Artists Workspace ■ Multi Use Games Facilities ■ Mixed Income Housing Schemes ■ Community Facilities Review 	<ul style="list-style-type: none"> ■ Customer Care ■ Community Help Point Rural Outreach ■ Sheltered Housing Improvements
Long Term 2011 – 2016	<ul style="list-style-type: none"> ■ Bexhill Town Centre ■ Pebsham Countryside Park ■ A21 Corridor 	<ul style="list-style-type: none"> ■ North Bexhill: Commercial ■ Bexhill Leisure and Community facilities ■ Rural Exception Sites ■ Bexhill Seafont 	

Map of the Rother Area

Rother District Council
Town Hall
Bexhill on Sea
TN39 3JX
www.rother.gov.uk
01424 787878
email: policy.performance@rother.gov.uk
2nd Edition: April 2007



Bexhill wards

- 1 Central
- 2 Collington
- 3 St Marks
- 4 Kewhurst
- 5 St Stephens
- 6 Sidley
- 7 St Michaels
- 8 Old Town
- 9 Sackville
















APPENDIX 5

APPENDIX 5

AN EXAMPLE OF A SELECTION WITHIN THE NEAREST NEIGHBOUR MODEL

This report displays the nearest neighbours for Croydon based on the selected indicators listed below and compared with:

- Outer London Boroughs

Pos.	Neighbour Authorities	Statistical Distance
1.	Enfield	0.1081 
2.	Ealing	0.1158 
3.	Redbridge	0.1281 
4.	Barnet	0.1547 
5.	Merton	0.1843 
6.	Hounslow	0.1948 
7.	Bexley	0.2061 
8.	Harrow	0.2275 
9.	Sutton	0.2315 
10.	Brent	0.2765 
11.	Havering	0.3172 
12.	Waltham Forest	0.3251 
13.	Kingston-upon-Thames	0.3559 
14.	Bromley	0.3949 
15.	Hillingdon	0.4132 

Criteria used in the selection of samples within the nearest neighbour model

- Population
- % of population aged 0 to 17
- % of population aged 75 to 84
- % of population aged 85 plus
- Enumeration district based density
- Enumeration district based sparsity
- Taxbase per head of population
- % unemployment
- % daytime net inflow
- Restaurants per 1,000 population
- Shops per 1,000 population
- Housing benefit caseload (weighted)
- % of people born outside UK, Eire, EC, Old Commonwealth and USA
- % of households with < 4 rooms
- % of households in purpose-built flats rented from LA or HA
- % of persons in lower socio-economic classification
- Standard morbidity ration for all persons
- Authorities with coast protection expenditure
- Non-Domestic rateable value per head of population
- % of properties in Bands A to D
- % of properties in Bands E to H
- Area cost adjustment (other services block)

APPENDIX 6

APPENDIX 6

Medway Council

2000/2001 Audit Letter

The Members
Medway Council
Civic Centre
Strood
Kent ME2 4AU

6 December 2001

Ladies and Gentlemen

Audit letter 2000/2001

We are pleased to present our audit letter for 2000/2001. We hope that the information contained in this report provides a useful source of reference for Members.

Yours faithfully

PricewaterhouseCoopers

Encs

Foreword

“I have pleasure in enclosing our audit letter covering the 2000/2001 audit. Under the new arrangements set out in the Audit Commission’s Code of Audit Practice, our work this year has been focussed on the risks that the Council has faced in achieving its objectives. I have been pleased that the Council is responding to the challenges that it faces and is developing a range of new initiatives that it believes will ensure that it can continue to operate effectively in the future.

The Council has responded positively to the Modernising Agenda set by central government and implemented new governance arrangements from October 2001. The Council is also currently undertaking a major study to consider how it can best improve the first point of contact with members of the public and exploit the opportunities presented by e-government, an initiative targeted by central government.

Our work this year has once again covered many areas and services of the Council, highlighted examples of good practice and also some issues for officers and Members to consider and take forward. In section I of our audit letter, we set out the issues which, based on our work this year, we believe officers and Members should focus on in particular over the next year. The remainder of the letter is in a format, which, as in the prior year, reflects our audit objectives. I look forward to discussing these with officers and Members in due course.

On behalf of the audit team I would like to extend my gratitude to officers at the Council who have helped to ensure that our audit work has proceeded smoothly and efficiently. In my final year as Appointed Auditor to the Council, I would also like to wish the officers well for the future”.

Michael Dallas

Appointed Auditor for Medway Council

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Statement of Responsibilities of Auditors and of Audited Bodies

In April 2000 the Audit Commission issued a revised version of the Statement of Responsibilities of Auditors and Audited Bodies. It is available from the Chief Executive of each audited body.

The purpose of the statement is to assist auditors and audited bodies by explaining where the responsibilities of auditors begin and end, and what is to be expected of the audited body in certain areas.

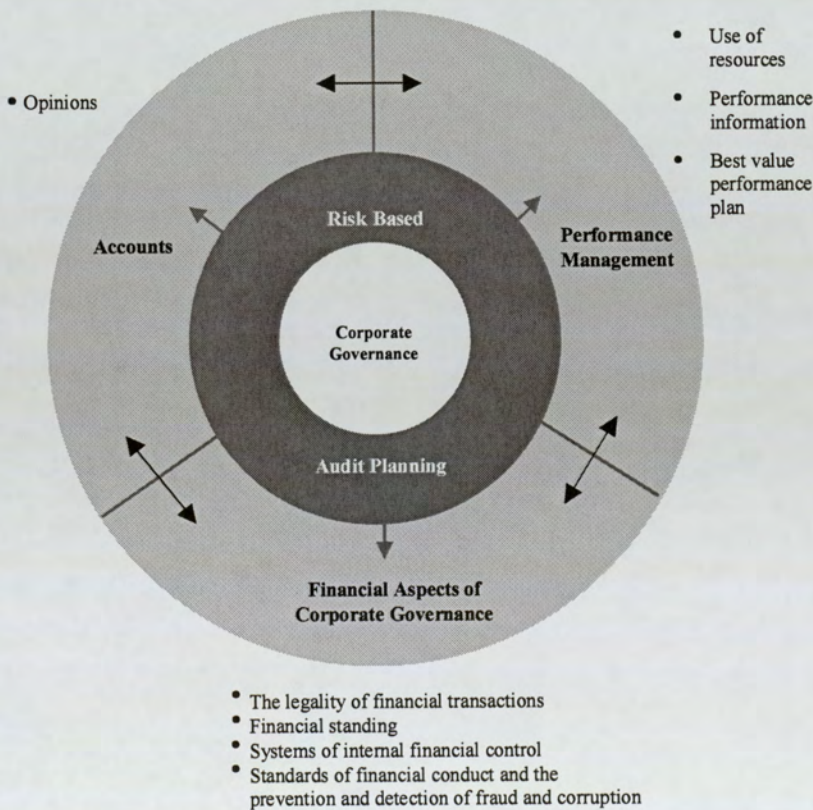
Our reports and management letters are prepared in the context of this statement.

Reports and letters prepared by appointed auditors and addressed to members or officers are prepared for the sole use of the audited body, and no responsibility is taken by auditors to any Member or officer in their individual capacity, or to any third party.

I. Executive summary

Introduction

1. As auditors, we are required, under the Audit Commission's Code of Audit Practice (the Code), to issue an audit letter to the Council on completion of our audit, demonstrating that the Code's objectives have been addressed and summarising all issues of significance arising from our work. We discussed the issues contained within this audit letter with the Support Services Overview and Scrutiny Committee on 12 December 2001.
2. The Audit Commission issued a revised Code for external auditors on 29 March 2000 and 2000/2001 represents the first year for which we have fully implemented the new Code. Our responsibilities under the Code are summarised below:



3. It is the responsibility of the Council to identify and address its operational and financial risks and to develop and implement proper arrangements to manage them, including adequate and effective systems of internal control. In planning and performing our audit work we have considered the significant operational and financial risks that are relevant to our responsibilities under the Code, and have tailored our work accordingly.

Key issues

4. We have set out below what we consider to be the key issues arising from our audit work and for the Council to address in the coming year.

Governance and performance work

The environment in which the Council operates is one that presents significant change and challenge to Members and officers. The impetus for this comes from both external and internal factors and requires pro-active management. We detail below the key issues that we believe, based on our governance and performance audit work, the Council faces, the implications of those issues and our view of the Council's responses to date.

Modernising agenda

The agenda requires councils to agree and put into place new arrangements for a separate executive. The new arrangements have required a radical change to the way in which decisions are taken, approved and scrutinised, and has placed greater emphasis on the role of key "portfolio holding" Members. The support required from officers has also changed as a result of the new arrangements. The Council implemented its new governance arrangements in advance of the government's modernisation agenda timetable. The effectiveness of these arrangements should be reviewed and fine-tuned in due course.

Financial pressures

The Council has made good progress towards a sustainable budget, as evidenced by the significant reduction in the use of reserves in support of the Council's revenue budget since its inception. We would encourage the Council to continue to take the difficult decisions that will be required so that a sustainable budget can be delivered in the medium term and in particular over service levels, delivery arrangements, efficiencies and charging structures.

E-government

The Government has set a target that by 2005 all services should be available electronically. As part of the monitoring of this target, councils were required to submit an Implementing Electronic Government (IEG) statement, which provided an overview of each Council's e-government plans and the transitional arrangements that will need to be considered.

The Council has produced an IEG statement, which appears to have been well received by the government, thus rendering the Council eligible for a share of the nationally earmarked funds. The Council is also undertaking a major study to consider how to improve the first point of contact with members of the public and has adopted a comprehensive approach in determining its strategic direction. This is supported by appropriate corporate management arrangements that involve suitable directorate representation. As the Council moves forward on developing and implementing specific E-Government projects, there will be a need to ensure that sufficient focus, priority and attention is given to exploiting "joined up" service delivery opportunities, to sharing of innovative practice, and to addressing the staff related issues that will result from re-engineering day to day working processes.

External scrutiny of Council services

The local government inspection regime becomes more stringent each year and the Council has been the subject of reviews by the Audit Commission Best Value Inspectorate, Ofsted, Benefits Fraud Inspectorate and the Social Service Inspectorate (SSI) in the last year, providing external views on its service delivery as follows:

- Best Value – the requirements for Best Value are set out in the Local Government Act 1999 and include provision for an inspection of the Best Value Reviews (BVRs) that the Council carries out. The Council has had three Best Value inspections and the results indicated a mixed level of performance;
- Ofsted – the performance of the Council as a Local Education Authority is inspected on a cyclical basis. The results of this inspection are not yet available;
- Benefits Fraud Inspectorate – the performance of the Council’s housing benefit counter fraud arrangements is inspected on a regular basis. The results of this inspection are not yet available;
- SSI – reviews different areas of social service provision on a cyclical basis. The SSI Performance Assessment Framework (PAF) indicators identified the Council as one of the fifteen top performing authorities nationally over the last three years. The Council’s services for older people were also inspected during 2000. SSI commented that “the Council had made good progress on creating the foundations for a positive response to the national agenda” ... but highlighted some concerns that financial pressures were leading to delays in discharge arrangements, over the quality of home care and over the effectiveness of operational mental health partnerships.

Accounts and systems

The performance of the Council in the production of the Statement of Accounts has improved significantly and we expect to sign an unqualified audit opinion in early December 2001. Two significant changes were required under the Statement of Recommended Practice on Local Authority Accounting in Great Britain 2000 and the Best Value Accounting Code of Practice. We are pleased to report that the Council implemented both of these changes successfully.

We reviewed the controls in place to support the financial systems at the Council, both financial, computer and in relation to fraud and corruption. Generally, we concluded that the operation of the Council’s systems was of a sufficient standard to allow us to place some reliance upon them within our audit. An effective system of internal control over the housing and council tax benefits system has now been designed, although this has yet to be fully implemented. This remains a high-risk area and should be a priority for the Council.

Conclusion

5. In our view, the Council continues to respond to the pressures caused by the above issues in a pro-active and managed way, including the review of internal management structures to best support the changes required in governance and service delivery in the coming years. We believe that there will be increasing external scrutiny of, and influence on, the Council and its delivery of services, as a result of further central government initiatives, inspection and the need to develop and work in partnership. These will require Members and officers to continue to be open to new service delivery approaches and to have an understanding of the consequent impact on resources, if the changes are to be managed effectively.
6. The recommendations from this year's audit letter are summarised at Appendix A. Detailed recommendations, which appear in other audit reports, such as use of resources or internal control reports, are not repeated in full here.

II. Governance

Introduction

7. In this section we summarise the results of our reviews of the financial aspects of the Council's corporate governance arrangements relating to:

- The financial standing of the Council;
- The systems of internal financial control;
- Standards of financial conduct and the prevention and detection of fraud and corruption;
- The legality of transactions that might have significant financial consequences; and
- The new governance arrangements.

Financial standing

8. In this section we comment upon the Council's general financial standing taking into account both its performance during the last year and its ability to meet known financial obligations. Specifically, we comment on the following:

- Overall financial performance in 2000/2001;
- Balances and reserves;
- The 2001/2002 financial year to date; and
- The medium term financial outlook for the Council.

Overall financial performance in 2000/2001

9. The General Fund budget was finalised at £221.9m. The final outturn was £224.1m, which was £2.2 million more than originally planned, although this was also mitigated by the windfall receipt of £783k of former BCCI dividends, which had been previously written off.

Committee	Net expenditure £m	Budget £m	Variance £m
Community and Environment	20.7	19.9	0.8
Economic Development and Europe	1.9	2.2	(0.3)
Education	135.2	135.2	0
Leisure, Arts and Libraries	13.8	13.5	0.3
Planning and Transport	32.8	33.1	(0.3)
Policy & Resources	(20.9)	(20.0)	(0.9)
Social Services	40.6	38.0	2.6
Total committee expenditure	224.1	221.9	2.2

10. The above table summarises the income and expenditure for each committee, analysing the budget overspends of the Council for 2000/2001. There are many individual under and overspends contributing to the above, which have already been reported to Members. However, the key pressures were again within Social Services where increases mainly in the demand for adult services were experienced. The Council has and continues to undertake a number of initiatives within Social Services, which have to date reduced, but are yet to reverse, the above growth.

Housing Revenue Account (HRA) financial performance

11. The HRA account reported a surplus for the year of £255k, against a planned deficit of £78k. This was as a result of a combination of the slippage of housing repairs, increased rental income and lower capital financing costs.

Revenues and benefits

12. In last year's audit letter we noted that the Council's council tax collection rates again improved to 94.1%, although this was below the average achieved by all other unitary authorities, which at that point stood at 95.1%. The Council set itself a challenging council tax collection rate target of 96.7% in 2000/2001 and achieved a rate of 95.5%. The Council therefore continues to deliver improved collection rates but has yet to achieve the high standards it has set for itself.
13. We also noted in last year's audit letter that business rate (NNDR) collection rates fell to 97.5%, although this was still a comparably good performance when compared to all other unitary authorities, which at that point stood at 97.2%. The Council met its collection rate target of 98% in 2000/2001 and would appear to be on track to match the performance of the best performing unitary authorities of 98.4%.
14. The Council's housing rent collection performance continues to fall short of expectations and targets. The Council's actual proportion of rent collected for 2000/2001 was similar to last year at 95.2%, against a target of 100.6%. As a result total arrears rose to £773k as at 31 March 2001 (8.6% of gross rent due) from £690k as at 31 March 2000 (7.7% of gross rent due). Former tenant arrears continue to be of particular concern having risen from £144k to £195k and the £231k respectively over the last three years. Current arrears also showed an increase and a reversal of the progress made on these during 2000 having risen from £260k to £286k.
15. We note that the Council's housing benefits service is currently experiencing a backlog of claims and although we understand that steps are in progress to address this, we have some concerns over the departments ability to address both this and the remaining system weaknesses referred to later in paragraph 34.
16. We will consider the Council's progress on the above issues in more detail in next year's audit.

Capital outturn

17. The final outturn for capital expenditure in 2000/2001 was £21.6m. This represents a variance of £12.1m when compared with the original approved programme of £33.7m. This was mainly caused by the slippage of projects and the related resources have therefore been rolled forward into future years. Major schemes completed during the year include the reorganisation of Upbury Manor School, the provision of new classrooms, and various housing stock improvements.
18. The Council submitted its capital strategy and asset management plan to the Government Office of the South East (GOSE), in July 2001. This included, amongst others, a number of major regeneration projects for the area. We will continue to monitor the action taken on these in 2001/2002.

Balances and reserves

19. Each year we report on the level of reserves and balances held by the Council. The table below shows the current position in relation to the previous year.

	Balance at 31 March 2001 - £'000	Balance at 31 March 2000 - £'000
General Reserve	34,045	43,686
General Fund Working Balance	10,000	10,000
HRA Balance	989	734
Schools Balances	7,875	5,957
Trading Balances	128	0
Earmarked Revenue Reserves	10,861	6,229
Total	63,898	66,606

20. As already noted the Council utilised £2.2m from its General Reserve in unplanned support of its revenue activities in 2000/2001. This was in addition to that planned of just under £1m. The Council also financed £2.0m of capital expenditure from this reserve and earmarked a further £4.4m for the as yet unquantifiable risks surrounding the "Splashes" leisure centre. (See paragraph 42). This still leaves the Council with a healthy general fund reserve, although much of this will be needed to fund the Council's aspirations in the medium term.
21. Schools balances again increased significantly because of funding over and above the expenditure incurred in the year. Although the Council has taken steps to attempt to influence this trend, its actions have yet to have a perceivable effect. We note that the overall level of these reserves is now above the Ofsted recommended level of 5% of schools annual expenditure. A number of schools also have reserves significantly in excess of this.

22. The Council maintains a number of Capital reserves totalling £2.1m (£2.3m as at 31 March 2000) in addition to the above fund balances. The movement on this was also used to finance capital expenditure in year.
23. In conclusion, the Council continues to draw on its existing reserves and balances, both in the form of revenue support and for specific initiatives. Further increases in school reserves do not currently appear to be supported by the risks facing schools or by their development plans. Measures should therefore be taken to ensure that devolved schools funding is used to improve service delivery rather than simply increasing the overall level of reserves.

The 2001/2002 financial year to date

24. The Council once again expects to have to close a significant gap between its 2001/2002 net expenditure and the available resources. The Council's initial budget was set at £234.4m, £1.2m in excess of its Standard Spending Assessment (SSA). At the time further budget pressures were identified totalling £2.3m, however by October these had risen to £4.5m. Two reports have since been submitted to the Cabinet highlighting the causes of this, potential savings and further efficiencies that could be used to eliminate this overspend.
25. We note that officers and portfolio holders are currently in the process of formulating the detailed actions that can be taken to reverse the current trends, to reduce the Council's projected deficit for 2001/2002, and to limit the inherent deficit that would otherwise be taken forward into future years. We are therefore unable, at the present time, to comment on how successful these actions are likely to be.

The medium term financial outlook for the Council

26. The Council submitted its financial strategy for 2001/2006 to the Policy and Resources committee in July 2001. This projected a balanced budget in 2002/2003, and an increasing unfunded gap of just under £2m per annum in each of the following three years. We understand that the Council has undertaken much work since then to close these projections. However, at the time of writing the Council's financial and service planning cycle had yet to be completed and hence we are unable to make further detailed comments.

Level of external support

27. Although the existing external support arrangements are expected to remain in place for 2002/2003, the degree of uncertainty surrounding external support from the Government in subsequent years is likely to be much greater than that faced by local authorities in planning for 2002/2003. The main uncertainties are set out below:
- The freeze in SSA methodology, which we highlighted in last year's audit letter, is now in its final year. This opens up the possibility of changes being implemented in 2003/04;

- The future of the Education SSA is currently under review. The proposed new formula could result in a transfer of resources from areas of the country that currently receive higher levels of funding to those receiving less. The Council may lose under such an arrangement and although the Government's stated intention is that no authority would face a reduction in its current level of support, this could result in the Council needing to make expenditure savings to cover required inflationary increases;
- It remains unclear how floors and ceilings on Revenue Support Grant will operate in the 2003/2004 financial year, although the Government has announced its intention to retain and develop aspects of the current grant system;
- The annual update of data for the calculation of Area Cost Adjustment could have a significant effect on the Council, although the scale of the effect is not yet known.

28. In the light of the above the Council should continue to monitor its financial position and identify appropriate measures in order to ensure that it can achieve its service objectives at a sustainable budget level over the medium term.

Funding of the capital programme

29. The Council has plans in place to finance its capital programme in the medium term, which includes using capital receipts and the available reserves that were built up prior to the Council's inception. However, these resources are limited and the longer term financing of the capital programme is an issue to address. Although the Council is looking at different ways of financing capital expenditure, such as Partnership schemes and the use of additional Government grants for specific projects, this type of funding is usually only available to new or innovative projects. It will not therefore cover the annual renovation programmes that the Council will need to undertake to ensure that its existing assets are of an adequate standard.
30. The cost to services of using the Council's existing asset base is reflected in the annual depreciation charge, shown in the Statement of Accounts, which amounts to £17.5 million. However, Local authorities, unlike most other organisations, do not include the full amount of the depreciation charge in their net operating expenditure and hence ultimately in the charges to be levied on local residents. We note that this analysis ignores the existing levels of backlog depreciation referred to in paragraph 86.
31. It is therefore important for the Council to consider how it will fund its asset base in the longer term and continue to provide services that are supported by adequate assets.

Systems of internal financial control

32. We have already drafted a report to the Director of Finance and Corporate Services summarising our assessment of controls within the financial systems of the Council. Overall, we concluded that in the majority of areas the operation of the Council's systems were sufficient to support our planned audit approach.

33. The third full year of the Council involved the introduction of a new payroll system and various changes within the housing service. These have however now been operational for some time and generally 2000/2001 allowed for a period of consolidation after a number of challenging years. The Council's control environment continues to improve, although further delays have been experienced on the implementation of improved housing benefit systems.
34. In response to this the Council asked internal audit to work with the housing benefits section to design an effective control structure. Our discussions to date indicate that the design of such a system has now been completed although the implementation of aspects of this is being delayed by the need to write appropriate monitoring reports and by workload issues arising from the need to clear the current backlog of claims. We also note that the Council has taken specific action to rectify the concerns we noted last year over the benefits system access controls. We would encourage the Council to implement the remaining developments as a matter of priority.

Internal audit

35. As part of our annual assessment of the adequacy of controls operating within the Council, we review the Council's in-house Internal Audit service. We have already issued a report to management, which followed up the findings of our 2000/2001 detailed assessment of the Council's Internal Audit service. This report noted that Internal Audit continued to make good progress on building on the strengths and addressing the issues identified in prior years reviews. The co-operation between Internal and External Audit has also seen marked improvements over the last year. This has been primarily driven by the success of the managed audit process for which the Internal Audit department should be commended.

Standards of financial conduct and the prevention and detection of fraud and corruption

36. The prime responsibility for the prevention and detection of fraud and irregularities rests with the Council's management. It is the responsibility of the Council to ensure that its affairs are managed in accordance with proper standards of financial conduct and to prevent and detect fraud and corruption. It is our responsibility to consider whether the Council has put in place adequate arrangements to maintain proper standards of financial conduct and to prevent and detect fraud and corruption. It is not the auditor's function to prevent or detect breaches of proper standards and our work does not remove the possibility that fraud or corruption has occurred and remained undetected.
37. Our work in respect of the standards of financial conduct and the prevention and detection of fraud and corruption focussed on an assessment of the control environment at the Council and the monitoring controls in operation designed to prevent and detect fraud and corruption.
38. In order to meet our Code objective we:

- reviewed the arrangements in place within the Council for ensuring proper standards of financial conduct and for preventing and detecting fraud and corruption;
- reviewed the local applicability of relevant national issues;
- liaised with the Council and Internal Audit over detailed issues brought to our attention in respect of certain housing benefit allegations and apparent weaknesses in the controls within one area of the Council;
- have taken account of advice issued by the Audit Commission.

39. Our attention was drawn to one business unit that was alleged to have insufficient controls in place. Following the investigation of this by Internal Audit, we understand that management action has now been taken to address the weakness found. However, the Council should be conscious of the lessons learned and the need to consider the potential for fraud in its risk assessment processes.

40. With the exception of the issues noted above over the housing benefits system and the identification of inadequate controls in one of the Council's units, there were no additional issues arising from our work, which we would draw to your attention at this point in time.

The legality of financial transactions

41. In order to meet our objectives in this area, we have:

- reviewed the arrangements in place within the Council for ensuring the legality of financial transactions;
- reviewed the minutes of the Council and relevant Committees;
- discussed key issues and concerns with management;
- had regard to the Council's implementation of significant new legislation/statutory requirements;
- reviewed the local applicability of relevant national issues;
- taken account of advice issued by the Audit Commission; and
- had regard to matters coming to the auditor's attention where legality, losses or deficiencies may be an issue.

42. During the year we continued to monitor a number of potential legality issues. These included:

- issues arising over the Splashes leisure centre, where we note that legal actions against the Council continue;

- arrangements surrounding the change of use of footpaths; and
- arrangements surrounding the Rochester Riverside scheme.

43. To date we are satisfied with the actions taken by the Council in the above matters, although we note that the first issue has yet to be fully resolved. There are no other findings arising from our work that we would wish to bring to your attention at this point in time.

New governance arrangements

44. The Modernising Agenda required councils to agree and put in place new arrangements for a separate executive. The Council's response was to implement new governance arrangements of a Leader and Cabinet from 1 October 2001, in advance of the government's timetable. The arrangements for overview and scrutiny include one co-ordinating and five themed committees. The Council has also adopted a new constitution and ethical framework including a standards committee and code of conduct.

45. The Council is planning a detailed review of its new arrangements in due course. This will assess how well the new arrangements and structures are operating and identify any improvements that could be made to enhance these. As the new arrangements remain in their infancy, it is difficult for us to assess how well they are currently operating in practice. However, there are signs that these arrangements have begun to break down previous barriers, to improve communication, to harmonise directorate agendas and to encourage cross directorate working. We will continue to monitor the Council's arrangements as part of next year's audit.

III. Accounts

Introduction

46. This section includes details relating to our audit of the Council's accounts and our audit opinion.

Audit opinion

47. The Statement of Accounts was presented to and approved by Members in September 2001. We have substantially completed our audit work and to date we are not aware of any issues that might materially change the financial statements from those approved by Members. Neither have we received any specific objections from members of the public relating to the 2000/2001 financial statements, although we note that we have asked the Council to review two matters drawn to our attention (see paragraphs 40 and 43) by local electors. We expect to issue an unqualified audit opinion and completion certificate in early December 2001.
48. As a result of improvements to the accounts production process and ongoing planning and communication between key officers and the audit team, the audit process this year has been completed more smoothly than in previous years, with fewer issues to report. However, we did identify a number of immaterial errors in the final accounts, that whilst not requiring adjustment, indicated that the closedown procedures and in particular management review of these procedures could be improved. We have already met with officers to discuss and agree action plans to address these issues and we will continue to work closely with all finance staff to ensure that further improvements can be made to the audit process next year.
49. The Statement of Recommended Practice (SORP) on Local Authority Accounting in Great Britain 2000 was published in May 2000 and was applicable for this year's accounts. This incorporated new requirements for the initial measurement, valuation and depreciation of tangible fixed assets, with the exception of investment properties, and sought to ensure that tangible fixed assets are accounted for on a consistent and regularly updated basis. In addition the Best Value Accounting Code of Practice (BVACOP) was also applicable for the first time in this year's accounts.
50. Significant changes were required to the Council's accounting arrangements in the above two areas. We performed targeted pieces of work on each of these during the year and we are pleased to report that the Council implemented both successfully. As a result, the Council now calculates a depreciation charge for all of its operational fixed assets, including the Housing Stock and the accounts comply with the total costs concept as set out in the BVACOP, whereby service expenditure fully reflects overheads and capital costs, such as depreciation. However, see our comments in paragraphs 29-31.

Grant claims

51. We are required to audit and certify approximately 40 grant claims and returns by the Council for submission to the relevant government departments. We have completed the audit of all grant claims that are material to the accounts and our certification will be given for all claims by their relevant due dates, mainly by 31 December 2001.
52. With respect to the audit of grant claims, we have made good progress over the last twelve months in establishing a working protocol between the Council and ourselves and through this we have been able to reduce the number of issues evident from last year.

IV. Performance management

Introduction

53. In this part of our audit letter we comment on the Council's performance in securing economy, efficiency and effectiveness ('value for money') in the use of resources. We have considered these arrangements this year by:
- undertaking an audit of the Council's 2000/2001 Best Value Performance Plan, the results of which were reported to the Council in July 2001;
 - undertaking targeted audit work as set out in our audit service plan;
 - undertaking mandatory use of resources studies as directed by the Audit Commission;
 - following up progress in achieving the financial and other benefits identified by previous years' value for money audit work and in addressing points from previous audit letters on management arrangements; and
 - undertaking an audit of the Audit Commission Performance Indicators and through considering the overall performance management framework at the Council and the monitoring controls within that framework.

Best Value

54. Under the Local Government Act 1999 we are required to carry out an audit of the Council's Best Value Performance Plan (BVPP).
55. It is the responsibility of the Council to ensure that it complies with the general duty of best value, which is defined in the Local Government Act 1999 as making arrangements to secure continuous improvement in the way in which functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The Council is responsible for preparing the best value performance plan, for the information and assessments that are set out within it, and the assumptions and estimates on which it is based. As external auditors we consider and report on whether the Council has complied with statutory requirements in respect of the preparation and publication of its best value performance plan. Auditors are not required to form a view on the completeness or accuracy of the information, or the realism and achievability of the assessments within the best value performance plan.
56. Our audit approach was based on the Audit Commission's methodology. In tailoring this to the Council we have:
- worked with officers from an early stage in the process on interpreting the guidance, sharing good practice examples from and issues faced by other authorities;
 - reviewed early drafts of the BVPP to minimise areas of non-compliance once the Plan was published; and

- focused our work on corporate management arrangements on new developments within the Council's arrangements, relying on our existing knowledge of the Council.

57. The key elements of our audit opinion and statutory report on the Council's BVPP are set out below:

Element	Opinion
Compliance with statutory requirements	We issued an unqualified opinion on the Council's Best Value Performance Plan within the deadline of 30 June 2001.
<p>Review and assessment of:</p> <ul style="list-style-type: none"> • The adequacy of the systems in place for collecting and recording specified performance information. • The extent to which the procedures followed by the Council in relation to its Best Value Performance Plan comply with the performance management framework prescribed in the legislation. 	<p>Overall, the Council complied with the requirement to collect and report on specified performance information. The Council's performance information systems for collecting, recording and monitoring performance information were, in the main, adequate.</p> <p>We have followed up the Council's progress in addressing our statutory recommendations from 1999/2000 and found that satisfactory progress had been made against each of the areas raised.</p>

58. The Council produced a clear Best Value Performance Plan and Summary Plan, which met the legislative requirements. The plans demonstrated the positive approach being taken by the Council, although we note that delays in the Best Value Review process have begun to impact on the Council, particularly on the delivery of the Council's significant savings programmes.

Best Value Inspection

59. The Council has had three best value review inspections to date on facilities management, development control and waste management. The performance of these services was classified as follows:

Service	Performance of service	Likelihood of improvement
Facilities management	Fair	Probably improve
Development control	N/A	N/A
Waste management	N/A	N/A

N/A – Not applicable as the inspection was a light touch review of the best value review process only and did not include consideration of the performance of the service.

60. The SSI Performance Assessment Framework (PAF) indicators identified the Council as one of the fifteen top performing authorities over the last three years. The Council’s social services for older people were also inspected during 2000. SSI commented that “the Council had made good progress on creating the foundations for a positive response to the national agenda” ... but highlighted some concerns that financial pressures were leading to delays in discharge arrangements, over the quality of home care and over the effectiveness of operational mental health partnerships. The current Ofsted and Benefits Fraud Inspectorate (BFI) reviews are ongoing.
61. The Council continues to develop action plans to address the issues raised by the Best Value inspections and we will monitor how the Council responds to the recommendations as part of our Best Value work next year. We have met with the lead Best Value inspector for the Council to ensure that duplication of work is avoided and will continue our liaison in the coming year.

Targeted audit work

62. Under the Audit Commission’s Code of Audit Practice our objective is to review the Council’s actions and responses to risks identified by officers as part of the audit planning process. We undertook to monitor the following issues during the year and summarise the key messages below:
- preparations for and outcomes of external inspections;
 - E-government;
 - early retirements;
 - asset management; and
 - reorganisations and changes to management structures.

Preparations for and outcomes of external inspections

63. As noted above the Council has two main inspections currently underway, involving Ofsted and the Benefits Fraud Inspectorate. This is the first time that the Council has experienced a significant number of external reviews of its services but this is likely to continue in future years, both due to the Best Value regime and due to the increased involvement of external partners in service delivery. The Council appears to have been well prepared for the current inspections, although the resources devoted to this have been significant. Given this investment it is important that the Council develops appropriate action plans and monitors the prompt implementation of these in due course. We will also monitor the Council's actions in our 2001/2002 audit.

E-government readiness

64. The Government launched 'E-government: A strategic framework for public services in the Information Age' on 3 April 2000. The strategy document's aim was to transform government activities by applying e-business methods throughout the public sector. All public sector organisations were challenged to innovate (for example, develop partnerships with the private sector), whilst central government was challenged to provide the common infrastructure. At the same time the Government set a target that by 2005 all services should be available electronically.
65. The key issues to be addressed within E-Government approaches included:
- the consideration of electronic service delivery methods through the Best Value review process;
 - the promotion of social inclusion through increasing access to training and skills, and to join up local organisations;
 - the promotion of community leadership, through enabling interaction with citizens to ensure that needs and priorities are identified and taken forward; and
 - the development of political management structures, using information and communications technology to provide means for greater transparency, making decision takers more visible to citizens and enabling greater public scrutiny.
66. All local authorities were required to submit an Implementing Electronic Government (IEG) statement to the DTLR by the end of July 2001, outlining how the above issues were to be addressed. The IEG statement also provided an overview of the each authority's E-Government plans, along with key milestones, and the transitional arrangements that will need to be thought about during implementation. Once accepted by the DTLR, we understand that specific extra funding will be made available to each authority to assist in the delivery of its E-Government plans, although the majority of funding for most E-Government initiatives will still need to be met from existing resources.

67. As part of our review of risks at the Council, we undertook a diagnostic of the Council's E-Government readiness. Our aim was to identify the extent to which the Council has appropriate structures in place to both identify and then to mitigate against the risks associated with its E-Government proposals. The review also considered the extent to which the Council has the skills and expertise to meet and deliver its strategy and targets.
68. Although we are currently completing our fieldwork and plan to present our detailed findings back to the Council in December, we have included a summary of the key issues arising from our review below.
69. At the strategic level, a clear corporate steer and framework has been established with regards to the development of the Council's E-Government approach. This is articulated through the Council's IEG Statement, which demonstrates logical links with the Council's core values and the related core strategies such as the ICT strategy. A suitable corporate structure also appears to be in place to drive the E-Government agenda, the ICT Steering Group, which includes the E-Government and IT champions from each directorate.
70. Moving forward, it will be important that the focus of the ICT Steering Group is maintained at the right level. Whilst we recognise that each directorate has its own E-Government agenda and specific project requirements (including related funding), this may result in conflicts between directorates. There is therefore a need to ensure that the focus of the Group is one of facilitating and monitoring the progression of projects and capturing and sharing good practice, whether identified internally (directorates) or externally (other organisations).
71. There are obvious strong links between Best Value and the E-Government modernising agenda. The Council's First Point of Contact (FPoC) Best Value Review appears to provide a sound basis and direction for the Council's E-Government initiatives. Further links with the ICT Best Value review have also been established.
72. Individual Best Value reviews will represent a key means for determining new service delivery approaches. It is therefore important that there is a close link between the Best Value timetable and the E-Government agenda. The Council should ensure that the Best Value Review timetable is aligned to that of the E-Government specific projects so that each can appropriately inform the other. For example, in order to meet the electronic service delivery requirements of BVPI 157, it will be necessary for each directorate to analyse its services to determine what 100% electronic delivery actually means to them. Having done this, it will then be necessary to undertake a process mapping exercise for each service to understand which activities currently add value and which ones are redundant. This should then be used as the basis for reengineering services.
73. Building on the FPoC review, a process mapping exercise has been commissioned on an initial four services within the Development and Environment Directorate. Given that directorates are at different stages, it is important that experiences and good practice is captured and shared, and an appropriate level of consistency achieved. The ICT Steering Group should be key in ensuring this.

74. Funding will remain a key issue, not only through the up-front capital investment, but also for the ongoing revenue implications, such as the time and effort involved in capturing and analysing customer information for new service delivery mechanisms. The importance of the former should not be underestimated, and its recognition and priority will be vital in ensuring effective implementation. Being smarter in identifying and attracting targeted Government funding opportunities thus becomes more important. This has been recognised by the Council, in the recent appointment of a corporate External Funding Manager to exploit such opportunities.
75. As with any major “change initiative”, the implications and issues for staff are significant. Thought needs to be given to the internal marketing of E-Government, raising the awareness among staff and highlighting the opportunities and implications for future service delivery. Whilst there is an established performance development review process in place, this should be used to capture the specific E-Government related training needs of staff. Only when a comprehensive “skills gap” is identified can effective training be targeted. This will require a sustained level of energy and commitment from the Council.
76. Other important issues that need addressing include understanding and adhering to data protection and legal requirements over electronic storage of customer information. In addition, there will also be implications for electronic financial transactions, particularly in respect of VAT.
77. Finally, thought should be given to developing a comprehensive corporate risk register, which will identify those potential E-Government related risks that will need to be managed. The ICT Steering Group could fulfil the important role of helping develop and monitor this register as part of a corporate risk management approach to ensure that the benefits of the E-Government agenda are realised.
78. We will continue to monitor the Council’s progress in addressing the challenging targets set by Government in our 2001/2002 audit.

Early retirements

79. In 1998 the Audit Commission developed an audit to examine the use of early retirement in local government. This resulted in the national report *Retiring Nature*, which noted that in some authorities enhanced early retirement had become the norm and that employees had begun to expect it as a right when they approached the end of their careers. Consequently, there were large numbers of early retirements and these were placing additional strains on pension funds that were already in deficit.
80. In recent years, with the continual increase in employer contribution rates to pension schemes, more and more money is being drawn away from front line services. This is not just a consequence of early retirement decisions alone however, as changes to advanced corporation tax credits and government policy on funding levels have also had a significant impact on funding levels. Early retirements are though a controllable element that local authorities can influence and as such they should be the focus of attention in improving funding levels.

81. Local authorities are also at risk of creating a skills gap. The experience lost from large numbers of staff leaving during their 50's can not be replaced easily. This pressure is further compounded by that fact that there are now fewer young people entering local government careers.
82. The main objectives of our review were to:
- Examine whether the national recommendations had been implemented and what effect these have had on early retirement decisions locally; and
 - Review the current comparative position of the Council in relation to early retirement numbers and trends at other authorities, which is an important aspect of the Council's corporate health best value performance indicators.
83. Our key findings from the follow-up audit were:
- the Council's early retirement Best Value performance indicators report a comparatively good performance when compared to other authorities. Our detailed benchmarking analysis revealed that the Council has a low level of retirements but this has risen since the inception of the Council, as would be expected given the various restructuring exercises that have been undertaken. However, more staff still retire early than remain on until normal retirement age;
 - We found a number of key areas where the Council's policies were in line with best practice, including the policies on ill health retirements. The Council reviewed its early retirement policy on its inception and again in September 1999 and the policy is reasonably strict both in allowing early retirement and granting added years. A summary of all individual early retirement decisions and the capitalised costs associated with these are regularly reported via the personnel sub committee;
 - The Audit Commission's national report "*Retiring Nature*" states that Council's should reimburse the Pension Fund with the capitalised cost of early retirements, over an agreed period of less than three years, especially if funds are in deficit. Although the Council has made a number of up-front payments following the recent restructuring exercise it does not always fully comply with this recommendation with repayment periods of up to nine years being noted;
 - The next tri-annual actuarial valuation of the Kent pension fund's assets and liabilities is currently being prepared, we have therefore to date been unable to assess the extent of the funding gap or the impact this may have on Council future contributions and financial plans.

Asset management

84. Our review of asset management was deferred from 1999/2000 to allow the Council time to prepare its first full asset management plan and to begin the rationalisation of its various facilities. The delayed start also enabled the study to be scheduled to run concurrently with the Council's Best Value review of property and to tailor our occupier survey to ensure that the outputs from this could be used to inform the Best Value Review.
85. The study's objectives were to improve the effectiveness of property management across the Council; and to consider the potential opportunities for further financial savings. The study covers both strategic property management and operational (day-to-day) management of Council land and buildings, but excludes schools and council housing because of the distinctive estate management issues involved. However, feedback was sought from education representatives on their working relationships with the property group.
86. The key findings from our review were that:
- As part of the ongoing Best Value review, a detailed benchmarking exercise should be undertaken of the Council's estate holdings against other public sector and private sector bodies. It would also be prudent to put in place a system for the on-going review of these assets, supported by appropriate policies and procedures, to ensure that future estate rationalisation opportunities are identified and implemented.
 - Although the Council is aware of the generally poor condition of its estate and the required levels of backlog maintenance, it is not clear how the Council intends to address this. In addition, the Council currently carries out approximately 50% of its repairs on a reactive basis, against a suggested figure of around 30%. The Council should therefore review its preventative expenditure funding levels and consider the future basis on which the Buildings Repair and Maintenance Fund is to be run.
 - The Council should challenge the continued ownership of non-operational properties, against agreed performance targets and implement a disposal programme for any under-performing assets.

Reorganisations and changes to management structures

87. The Council undertook a significant departmental restructuring exercise during 2001. Inevitably, change at the Director and Assistant Director levels within any organisation results in change to the management style and direction of that area of the organisation, and requires careful planning and handover to ensure that services continue to be provided during the period of change. We are pleased to report that the handover processes appear to have been comparatively smooth although we note that a small number of key vacancies are still to be filled. We will continue to monitor these developments and as part of next year's audit.

Audit Commission use of resources studies

88. The only mandatory Audit Commission studies for 2000 and 2001 were two studies of services for older people. One study covers mental health services, and the other rehabilitation. The audits are cross-cutting, covering agencies required to work together to produce a Joint Investment Plan for services for vulnerable older people.
89. The purpose of both studies was to examine and support joint working across health, social services, and voluntary organisations to promote the independence of older people. The issues covered by the studies are closely related to those included in the National Service Framework for Older People.
90. The mental health services final report was agreed by a joint meeting of the executive sponsors for each participating agency on 2nd October 2000. They then sponsored a very successful stakeholder action-planning workshop held on 19th October. As a result of this, we provided a draft action plan, which was then taken forward by the Older People with Mental Health Needs Steering Group. We understand that the action plan was finalised by that Group, and on 28th March 2001 was approved by the West Kent Chief Executives' Group, which includes Chief Executives of the Health Authority, Primary Care Trusts, the NHS Trusts, and the Directors of Kent County Council and Medway Council Social Service departments.
91. We found the final action plan satisfactory in most respects, but were concerned that joint commissioning for this client group is to continue through an existing group, rather than through the creation of a separate Joint Planning and Commissioning Board for Older People with Mental Health Needs, which was a key recommendation of the action planning workshop. Whilst we appreciate the wish to avoid the introduction of further new groups, we are concerned that the needs of this client group are given the priority they deserve. We look forward to hearing what mechanisms are put in place to address this situation, and will be returning to follow up progress against the action plan before the end of 2004.
92. Our work on the rehabilitation service is due to be completed by the end of this year. We will report back on our conclusions in a separate audit letter in due course.

Action on previous VFM reports

93. Each year our performance audit programme includes follow up work to consider the Council's progress on the agreed action plans arising from previous VFM reports. This can take a number of forms including collecting further data for the Audit Commission's national follow up indicators, undertaking further targeted work ourselves, or reviewing the Council's own follow up procedures.

School budgets

94. This audit was also undertaken last year as a national study developed by the Audit Commission and was summarised in our 2000 audit letter.
95. The objectives of the overview were to:

- Establish a broad picture of current practice at the LEA in providing support to schools in the management of their budgets;
- Understand the local circumstances, content and history behind this picture; and
- Begin to make an assessment of the LEA's strengths and issues.

96. We are pleased to note that progress has been made against our recommendations and in particular that the role of link advisers and resource management has been consolidated and that steps are now being taken to challenge the level of reserves held by schools. We noted in paragraph 21 however that this had yet to have a perceivable impact on the growth of school reserves.

School attendance and exclusions

97. This audit was also undertaken last year as a national study developed by the Audit Commission and was summarised in our 2000 Audit Letter.

98. The objectives of the overview were to assess the effectiveness of the LEA's:

- strategy for reducing absence and exclusions;
- management of central services supporting schools and pupils; and
- management of the exclusions process and the provision of education otherwise.

99. We deferred our planned follow up work in this area pending the results of the ongoing Ofsted review. We will therefore consider the Council's action in this area next year in light of actions arising from the Ofsted review.

Planning of school places

100. We provided the Council with a comparative analysis of key data on issues surrounding the planning of school places. There were no issues arising from our analysis that the Education service was not aware of and already taking appropriate corrective action on.

Income and charging

101. This audit was originally summarised in our 1999 Management Letter. We would again encourage the Council to adopt a corporate approach to fees and charges and the targeting and extent of concessions. Directorates should also consider their existing charging frameworks as part of their ongoing best value and budgetary reviews. The financial pressures currently faced by the Council are likely to put further pressures on fees and charges and hence the effective targeting of concessions.

Performance indicators and information systems

102. Local authorities are obliged by the Local Government Act 1992 to collect and collate information (performance indicators) regarding their delivery of a broad range of services and to publish the indicators in a local newspaper. The principles upon which the 2000/2001 indicators have been developed remain those underpinning the first indicators in 1993/94.
103. The Best Value Performance Indicators (BVPIs), many of them adopting existing Audit Commission Performance Indicators (ACPIs), have largely assumed the function that the ACPIs were originally created to perform. Consequently, following consultation with relevant bodies, the Commission has not set any statutory ACPIs for 2001/2002. The suite of BVPIs will therefore be the single set of performance indicators collected and published for 2001/2002, although consultation on further proposals to rationalise these can be expected shortly.
104. The Council continues to emphasise the importance of performance measurement within its working environment and the ACPIs, BVPIs and local PIs have been embedded into the existing information systems. However, they have yet to be collated on a regular basis (i.e. quarterly or half-yearly) and fully incorporated into the Council's performance monitoring framework under the new governance arrangements.
105. Officers once again achieved the timely local publication of performance indicator information and this year's indicators were published prior to the end of October, in line with the Audit Commission's deadline. We have provided an audit opinion on the indicators and have no significant matters to bring to your attention.

Performance management framework

106. This year we also undertook a health check of the Council performance management framework, linking the Council's own best value work with the various other initiatives that have been undertaken at the Council in recent years including Investors in People, Beacon Council bids, and ISO assessments. The review will be used to inform our risk assessment for next year's audit, to target our work with departments on their operational controls and to inform our discussions with the various Best Value Inspectors. We are currently drafting our feedback presentation and we anticipate that we will be in a position to report back to officers during December 2001.

V. Audit plan 2001/2002

107. The introduction of the new code of audit practice in 2000/2001 saw a slightly changed audit approach that covered the financial aspects of corporate governance, accounts and performance. Following on from this year's audit, we have noted opportunities to expand upon our risk approach and to integrate further the three aspects of the code. Our 2001/2002 approach will therefore give more emphasis to the further integration of our specialists, a greater focus on controls and management reporting, and how management actually exercise control. The key features of our approach will therefore be to:
- understand how management ensure that the organisation is controlled including, but not restricted to, the adequacy of financial reporting;
 - evaluate the control process through interviews with senior management, internal audit and those responsible for processing transactions;
 - rely as much as possible on well controlled areas and concentrate our work on those areas that are less well controlled; and
 - expand out interviews with officers outside the finance function to enhance our understanding of the organisation and how it is controlled.
108. We will, as in previous years, prepare a strategic plan for our audit, which we will discuss with the corporate management team in due course. As part of our regular liaison meetings with Directors we have already begun to discuss aspects of our audit risk assessment for the 2001/2002 audit and initial comments are included below.

Accounts

109. We intend to complete more work during the planning phase in 2001/2002 to reduce the level of work required at the final audit. As set out above, we will concentrate on understanding how your management team manages business activities and controls risk, rather than focusing upon transaction processing. We will though still wish to rely on the work of internal audit to support our financial statement assertions. In particular, we would expect to continue to work with internal audit in the area of monitoring controls, which are an important component of the higher-level control environment.

110. With the exception of HRA resource accounting there are few changes to the financial reporting requirements for 2001/2002, such that CIPFA has considered it unnecessary to issue a revised SORP and has instead issued an update bulletin, taking into account the changes. A further accounting development that will affect local authority accounts is the phased introduction of Financial Reporting Standard (FRS) 17: Retirement Benefits. The impact of this is to require accounts to include additional disclosures in the 2001/2002 financial year in relation to the pension scheme assets and liabilities. In due course, pension fund assets and liabilities will need to be disclosed within the Council's accounts. CIPFA/LASAAC issued a policy statement and update bulletin in October 2001, indicating the disclosure impact for 2001/2002 and the financial impact for 2002/2003 onwards. We will work with officers throughout the year to ensure that this is implemented appropriately.

Governance and performance management

111. Under section 5(1)(e) of the Audit Commission Act 1998 auditors have a statutory responsibility to satisfy themselves that the audited body has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.
112. Our targeted work will be determined by our audit risk assessment, which will be agreed with the Corporate Management Team at the planning stage of our audit. However, from initial discussions with Directors we anticipate that this targeted work will include consideration of developments at the Council in respect of:
- the new strategic partnership arrangements;
 - the new governance arrangements; and
 - the e-government agenda.
113. As required by the Audit Commission, we will also collect and evaluate the data for the 'Home Alone' VFM Indicators.

Appendix A – Summary of the recommendations contained in this letter

Para	Recommendation	Management response
23	Schools with significant reserves should continue to be targeted and actions developed to ensure that funding is used to improve service delivery rather than simply increasing the overall level of reserves.	Strategy approved by education committee and now applied to information resulting from 2000/2001 outturn. Schools with high reserves <u>and</u> low standards are reviewed through monitoring groups. Procedures also in place to target the remainder.
28	The Council will need to continue to monitor its financial position closely and identify, appropriate measures in order to ensure that it can achieve its service objectives at a sustainable budget level over the medium term.	The Council, within it's Financial Strategy, has created a sustainable budget since 2000/2001. Rigorous budget monitoring procedures are in place to minimise potential overspends.
31,86	The Council should review its preventative expenditure funding levels and consider the future basis on which the Buildings Repair and Maintenance Fund is to be run.	Policy and Resources committee considered this issue on 17 th September 2001 and concluded that the Asset Management Plan incorporating backlog maintenance issues needed to be considered in the context of the Property Review. This will therefore be revisited on the completion of this review in March 2002. An initial programme of backlog maintenance works has been agreed at a cost of £841,000.
34	An action plan and firm timetable should be prepared detailing the actions needed to clear the current backlog in housing benefit claims and implement a fully effective system of internal control.	The control framework has been reviewed by PwC. Significant progress has been made in developing specified reports and the two critical areas of systems access and accuracy checks have been operational since June and August respectively. A timetable for implementing the residual measures is to be agreed on 13 th December.

Para	Recommendation	Management response
39	The Council should consider the potential for fraud in its risk assessment processes.	Initial audit activity is based on a risk assessment of which the potential for fraud is a considered risk. The process also takes into account the materiality of individual activities.
72	The Council should ensure that its Best Value Review timetable is aligned to that for its E-Government specific projects.	The Best Value handbook is currently being updated and it is the intention to incorporate E-Government proposals.
83	The Council should adopt a maximum period of three years for reimbursing its pension fund for individual early retirements.	Whilst recent practice has been to settle certain added years costs as a lump sum, the period over which any instalments can be made is determined by Kent County Council who administer the pension fund. We will consider the continued appropriateness of this in the light of the ongoing actuarial review.
101	The Council should adopt a corporate approach to fees and charges and the targeting and extent of concessions. Directorates should also consider their existing charging frameworks as part of their ongoing best value and budgetary reviews.	Recommendation noted. The review of fees and charges and income generation is an integral element of best value and the budget setting process.

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APPENDIX 7



Best Value Statutory Guidance



Best Value Statutory Guidance

September 2011
Department for Communities and Local Government

Department for Communities and Local Government
Eland House
Bressenden Place
London
SW1E 5DU
Telephone: 030 3444 0000
Website: www.communities.gov.uk

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Ministerial foreword

I am delighted to be introducing a single page of new Best Value Guidance setting out clear expectations for councils considering changing funding to local voluntary and community groups and small businesses.

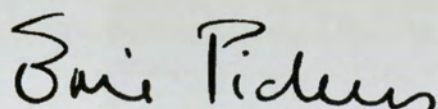
I am not asking councils to do anything that I wouldn't ask of my Department or any other. That is why, reaffirming our commitments under the Compact, all central government departments are also signing up to the same fair standards set out in the guidance.

The Duty of Best Value is important because it makes clear that councils should consider overall value – including social value – when considering service provision. So it plays to the long-term strengths of voluntary and community groups and small businesses.

This new guidance provides another example of how this Government is acting in concrete ways to deliver on its commitment to localism, growth and the Big Society.

In terms of the reductions package to local authorities, they are a reflection of the circumstances we inherited when we came to power. And the reductions package does not mean that councils cannot support the voluntary and community sector and small businesses. There are some councils who are actively working to protect these organisations and working with them to deliver cost-effective, innovative public services.

This document supports such activity. Local councils have been freed from excessive and prescriptive guidance and duties in return for a 'social responsibility' deal which asks that they continue to give support to local voluntary and community groups and small businesses.

A handwritten signature in black ink that reads "Eric Pickles". The signature is written in a cursive, flowing style.

The Rt Hon Eric Pickles MP

Introduction

Scope of the guidance

1. This Government is acting to remove barriers to more open and efficient local public services by freeing local authorities from targets, prescription and duties. We want to encourage public agencies and civil society to collaborate more, including greater involvement for voluntary and community organisations¹ as well as small businesses in the running of public services.
2. To this end, we have already revoked guidance on workforce matters which formed part of the Best Value regime, namely the *Handling of workforce matters* in contracting and the *Code of practice on workforce matters* in local authority service contracts ('the two tier code'). We have also revoked the whole statutory guidance *Creating Strong, Safe and Prosperous Communities*, which included general Best Value guidance on commissioning. We also plan to repeal the two main remaining statutory duties covered in that guidance (the Duty to Involve and the Duty to Prepare a Sustainable Community Strategy).
3. In this context, this short statutory guidance on the Best Value Duty sets out some reasonable expectations of the way authorities should work with voluntary and community groups and small businesses when facing difficult funding decisions. It allows them the flexibility to exercise appropriate discretion in considering the circumstances of individual cases, without Government trying to predict every possible variable. It gives a new, clear prominence to requirements on dealing with the voluntary and community sector and small businesses, helps build the confidence of these organisations in holding public agencies to account, and is explicit about the scope for Best Value authorities to consider social value in their functions. It does not replace Local Compacts between local authorities and the voluntary and community sector.
4. This guidance, taken together with measures such as Community Right to Challenge in the Localism Bill, reduce the barriers that often prevent voluntary organisations competing for local authority contracts. Both measures aim to promote local authority leadership in providing a level playing field for all, including local voluntary and community organisations.
5. Government is committed to the principles in the renewed National Compact - the agreement which aims to ensure that Government and civil society organisations work effectively to achieve common goals and outcomes for the benefit of communities and citizens in England. This guidance does not supersede any part of the Compact but sets out expectations of Best Value authorities making difficult funding decisions under the Best Value Duty. All central government departments and non Best Value agencies of departments are also signed up to the fair standards set out at paragraph 5 of the guidance.

¹ The reference in this document to voluntary and community sector also includes social enterprises.

Best Value Statutory Guidance

1. Best Value authorities² are under a general Duty of Best Value to *“make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”*³
2. Under the Duty of Best Value, therefore, authorities should consider overall value, including economic, environmental and social value, when reviewing service provision. As a concept, social value is about seeking to maximise the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves.
3. To achieve the right balance – and before deciding how to fulfil their Best Value Duty – authorities are under a Duty to Consult⁴ representatives of a wide range of local persons; this is not optional. Authorities must consult representatives of council tax payers, those who use or are likely to use services provided by the authority, and those appearing to the authority to have an interest in any area within which the authority carries out functions. Authorities should include local voluntary and community organisations and small businesses in such consultation. This should apply at all stages of the commissioning cycle, including when considering the decommissioning of services. In the interests of economy and efficiency, it is not necessary for authorities to undertake lifestyle or diversity questionnaires of suppliers or residents.
4. Authorities should be responsive to the benefits and needs of voluntary and community sector organisations of all sizes (honouring the commitments set out in Local Compacts) and small businesses.
5. Authorities should seek to avoid passing on disproportionate reductions - by not passing on larger reductions to the voluntary and community sector and small businesses as a whole, than they take on themselves - and in particular:
 - An authority intending to reduce or end funding (where ‘funding’ means both grant funding and any fixed term contract) or other support to a voluntary and community organisation or small business should give at least three months’ notice of the actual reduction⁵ to both the organisation involved and the public/service users.
 - An authority should actively engage the organisation and service users as early as possible before making a decision on: the future of the service; any knock-on effect on assets used to provide this service; and the wider impact on the local community.
 - Authorities should make provision for the organisation, service users, and wider community to put forward options on how to reshape the service or project. Local authorities should assist this by making available all appropriate information, in line with the government’s transparency agenda.

²A local authority; a National Parks authority; the Broads Authority; police and fires authorities, the London Fire and Emergency Planning Authority; a Waste Disposal Authority, Joint Waste Authority, an Integrated Transport Authority; Transport for London; the London Development Agency. See Section 1 of the Local Government Act 1999, economic prosperity boards established under section 88 and combined authorities established under section 103 of the Local Democracy, Economic Development and Construction Act 2009.

³Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007).

⁴ Section 3(2) of the Local Government Act 1999

⁵ Where on the basis of past practice the organisation might have some basis for expecting the funding or contract to be continued.

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APPENDIX 8



Local Government Structure

The Background

Local government in Britain is structured in two contrasting ways. In Scotland, Wales and parts of England, a single tier "all purpose council" is responsible for all local authority functions (Unitary, Metropolitan or London Borough). The remainder of England has a two-tier system, in which two separate councils divide responsibilities between district and county councils. In brief, these are:

Single Tier Authorities

Wales: 22 **Unitary Authorities**
England: 36 **Metropolitan Authorities**

- West Midlands area: 7 authorities
- Merseyside area: 5 authorities
- Greater Manchester area: 10 authorities
- South Yorkshire area: 4 authorities
- West Yorkshire area: 5 authorities
- Tyne & Wear area: 5 authorities

33 **London Boroughs** (London also has the Greater London Authority)

47 **English Shire Unitary Authorities**
(including Isles of Scilly)

Two-tier Authorities in England

34 County Councils
238 District Councils
410 Total Local Authorities in England and Wales

Revenue

Local authorities raise their income in a number of different ways, with the council tax only raising around 25% of total local authority revenue. The rest is made up of central government grants which, at around 48%, form the majority of local government revenue. The Non Domestic Rate is a charge to businesses which is set by central government and this raises about 25% of local authority revenue with the remainder being made up by charges for services and reserves. The list on the last page of this information sheet shows the responsibilities that each type of local authority has.

Local government change during the 1990s

England

In the early 1990s the structure of local government in Britain once again became a

subject of public debate.

The Government created the independent Local Government Commission (LGC) to look at the case for replacing the existing two-tier structure of county and district councils with a structure based on all-purpose unitary authorities (London and metropolitan England - which has a unitary structure - did not form part of the review). However, it was made clear that there was to be no national blueprint for reorganisation and decisions were to be made according to the needs of each local area.

Following debate and discussion in Parliament, between local authorities themselves, the local authority associations, and with widespread public consultation and opinion polling, the LGC concluded that a mixed system should be created. It recommended the creation of unitary authorities in some parts of the country and the retention of the existing two-tier system elsewhere. The Government accepted most of the Commission's recommendations. However, it was concerned that some large towns and cities with a cohesive civic identity would be better governed by a unitary authority. Many of these had been county boroughs until 1974 and had a significant need for economic and social regeneration.

As a result of these further reviews, the LGC recommended the creation of an additional eight unitary authorities.

The main changes resulting from the review process therefore were as follows:

- The abolition of the three "new" counties (Avon, Cleveland and Humberside) created in 1974 and their replacement with four unitary authorities in each case. Following the abolition of these county councils, revised arrangements were made for ceremonial functions (for example Lord Lieutenancy arrangements).
- The abolition of the Royal County of Berkshire and its replacement with six unitary authorities.

- The creation of 46 new unitary authorities in 22 counties, mostly with large towns and cities such as Bournemouth, Milton Keynes and Derby becoming all purpose authorities (see list over for new unitaries in England).
- The retention of the status quo in the remaining 12 counties. This was generally without change.

Wales

Wales on the other hand had a system of unitary local government established by the passing of the Local Government (Wales) Act 1994. Wales has 22 unitary authorities which came into existence on 1 April 1996. They are responsible for the complete range of local authority functions.

Further information on local government in Wales is available from the Welsh Local Government Association, Local Government House, Drake Walk, Cardiff CF1 4LG, tel 029 2046 8600.

NEW UNITARY AUTHORITY	COUNTY AREA	DATE OF CREATION
Isle of Wight	Isle of Wight	April 1995
Bath & NE Somerset	Avon	April 1996
City & County of Bristol	Avon	April 1996
East Riding of Yorkshire	Humberside	April 1996
Hartlepool	Cleveland	April 1996
Hull	Humberside	April 1996
Middlesbrough	Cleveland	April 1996
NE Lincolnshire	Humberside	April 1996
North Lincolnshire	Humberside	April 1996
North Somerset	Avon	April 1996
Redcar & Cleveland	Cleveland	April 1996
South Gloucestershire	Avon	April 1996
Stockton-on-Tees	Cleveland	April 1996
City of York	North Yorkshire	April 1996
Bournemouth	Dorset	April 1997
Brighton & Hove	East Sussex	April 1997
Darlington	Durham	April 1997
Derby	Derbyshire	April 1997
Leicester	Leicestershire	April 1997
Luton	Bedfordshire	April 1997
Milton Keynes	Buckinghamshire	April 1997
Poole	Dorset	April 1997
Portsmouth	Hampshire	April 1997
Rutland	Leicestershire	April 1997
Southampton	Hampshire	April 1997
Stoke-on-Trent	Staffordshire	April 1997
Swindon	Wiltshire	April 1997
Bracknell Forest	Berkshire	April 1998
West Berkshire	Berkshire	April 1998
Reading	Berkshire	April 1998
Slough	Berkshire	April 1998
Windsor & Maidenhead	Berkshire	April 1998
Wokingham	Berkshire	April 1998
Peterborough	Cambridgeshire	April 1998
Halton	Cheshire	April 1998
Warrington	Cheshire	April 1998
Plymouth	Devon	April 1998
Torbay	Devon	April 1998
Southend	Essex	April 1998
Thurrock	Essex	April 1998
Herefordshire	Hereford & Worcester	April 1998
Medway	Kent	April 1998
Blackburn with Darwen	Lancashire	April 1998
Blackpool	Lancashire	April 1998
Nottingham	Nottinghamshire	April 1998
Telford & Wrekin	Shropshire	April 1998

Met/London* Authorities

Shire/Unitary Authorities

	Joint Authorities	Met Councils	London Boroughs	District Councils	Unitary Authorities (England & Wales)	County Councils
Education		•	•		•	•
Housing		•	•	•	•	
Planning Applications		•	•	•	•	
Strategic Planning		•	•		•	•
Transport planning		•			•	•
Passenger Transport	•				•	•
Highways		•	•		•	•
Fire	•				(1) •	•
Social Services		•	•		•	•
Libraries		•	•		•	•
Leisure & Recreation		•	•	•	•	
Waste Collection		•	•	•	•	
Waste Disposal	•				•	•
Environmental Health		•	•	•	•	
Revenue Collection		•	•	•	•	

1. Joint fire authorities operate in Counties with Unitary Authorities in them. These are combined fire authorities, there are three combined fire authorities for Wales.

*** Greater London Authority (GLA) functions:** Transport: control the underground and London buses, taxis, DLR and most main roads (the London Boroughs remain the highway & traffic authorities for 95% of roads). Economic Development: attract new investment. Environment: work with the boroughs on air quality, waste etc. Planning: set the overall strategic framework for the development of London (the boroughs will continue to deal with local planning matters). Fire: the London Fire & Emergency Planning Authority is responsible for London's fire service (9 members are drawn from the GLA). Culture: play a leading part in developing London's tourism, culture and sport. Health: has a duty to promote the improvement of the health of Londoners.

APPENDIX 9

... part of a ... project and it would be appreciated if you can complete and submit
... of performance measurement systems in English Local authorities.

... about fifteen minutes.

... is divided into sections and you will be able to move quickly through the question
... sections that is more relevant to your organisation.

... will require an answer and these are denoted by asterisks (*)

... will be treated in the strictest confidence.

GENERAL QUESTIONS ABOUT YOU AND YOUR ORGANISATION

... asks general questions about you and your organisation.

state the name of your authority

What is the current Comprehensive Performance Assessment (CPA) rating of your overall local authority?

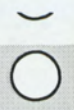
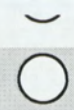
What is the Comprehensive Performance Assessment (CPA) rating of your department or section?

Which of the following statement(s) best describe(s) your authority?

	True	False
... authority's services have been outsourced.	<input type="radio"/>	<input type="radio"/>
... only to outsource non-core services.	<input type="radio"/>	<input type="radio"/>
... has been the main source of our efficiency	<input type="radio"/>	<input type="radio"/>

supervisors.

ed considerable amounts in finding
of delivering our services.



Is there a system in place for recording, collecting and monitoring performance data?

will progress to page 4

will continue to page 3

WHAT IS THE CURRENT SYSTEM FOR RECORDING, COLLECTING AND MONITORING PERFORMANCE DATA?

What is the name of the system currently being used for collecting performance data?

How long has this system been in place?

and above

At what extent did the need for the current system arise because of:

	Not at all	A little	Moderately	Much
It was necessary to have it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Initiative to achieve improved performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The current system to cope with increased demands.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Record keeping was becoming more complex	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other reasons (please specify)

Are you currently using a fully computerised system?

Yes

No

Are you currently using a fully computerised system?



What extent does the system provide opportunities for feedback on performance?

	Not at all	A little	Moderately	Much
Performance report	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Briefing/meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plans take account of feedback actions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What extent does the system provide opportunities for regular performance reviews?

	Not at all	A little	Moderately	Much
Aspects of our objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
are communicated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
are tracked against targets on a	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
regular basis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reviews are sought	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance information is externally verified for accuracy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plans are amended to include on-going reviews of current	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

only relevant if there is no formal system in place.

Do you have any immediate proposal to have a system in place for collecting performance data?

CONTINUE FROM QUESTION 3

In response to Question 1 above, please state the stage you are at in the process of implementing a new system

Identifying products

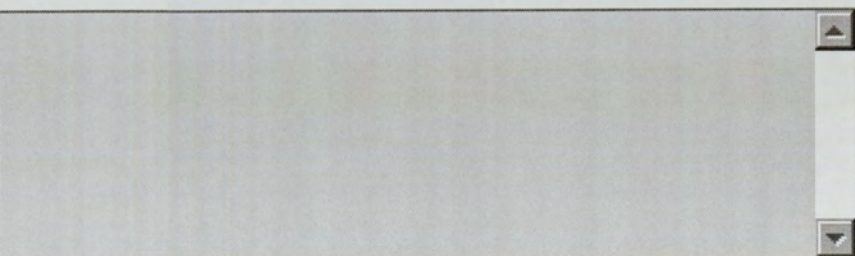
Selection

Implementation training

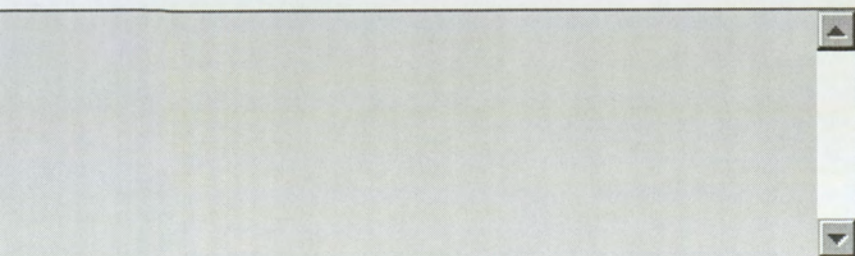
Stages of implementation

CONTINUE FROM QUESTION 5

What performance is currently being measured and judged?



How does the current system provide a fair way for monitoring individual/team performance.



To what extent does the system provide opportunities for feedback on performance?

to what extent does the current system provide opportunities for regular performance reviews?

	Not at all	A little	Moderately	Much
of own objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
are communicated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
tracked against targets on a	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
reviews are sought	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
information is externally verified accuracy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
previous reviews are in current report.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PERFORMANCE MEASUREMENT WITHIN YOUR ORGANISATION

These questions will now address specific issues about performance measurement within your organisation. Please tick the appropriate box for each question).

ACCOUNTABILITY

to what extent are the following statements relevant to your organisation?

	Not at all	A little	Moderately	Much
Individuals held accountable for the results of their activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisations give positive recognition for achievements to accomplish its	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisations use results of activities/results to measure individual achievements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisations use incentives (e.g. rewards, positive feedback) to encourage the use of performance information in my area.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

EFFICIENCY

to what extent does your organisation use performance measures to

	Not at all	A little	Moderately	Much
improve the quality of products or services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
improve efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
improve the availability of products or	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ROL AND STRATEGIC USE OF PERFORMANCE INFORMATION

	Not at all	A little	Moderately	Much
focuses on the attainment of	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
considerable discretion in st way to achieve pre-set	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
policies and procedures are in t be adhered to in managing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
nd targets are monitored	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
monitoring individual uniformly applied across the	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ce review system makes individual personalities and ferences of staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
vides the flexibility to allow spond to new and changing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
in my/team's activities will g adverse effect on the rall budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n for my/team's activities are ts-oriented performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e by top management are nced by my/team's results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ATIONS OF PERFORMANCE INFORMATION

extent have the following factors hindered your ability to maximise
of using performance information?

	Not at all	A little	Moderately	Much
aining valid or reliable data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
aining data on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
lecting data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
chnology is not capable of nformation needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ING

the past 3 years, has your local authority provided, arranged, or pa
that would helped you to accomplish the following tasks?

	Yes	No
gic planning	<input type="radio"/>	<input type="radio"/>

INVOLVEMENT IN MEASURING PERFORMANCE

To what extent have you and your staff been involved in your local authority implementing their performance measurement system (PMS)?

	Not at all	A little	Moderately	Much
Management involvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

INVOLVEMENT IN MEASURING PERFORMANCE

What (were) the main reason(s) for getting involved in the implementation of the PMS?

	Yes	No	N/A
Was it your job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Was it part of a team effort?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Was it your responsibility?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Were you allowed to have a say in the decisions made?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Were you given the responsibility and control of the performance measures used?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did you have a sense of ownership over measures used?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not at all	A little	Moderately	Much
do you believe that your local units are able to implement Performance Assessment improved current operations/projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
do you believe that PA can improve future operations/projects?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DECISION MAKING

	Not at all	A little	Moderately	Much
Decision making is dynamic, planning is formal and processes are decentralised.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decision making is decentralised and decision is made on a more intuitive basis with less formal planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decision making is conservative, involves little innovation and is inflexible. Mostly detailed rules apply.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PERFORMANCE MANAGEMENT

To what extent is the following performance framework being used to support performance measurement in your authority?

	Not at all	A little	Moderately	Much
Scorecard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excellence Model (EFQM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If an alternative framework is being used, please name this system.

COMMENTS

Any other information you would like to provide about the current practice of recording performance information and rewarding performance in your authority?

ND

FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE.

naire will be followed up by a series of more demanding interviews and documentations
ces in performance measurement in local authorities.

**Will occur during December 2007 and July 2008 - would you be willing
in this exercise?**

would you like a summary of the findings of this study?


Who may contact you, please supply

none
al)

APPENDIX 10

Comprehensive Performance Assessment (CPA): A reflection

1. STATEMENT OF CONSENT I agree to participate in this study on "Evaluating the Effectiveness of CPA in Improving the Performance in Local Government in England" which will be conducted in conjunction with the research department, Aston Business School, Aston University, Birmingham, I have been informed about the purpose of the study. I have been informed that my participation is voluntary and that I can withdraw at any point during this study with no further obligations. I understand that the information provided during this study will be used for evaluating the effectiveness of CPA and may be used in further publications relating to this study. I understand that any information provided will be treated in the strictest confidence. Any data published as a result of this study will fully protect the identity of individuals and organisations. Any reference to organisations and/or individuals will be removed or replaced by fictional characters.

		Response Percent	Response Count
I have read the statement above and I am willing to proceed with the study		100.0%	24
	<i>answered question</i>		24
	<i>skipped question</i>		0

2. Please state the name of your local authority

		Response Count
		17
	<i>answered question</i>	17
	<i>skipped question</i>	7

3. Briefly describe your role and the impact CPA has had on you and your department.

		Response Count
		17
	<i>answered question</i>	17
	<i>skipped question</i>	7

4. What is the current Comprehensive Performance Assessment (CPA) rating for your local authority?			
		Response Percent	Response Count
Rated 1		5.9%	1
Rated 2		17.6%	3
Rated 3		52.9%	9
Rated 4		23.5%	4
		<i>answered question</i>	17
		<i>skipped question</i>	7

5. What is the current Comprehensive Performance Assessment (CPA) rating for your department or section?			
		Response Percent	Response Count
Rated 1		11.8%	2
Rated 2		23.5%	4
Rated 3		52.9%	9
Rated 4		11.8%	2
		<i>answered question</i>	17
		<i>skipped question</i>	7

5. Which of the following statement(s) best describe(s) your authority?						
	Strongly agree	Agree	Unsure	Disagree	Strongly disagree	Response Count
Most of the authority's services have been outsourced.	7.1% (1)	21.4% (3)	0.0% (0)	64.3% (9)	7.1% (1)	14
Our policy is only to outsource non-core services.	7.1% (1)	0.0% (0)	0.0% (0)	92.9% (13)	0.0% (0)	14
Outsourcing has been the main source of our efficiency savings.	35.7% (5)	0.0% (0)	7.1% (1)	57.1% (8)	0.0% (0)	14
We are committed to working in partnership with residents to make the authority a better place to live.	64.3% (9)	21.4% (3)	0.0% (0)	0.0% (0)	14.3% (2)	14
The focus on efficiency, productivity and value for money has resulted in cuts in services and budgets with no real improvement in the quality of the services provided.	25.0% (3)	0.0% (0)	0.0% (0)	58.3% (7)	16.7% (2)	12
Changes to existing services can be made without referral to senior management.	18.2% (2)	18.2% (2)	9.1% (1)	45.5% (5)	9.1% (1)	11
We have made considerable investments in finding innovative ways to deliver our services.	18.2% (2)	54.5% (6)	18.2% (2)	9.1% (1)	0.0% (0)	11
	answered question					14
	skipped question					10

7. Is there an effective system in place for recording, collecting and monitoring performance data?			
		Response Percent	Response Count
No - Clicking the next page link below will take you to Section 5		23.5%	4
Yes - Clicking the next page link below will take you to Section 4		76.5%	13
		<i>answered question</i>	17
		<i>skipped question</i>	7

8. Please name the system currently being used for collecting CPA data		
		Response Count
		12
		<i>answered question</i>
		<i>skipped question</i>

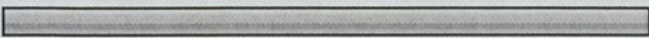
9. How long has this system been in place?			
		Response Percent	Response Count
1 year		25.0%	3
2-3 years		41.7%	5
3 years and above		33.3%	4
		<i>answered question</i>	12
		<i>skipped question</i>	12

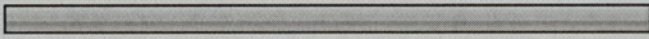
10. To what extent did the need for the current system arise because of:							
	Not at all	A little	Moderately	Very much	Fully	Rating Average	Response Count
A statutory audit	0.0% (0)	33.3% (1)	66.7% (2)	0.0% (0)	0.0% (0)	2.67	3
A management initiative to achieve improved performance	0.0% (0)	0.0% (0)	0.0% (0)	54.5% (6)	45.5% (5)	4.45	11
The inability of the existing system to cope with the changing demands of CPA.	50.0% (1)	0.0% (0)	50.0% (1)	0.0% (0)	0.0% (0)	2.00	2
The process of record keeping for CPA was becoming too complex.	66.7% (6)	11.1% (1)	0.0% (0)	11.1% (1)	11.1% (1)	1.89	9
						Other reason(s) (please specify)	6
						<i>answered question</i>	11
						<i>skipped question</i>	13

11. About the current system			
	Yes	No	Response Count
Is this a centrally computerised system?	70.0% (7)	30.0% (3)	10
Do individual managers have ready access to performance information?	100.0% (11)	0.0% (0)	11
Can individual managers input performance data into the system?	81.8% (9)	18.2% (2)	11
Can individual managers amend past performance data held on the system?	72.7% (8)	27.3% (3)	11
Is performance data maintained separately by each department?	100.0% (11)	0.0% (0)	11
			<i>answered question</i>
			<i>skipped question</i>

12. To what extent is the information generated by the current system							
	Not at all	A little	Moderately	Very much	Fully	Rating Average	Response Count
Used to inform periodic team performance reports?	0.0% (0)	11.1% (1)	22.2% (2)	22.2% (2)	44.4% (4)	4.00	9
Used to inform team briefings/meetings?	0.0% (0)	11.1% (1)	44.4% (4)	33.3% (3)	11.1% (1)	3.44	9
Used to evaluate individuals performances?	22.2% (2)	22.2% (2)	44.4% (4)	11.1% (1)	0.0% (0)	2.44	9
Used to update improvement plans during a budget year?	11.1% (1)	0.0% (0)	0.0% (0)	44.4% (4)	44.4% (4)	4.11	9
	<i>answered question</i>						9
	<i>skipped question</i>						15

13. To what extent does the current system provide opportunities for							
	Not at all	A little	Moderately	Very much	Fully	Rating Average	Response Count
Reviewing own objectives?	0.0% (0)	11.1% (1)	33.3% (3)	44.4% (4)	11.1% (1)	3.56	9
Tracking actual performance against targets on a regular basis?	0.0% (0)	0.0% (0)	0.0% (0)	22.2% (2)	77.8% (7)	4.78	9
Monitoring current performance against past and future targets?	0.0% (0)	0.0% (0)	0.0% (0)	22.2% (2)	77.8% (7)	4.78	9
Incorporating the views of stakeholders?	11.1% (1)	66.7% (6)	11.1% (1)	0.0% (0)	11.1% (1)	2.33	9
	<i>answered question</i>						9
	<i>skipped question</i>						15

14. Is there any immediate proposal to have a system in place for collecting performance data?			Response Percent	Response Count
Yes ----- Continue to question 2 below			100.0%	3
No ----- Continue from question 3 below			0.0%	0
		<i>answered question</i>		3
		<i>skipped question</i>		21

15. If YES to Question 1 above, please state the stage you are at in the process of implementing a new system			Response Percent	Response Count
Researching products			0.0%	0
Consultation			0.0%	0
Pre-implementation training			100.0%	3
Final stages of implementation			0.0%	0
		<i>answered question</i>		3
		<i>skipped question</i>		21

16. How is team performance currently being measured and judged?			Response Count
			3
		<i>answered question</i>	3
		<i>skipped question</i>	21

17. Explain briefly how an individual's performance is monitored.		Response Count
		3
<i>answered question</i>		3
<i>skipped question</i>		21

18. To what extent do the following opportunities exist for providing feedback on current performance?							
	Not at all	A little	Moderately	Very much	Fully	Rating Average	Response Count
Regular team performance reports	0.0% (0)	0.0% (0)	66.7% (2)	0.0% (0)	33.3% (1)	3.67	3
Regular team briefings/meetings	0.0% (0)	0.0% (0)	33.3% (1)	33.3% (1)	33.3% (1)	4.00	3
Individual performance reports	0.0% (0)	33.3% (1)	33.3% (1)	33.3% (1)	0.0% (0)	3.00	3
Incorporating feedback on current performance information into performance plans.	0.0% (0)	0.0% (0)	33.3% (1)	0.0% (0)	66.7% (2)	4.33	3
<i>answered question</i>							3
<i>skipped question</i>							21

19. To what extent are following used when reviewing current performance?							
	Not at all	A little	Moderately	Very much	Fully	Rating Average	Response Count
Regular reviews of own objectives	0.0% (0)	0.0% (0)	66.7% (2)	0.0% (0)	33.3% (1)	3.67	3
Future targets	0.0% (0)	33.3% (1)	33.3% (1)	0.0% (0)	33.3% (1)	3.33	3
Tracking performance against targets on a regular basis	0.0% (0)	0.0% (0)	33.3% (1)	33.3% (1)	33.3% (1)	4.00	3
Seeking stakeholders' views	0.0% (0)	0.0% (0)	66.7% (2)	33.3% (1)	0.0% (0)	3.33	3
Incorporating current findings into current performance plans.	0.0% (0)	0.0% (0)	33.3% (1)	33.3% (1)	33.3% (1)	4.00	3
	<i>answered question</i>						3
	<i>skipped question</i>						21

20. ACCOUNTABILITY To what extent are the following statements relevant to your organisation?							
	Not at all	A little	Moderately	Very relevant	Completely relevant	Rating Average	Response Count
Managers are held accountable for the results of their activities.	7.1% (1)	0.0% (0)	14.3% (2)	28.6% (4)	50.0% (7)	4.14	14
Employees receive positive recognition for helping the organisation to accomplish its strategic goals.	7.1% (1)	7.1% (1)	28.6% (4)	42.9% (6)	14.3% (2)	3.50	14
Periodic reviews of activities/results are used to measure individual achievements.	7.1% (1)	7.1% (1)	14.3% (2)	64.3% (9)	7.1% (1)	3.57	14
The lack of incentives (e.g. rewards, positive recognition) have hindered the use of performance information in my area.	71.4% (10)	14.3% (2)	7.1% (1)	7.1% (1)	0.0% (0)	1.50	14
	<i>answered question</i>						14
	<i>skipped question</i>						10

21. MEASUREMENTS To what extent does your organisation use performance measures to							
	Not at all	A little	Moderately	Very much	Fully	Rating Average	Response Count
Assess the quality of products or services provided	7.1% (1)	0.0% (0)	28.6% (4)	42.9% (6)	21.4% (3)	3.71	14
Assess cost efficiency	7.1% (1)	0.0% (0)	57.1% (8)	28.6% (4)	7.1% (1)	3.29	14
Monitor and plan availability of products or services	7.1% (1)	7.1% (1)	35.7% (5)	35.7% (5)	14.3% (2)	3.43	14
Assess relationships with external parties and other organisations.	7.1% (1)	28.6% (4)	21.4% (3)	35.7% (5)	7.1% (1)	3.07	14
Report to external parties on actual and intended results.	7.1% (1)	14.3% (2)	28.6% (4)	42.9% (6)	7.1% (1)	3.29	14
	answered question						14
	skipped question						10

22. CONTROL AND STRATEGIC USE OF PERFORMANCE INFORMATION To what extent are the following statements relevant to your organisation?

	Not at all	A little	Moderately	Very relevant	Completely relevant	Rating Average	Response Count
Management focuses on the attainment of pre-set targets.	7.1% (1)	7.1% (1)	35.7% (5)	42.9% (6)	7.1% (1)	3.36	14
Staff are allowed considerable discretion in deciding the best way to achieve pre-set targets.	9.1% (1)	9.1% (1)	27.3% (3)	54.5% (6)	0.0% (0)	3.27	11
Written rules, policies and procedures are in place and must be adhered to when managing performance.	9.1% (1)	18.2% (2)	27.3% (3)	36.4% (4)	9.1% (1)	3.18	11
Performance and targets are monitored regularly.	7.7% (1)	0.0% (0)	0.0% (0)	38.5% (5)	53.8% (7)	4.31	13
The system for monitoring individual performance is uniformly applied across the organisation	8.3% (1)	8.3% (1)	41.7% (5)	16.7% (2)	25.0% (3)	3.42	12
The performance review system makes allowance for individual personalities and personal preferences of staff.	7.7% (1)	7.7% (1)	30.8% (4)	23.1% (3)	30.8% (4)	3.62	13
The system has provided the flexibility to allow managers to respond to new and changing circumstances.	8.3% (1)	8.3% (1)	25.0% (3)	50.0% (6)	8.3% (1)	3.42	12
Adverse results in my (or my team's) activities will have a resulting adverse effect on the authority's overall budget	27.3% (3)	27.3% (3)	27.3% (3)	9.1% (1)	9.1% (1)	2.45	11
Funding decisions for my (or my team's) activities are based on results-oriented performance information.	18.2% (2)	36.4% (4)	36.4% (4)	9.1% (1)	0.0% (0)	2.36	11
Decisions made by top management are strongly influenced by my (or my team's) results.	0.0% (0)	8.3% (1)	25.0% (3)	50.0% (6)	16.7% (2)	3.75	12
	answered question						14

skipped question

10

23. LIMITATIONS OF PERFORMANCE INFORMATION To what extent have the following factors hindered your ability to maximise the benefits of using performance information?

	Not at all	A little	Moderately	Very much	Fully	Rating Average	Response Count
Difficulty obtaining valid or reliable data	21.4% (3)	42.9% (6)	28.6% (4)	7.1% (1)	0.0% (0)	2.21	14
Obtaining data on time	14.3% (2)	42.9% (6)	42.9% (6)	0.0% (0)	0.0% (0)	2.29	14
The high cost of collecting data	28.6% (4)	42.9% (6)	21.4% (3)	7.1% (1)	0.0% (0)	2.07	14
The ability of the technology to provide the information needed.	14.3% (2)	42.9% (6)	28.6% (4)	14.3% (2)	0.0% (0)	2.43	14
	<i>answered question</i>						14
	<i>skipped question</i>						10

24. TRAINING During the past 3 years, has your local authority provided, arranged, or paid for training that has helped you to accomplish the following tasks?

	Yes	No	Response Count
Conducting strategic planning	84.6% (11)	15.4% (2)	13
Setting programme performance goals	92.3% (12)	7.7% (1)	13
Developing relevant performance measures	92.3% (12)	7.7% (1)	13
Using programme performance to inform decisions	69.2% (9)	30.8% (4)	13
Linking own (team's) performance to the achievement of local authority's strategic goals.	83.3% (10)	16.7% (2)	12
	<i>answered question</i>		13
	<i>skipped question</i>		11

25. INVOLVEMENT IN MEASURING PERFORMANCE To what extent have you and your staff been involved in your local authority's efforts to implement CPA?							
	Not at all	A little	Moderately	Much	Fully	Rating Average	Response Count
Your involvement	7.1% (1)	0.0% (0)	7.1% (1)	14.3% (2)	71.4% (10)	4.43	14
Your staff's involvement	7.7% (1)	0.0% (0)	15.4% (2)	23.1% (3)	53.8% (7)	4.15	13
	answered question						14
	skipped question						10

26. INVOLVEMENT IN MEASURING PERFORMANCE What was (were) the main reason(s) for getting involved in the implementation of CPA?				
	Yes	No	N/A	Response Count
CPA is a requirement of the job	100.0% (14)	0.0% (0)	0.0% (0)	14
Willingness to be part of a team effort	84.6% (11)	0.0% (0)	15.4% (2)	13
Personal interest	76.9% (10)	7.7% (1)	15.4% (2)	13
Being involved allowed you to have a say in the decisions being made	81.8% (9)	0.0% (0)	18.2% (2)	11
Better understanding and control of the performance measures being used	84.6% (11)	0.0% (0)	15.4% (2)	13
Gaining a sense of ownership over measures used	63.6% (7)	18.2% (2)	18.2% (2)	11
	answered question			14
	skipped question			10

27. RESULTS							
	Not at all	A little	Moderately	Much	Fully	Rating Average	Response Count
To what extent do you believe that your local authority's efforts to implement Comprehensive Performance Assessment (CPA) have improved current programmes/operations/projects.	0.0% (0)	15.4% (2)	30.8% (4)	46.2% (6)	7.7% (1)	3.46	13
To what extent do you believe that CPA will continue to positively influence future programme/operations/projects?	25.0% (3)	8.3% (1)	33.3% (4)	25.0% (3)	8.3% (1)	2.83	12
	<i>answered question</i>						13
	<i>skipped question</i>						11

28. DECISION MAKING To what extent does the following statement apply to your organisation?							
	Not at all	A little	Moderately	Much	Fully	Rating Average	Response Count
Decision making is dynamic, planning is formal and operations are decentralised.	0.0% (0)	15.4% (2)	23.1% (3)	61.5% (8)	0.0% (0)	3.46	13
Operations are decentralised and decision making is done on a more intuitive basis with little formal planning.	18.2% (2)	63.6% (7)	9.1% (1)	9.1% (1)	0.0% (0)	2.09	11
Decision making is conservative, involves little analysis and is inflexible. Mostly involves detailed rules and procedures.	63.6% (7)	27.3% (3)	9.1% (1)	0.0% (0)	0.0% (0)	1.45	11
	<i>answered question</i>						13
	<i>skipped question</i>						11



29. PERFORMANCE MANAGEMENT To what extent is the following performance framework being used to support performance measurement in your authority?

	Not at all	A little	Moderately	Much	Fully	Rating Average	Response Count	
The Balanced Scorecard	8.3% (1)	41.7% (5)	16.7% (2)	16.7% (2)	16.7% (2)	2.92	12	
The Business Excellence Model (EFQM)	41.7% (5)	50.0% (6)	0.0% (0)	0.0% (0)	8.3% (1)	1.83	12	
Benchmarking	0.0% (0)	7.7% (1)	38.5% (5)	30.8% (4)	23.1% (3)	3.69	13	
None of the above, if an alternative framework is being used, please name this system.								1
							<i>answered question</i>	13
							<i>skipped question</i>	11

30. YOUR VIEWS Comprehensive Area Assessment (CAA) is "a real opportunity to reduce the burden of regulation and help councils to provide the right services to the right people at the right time". Your thoughts please - on this - and any other matter regarding performance measurement in your local authority.

	Response Count
	6
	<i>answered question</i>
	6
	<i>skipped question</i>
	18

31. This will occur during October - December 2008. Please indicate your willingness to take part in this exercise

		Response Percent	Response Count
Yes		66.7%	6
No		33.3%	3
			<i>answered question</i>
			9
			<i>skipped question</i>
			15

32. A summary of the findings will be forwarded to each participating authority. Please indicate whether you would like to receive a personal copy of these findings.

		Response Percent	Response Count
Yes	<input type="text"/>	100.0%	12
No	<input type="text"/>	0.0%	0
<i>answered question</i>			12
<i>skipped question</i>			12

33. If you have indicated yes to either question 1 or 2 above, please supply the following

		Response Percent	Response Count
Email address	<input type="text"/>	100.0%	7
Name	<input type="text"/>	85.7%	6
Daytime telephone number (optional)	<input type="text"/>	71.4%	5
<i>answered question</i>			7
<i>skipped question</i>			17

APPENDIX 11

Appendix 11(a) : The authorities classed as excellent in 2008

	Authority	GO Region		Star category 2008
1	Barking & Dagenham	London	LBCs	4 star
2	Bexley	London	LBCs	4 star
3	Blackburn with Darwen	North West	UA	4 star
4	Bolton	North West	MDCs	4 star
5	Brighton & Hove +	South East	UA	4 star
6	Bromley	London	LBCs	4 star
7	Buckinghamshire	South East	CCs	4 star
8	Bury	North West	MDCs	4 star
9	Camden	London	LBCs	4 star
10	Cornwall	South West	CCs	4 star
11	Coventry +	West Midlands	MDCs	4 star
12	Darlington	North East	UA	4 star
13	Derby	East Midlands	UA	4 star
14	Derbyshire	East Midlands	CCs	4 star
15	Devon +	South West	CCs	4 star
16	Dudley	West Midlands	MDCs	4 star
17	Durham	North East	CCs	4 star
18	Ealing	London	LBCs	4 star
19	East Riding of Yorkshire	Yorkshire and the Humber	UA	4 star
20	East Sussex	South East	CCs	4 star
21	Enfield +	London	LBCs	4 star
22	Halton	North West	UA	4 star
23	Hammersmith & Fulham	London	LBCs	4 star
24	Hampshire	South East	CCs	4 star
25	Hartlepool	North East	UA	4 star
26	Hounslow +	London	LBCs	4 star
27	Islington	London	LBCs	4 star
28	Kensington & Chelsea	London	LBCs	4 star
29	Kent	South East	CCs	4 star
30	Kirklees	Yorkshire and the Humber	MDCs	4 star
31	Knowsley	North West	MDCs	4 star
32	Leicestershire	East Midlands	CCs	4 star
33	Lewisham	London	LBCs	4 star
34	Merton	London	LBCs	4 star
35	Middlesbrough	North East	UA	4 star
36	Norfolk	East of England	CCs	4 star
37	North Yorkshire	Yorkshire and the Humber	CCs	4 star
38	Northumberland	North East	CCs	4 star
39	Nottinghamshire	East Midlands	CCs	4 star
40	Poole	South West	UA	4 star
41	Richmond-upon-Thames	London	LBCs	4 star

42	Sefton	North West	MDCs	4 star
43	Sheffield	Yorkshire and the Humber	MDCs	4 star
44	Shropshire	West Midlands	CCs	4 star
45	Somerset	South West	CCs	4 star
46	South Gloucestershire	South West	UA	4 star
47	South Tyneside	North East	MDCs	4 star
48	St Helens	North West	MDCs	4 star
49	Stockport +	North West	MDCs	4 star
50	Stockton-on-Tees	North East	UA	4 star
51	Suffolk	East of England	CCs	4 star
52	Sunderland	North East	MDCs	4 star
53	Sutton	London	LBCs	4 star
54	Tameside	North West	MDCs	4 star
55	Tower Hamlets	London	LBCs	4 star
56	Wakefield	Yorkshire and the Humber	MDCs	4 star
57	Waltham Forest	London	LBCs	4 star
58	Wandsworth	London	LBCs	4 star
59	Warrington	North West	UA	4 star
60	Westminster	London	LBCs	4 star
61	Wigan	North West	MDCs	4 star
62	Worcestershire	West Midlands	CCs	4 star

Appendix 11(b) : Authorities singled out for their exceptional performance over the CPA years (2002 - 2008).

	Authority	Region	Type	2002	2003	2004	Overall service score 2004	Star category 2005	Star category 2006	Star category 2007	Star category 2008
1	Bexley	Lon	LBCs	excellent	excellent	excellent	4	4	4	4	4
2	Blackburn with Darwen	NW	UA	excellent	excellent	excellent	4	4	4	4	4
3	Camden	Lon	LBCs	excellent	excellent	excellent	4	4	4	4	4
4	Derbyshire	EM	CCs	excellent	excellent	excellent	4	4	4	4	4
5	Hampshire	SE	CCs	excellent	excellent	excellent	4	4	4	4	4
6	Hartlepool	NE	UA	excellent	excellent	excellent	4	4	4	4	4
7	Kensington & Chelsea	Lon	LBCs	excellent	excellent	excellent	4	4	4	4	4
8	Kent	SE	CCs	excellent	excellent	excellent	4	4	4	4	4
9	Sunderland	NE	MDCs	excellent	excellent	excellent	4	4	4	4	4
10	Westminster	Lon	LBCs	excellent	excellent	excellent	4	4	4	4	4
11	Wigan	NW	MDCs	excellent	excellent	excellent	4	4	4	4	4
12	Wandsworth	SE	LBCs	excellent	excellent	excellent	4	4	4	4	4
13	Corporation of London	Lon	LBCs	excellent	excellent	excellent	4	4	4	4	4

Appendix 11(c): Grouping the authorities scoring excellent (4 stars) during the period 2005 - 2008.

	Authority	Region	Type	Star category 2005	Star category 2006	Star category 2007	Star category 2008
1	Bexley	Lon	LBCs	4	4	4	4
2	Blackburn with Darwen	NW	UAs	4	4	4	4
3	Bolton	NW	MDCs	4	4	4	4
4	Camden	Lon	LBCs	4	4	4	4
5	Corporation of London	Lon	LBCs	4	4	4	4
6	Darlington	NE	UAs	4	4	4	4
7	Derby	EM	UAs	4	4	4	4
8	Derbyshire	EM	CCs	4	4	4	4
9	Halton	NW	UAs	4	4	4	4
10	Hampshire	SE	CCs	4	4	4	4
11	Hartlepool	NE	UAs	4	4	4	4
12	Kensington & Chelsea	Lon	LBCs	4	4	4	4
13	Kent	SE	CCs	4	4	4	4
14	Leicestershire	EM	CCs	4	4	4	4
15	Middlesbrough	NE	UAs	4	4	4	4
16	Sheffield	Y&H	MDCs	4	4	4	4
17	Shropshire	WM	CCs	4	4	4	4
18	St Helens	NW	MDCs	4	4	4	4
19	Stockport +	NW	MDCs	4	4	4	4
20	Stockton-on-Tees	NE	LBC	4	4	4	4
21	Sunderland	NE	MDCs	4	4	4	4
22	Sutton	Lon	LBCs	4	4	4	4
23	Tameside	NW	MDCs	4	4	4	4
24	Wandsworth	Lon	LBCs	4	4	4	4
25	Westminster	Lon	LBCs	4	4	4	4
26	Wigan	NW	MDCs	4	4	4	4
27	Worcestershire	WM	CCs	4	4	4	4

Appendix 11(d): Grouping the authorities scoring 3 stars during the period 2005 - 2008.

		Star category 2005	Star category 2006	Star category 2007	Star category 2008
1	Barnsley	3 stars	3	3	3 star
2	Bath & N E Somerset	3 stars	3	3	3 star
3	Brent +	3 stars	3	3	3 star
4	Croydon	3 stars	3	3	3 star
5	Greenwich	3 stars	3	3	3 star
6	Kingston-upon-Thames	3 stars	3	3	3 star
7	Luton	3 stars	3	3	3 star
8	Manchester +	3 stars	3	3	3 star
9	Medway +	3 stars	3	3	3 star
10	Newham +	3 stars	3	3	3 star
11	Peterborough +	3 stars	3	3	3 star
12	Portsmouth	3 stars	3	3	3 star
13	Reading	3 stars	3	3	3 star
14	Salford +	3 stars	3	3	3 star
15	Solihull	3 stars	3	3	3 star
16	Southwark	3 stars	3	3	3 star
17	Walsall	3 stars	3	3	3 star
18	Warwickshire	3 stars	3	3	3 star

Appendix 11(e): Grouping the authorities scoring 2 stars during the period 2005 - 2008.

				Star category 2005	Star category 2006	Star category 2007	Star category 2008
1	Harrow	London	LBCs	2	2	2	2
2	Hillingdon +	London	LBCs	2	2	2	2
3	Isle of Wight +	South East	UA	2	2	2	2
4	Northamptonshire +	EM	CCs	2	2	2	2
5	Nottingham	EM	UA	2	2	2	2
6	Oldham	NW	MDCs	2	2	2	2
7	Plymouth	South West	UA	2	2	2	2
8	Swindon +	South West	UA	2	2	2	2
9	Thurrock	East of England	UA	2	2	2	2
10	Torbay	South West	UA	2	2	2	2

Appendix 11(f): The authorities that have progressed from weak or fair in 2002 to excellent in 2008

	Authority	GO Region	Direction of travel	Star category 2002	Star category 2003	Star category 2004	Star category 2005	Star category 2006	Star category 2007	Star category 2008
1	Barking & Dagenham	London	Improving Adequately	Fair	Fair	fair	2 stars	3	3	4 star
2	Bromley	London	Improving Well	Weak	Weak	good	3 stars	3	3	4 star
3	Bury	North West	Improving Well	Weak	Fair	good	2 stars	3	3	4 star
4	Dudley	West Midlands	Improving Well	Fair	Fair	fair	3 stars	3	4	4 star
5	Ealing	London	Improving Adequately	Fair	Fair	weak	3 stars	3	3	4 star
6	East Sussex	South East	Improving Well	Weak	Good	good	3 stars	3	3	4 star
7	Enfield +	London	Improving Well	Weak	Fair	fair	3 stars	3	3	4 star
8	Hounslow +	London	Improving Well	Fair	Fair	good	3 stars	3	3	4 star
9	Merton	London	Improving Well	Weak	Weak	fair	2 stars	3	3	4 star
10	North Yorkshire	Yorkshire and the Humber	Improving Well	Fair	Good	good	3 stars	4	4	4 star
11	Sefton	North West	Improving Well	Fair	Fair	good	2 stars	3	4	4 star
12	Somerset	South West	Improving Well	Fair	Fair	good	3 stars	4	4	4 star
13	South Tyneside	North East	Improving Well	Fair	Fair	excellent	3 stars	4	4	4 star

Appendix 12: Summary of the key attributes of successful management, using the Miles and Snow (1978) and Gordon and Miller (1976).

APPENDIX 12

Profile of main authorities

CPA scores	2002	2003	2004	2005	2006	2007	2008
Authority A	Excellent	Excellent	Excellent	4 stars	4 stars	4 stars	4 stars
Authority B	good	good	good	3 stars	3 stars	3 stars	3 stars
Authority C	Poor	Poor	Fair	3 stars	3 stars	3 stars	4 stars
Authority D		fair					
Authority E	good	good	good	3 stars	4	4	4 star
Authority F	good	Good	good	4 stars	4	3	3 star
Authority G		Good					
Authority H	weak	Good	good	3 stars	3	3	4 star
Authority I	fair	Fair	fair	2 stars	2	3	3 star
Authority J	weak	Weak	Fair	1 star	3	3	3 star
Authority K	Excellent	excellent	excellent	4 stars	4	4	4 star

D and G are district councils and the assessment for CPA is less rigid. CPA for district councils was introduced in 2003 and CPA inspections was reported as part of a rolling programme.

APPENDIX 13

Appendix 13: Summary of the key attributes of successful management, using the Miles and Snow (1978) and Gordon and Miller (1976).

ATTRIBUTES	CLUSTER TYPES				REACTOR
	DEFENDER	PROSPECTOR	ANALYSER	REACTOR	
OBJECTIVE(S)	<ul style="list-style-type: none"> To maintain a stable and secure environment Cost effective production Specialisation 	<ul style="list-style-type: none"> To locate and exploit new products and markets Competitive advantage Growth through innovation 	<ul style="list-style-type: none"> To be able to adopt and respond to changes in market and environment Market penetration Steady growth Follower of change 	<ul style="list-style-type: none"> Stability aids to minimise the effect of changes on performance No clear strategy generally characterised by disagreement amongst managers as to what is best. 	
PREFERRED STRATEGY	<ul style="list-style-type: none"> Centralised detailed controls Emphasis on cost efficiency Extensive use of planning 	<ul style="list-style-type: none"> Decentralised controls Results oriented Few standard control Flexibility to respond to late changes 	<ul style="list-style-type: none"> No unified planning process Manages a combination of intensive and comprehensive planning making the process complicated Must find a balance between efficiency (stable products) and effectiveness (innovation). 	<ul style="list-style-type: none"> General reluctance to change. Planning and control is done in a haphazard way Too much time is spent with routine operational details. Will display signs of coping poorly with change. Future projects will be initiated by a single person or a small group of influential persons 	
PLANNING AND CONTROL	<ul style="list-style-type: none"> Centralised detailed controls Emphasis on cost efficiency Extensive use of planning 	<ul style="list-style-type: none"> Decentralised controls Results oriented Few standard control Flexibility to respond to late changes 	<ul style="list-style-type: none"> No unified planning process Manages a combination of intensive and comprehensive planning making the process complicated Must find a balance between efficiency (stable products) and effectiveness (innovation). 	<ul style="list-style-type: none"> General reluctance to change. Planning and control is done in a haphazard way Too much time is spent with routine operational details. Will display signs of coping poorly with change. Future projects will be initiated by a single person or a small group of influential persons 	
STRUCTURE	<ul style="list-style-type: none"> Functional More bureaucratic controls 	<ul style="list-style-type: none"> No defined structure Will adapt to facilitate rapid response to changes. 	<ul style="list-style-type: none"> Hybrid structure Best suited to matrix structures 	<ul style="list-style-type: none"> Functional 	
PRODUCT BASE	<ul style="list-style-type: none"> Narrow 	<ul style="list-style-type: none"> New or differentiated products 	<ul style="list-style-type: none"> Mixed market portfolio 	<ul style="list-style-type: none"> Stable product base 	
OPERATIONS	<ul style="list-style-type: none"> Stable 	<ul style="list-style-type: none"> Dynamic 	<ul style="list-style-type: none"> Adaptive 	<ul style="list-style-type: none"> Running blind, stagnant 	

Source: The author, 2010

SECTION 1

GENERAL QUESTIONS ABOUT YOU AND YOUR ORGANISATION

This section asks general questions about you and your organisation.

1. Please state the name of your local authority*
.....
2. Briefly describe your role and the impact Comprehensive Performance Assessment (CPA) has had on you and your department* .

Theme

(T6)

3. What is the current CPA rating for your local authority*?
(Objective measure of success at organisational level)

- 1
- 2
- 3
- 4

(T6)

4. What is the current CPA rating of your department or section*?
(Objective measure of success at departmental level)

- 1
- 2
- 3
- 4

APPENDIX 14

**COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA):
A REFLECTION**

QUESTIONNAIRE MAPPED TO:

1. RESEARCH THEMES

THIS QUESTIONNAIRE IS ANNOTATED SO THAT IT CAN BE LINKED TO THEMES IN THE RESEARCH

IT IS NOT POSSIBLE TO MAP EVERY QUESTION AS SOME QUESTIONS WERE USED TO VERIFY A PREVIOUS RESPONSE

5. Which of the following statement(s) best describe(s) your authority*? (T5)

	Theme
a) Most of the authority's services have been outsourced.	T1
b) Our policy is only to outsource non-core services	T1
c) Outsourcing has been the main source of our efficiency savings.	T1, T2
d) We are committed to working in partnership with residents to make the authority a better place to live	T1, T2
e) The focus on efficiency, productivity and value for money has resulted in cuts in services and budgets with no real improvement on the quality of the services provided.	T1, T2
g) Changes to existing services can be made without referral to management.	T8
g) We have invested considerable investments in finding innovative ways of delivering our service.	T1, T2

6. Is there an effective system in place for recording, collecting and monitoring performance data*? (T5)

SECTION 2

ABOUT THE CURRENT SYSTEM FOR RECORDING, COLLECTING AND MONITORING PERFORMANCE DATA

1. Please name the system currently used for collecting CPA data* . (T5)
2. How long has this system been in place? (T5)
 1 year 2-3 years over 3 years

3. To what extent did the need for the current system arise because of: (T5)
 (Please circle the correct answer)

- a) A statutory audit
- b) A management initiative to achieve improved performance
- c) The inability of the existing system to cope with the changing demands of CPA
- d) The process of record keeping for CPA was becoming too complex.
- (e) Other reason(s): (please specify)

4. About the current system

a) Is this a centrally computerised system?	
b) Do individual managers have ready access to performance information?	
c) Can individual managers input performance data into the system?	
d) Can individual managers amend past performance data held on the system?	
e) Is performance data maintained separately by each department?	

5. To what extent is the information generated by the current system

a) Used to inform periodic team performance reports?	
b) Used to inform team briefings /meetings?	
c) Used to evaluate individual performance?	
d) Used to update improvement plans during a budget year?	

5. To what extent does the current system provide opportunities for

a) Reviewing own objectives?	T6, T5
b) Tracking actual performance against targets on a regular basis?	T5
c) Monitoring current performance against past and future targets?	T5
d) Incorporating the views of stakeholders?	T5

SECTION 3

WHERE NO SYSTEM EXISTS FOR RECORDING AND COLLECTING PERFORMANCE DATA

This section is only relevant if there is no formal system in place. (T5)

SECTION 4

ABOUT PERFORMANCE MEASUREMENT WITHIN YOUR ORGANISATION

The following questions will now address specific issues about performance measurement within your organisation. (Please circle the appropriate response(s) for each question)

Questions here are mainly about the process of performance measurement and management.

1. ACCOUNTABILITY

To what extent are the following statements relevant to your organisation*?

- a) Managers are held accountable for the results of their activities. T6, T7
- b) Employees receive positive recognition for helping the organisation to accomplish its strategic goals. T6, T7
- c) Periodic reviews of activities/results are used to measure individual achievements. T6, T7
- d) The lack of incentives (e.g. rewards, positive recognition) have hindered the use of performance information in my area. T6, T7

2. MEASUREMENTS

To what extent does your organisation use performance measures to*

- a) Assess the quality of products or services provided
- b) Assess cost efficiency
- c) Monitor customer satisfaction
- d) Monitor and plan availability of products or services
- e) Assess relationships with external parties and other organisations
- f) Report to external parties on actual and intended results.

3. CONTROL AND STRATEGIC USE OF PERFORMANCE INFORMATION (T4 AND T8)

To what extent are the following statements relevant to your organisation?

a) Management focuses on the attainment of pre-set targets.	T4
b) Staff are allowed considerable discretion in deciding the best way to achieve pre-set targets.	T8
c) Written rules, policies and procedures are in place and must be adhered to when managing performance.	T8
d) Performance and targets are monitored regularly.	T5

1. Is there any immediate proposal to have a system in place for collecting and monitoring performance data*? Yes No

2. If YES to Question 1, please describe the stage you are at in the process of implementing a new system (T5)

- Researching products
- Consultation
- Pre-implementation training
- Final stages of implementation

3. How is performance currently being measured or judged? (T5); (T6)

4. Explain briefly how individual's performance is monitored? (T5); (T6)

5. To what extent do the following opportunities exist for providing feedback on current performance*? (T6)

- a) Regular team performance report
- b) Regular team briefings / meetings
- c) Individual performance reports
- d) Incorporating feedback on current performance information into performance plans

6. To what extent are the following used when reviewing current performance? (T6)

- a) Regular reviews of own objectives
- b) Future targets
- c) Tracking performance against targets on a regular basis
- d) Seeking stakeholders' views
- e) Incorporating current findings into current performance plans.

e) The system for monitoring individual performance is uniformly applied across the organisation.	T6
f) The performance review system makes allowance for individual personalities and the personal preferences of staff.	T6
g) The system provides the flexibility to allow managers to respond to new and changing circumstances.	T8
h) Adverse results in my (or my team's) activities will have a resulting adverse effect on the organisation's overall budget	T6
(i) Funding decisions for my (or my team's) activities are based on results-oriented performance information.	T6
(j) Decisions made by top management are strongly influenced by my (or my team's) results.	T7
	T2

LIMITATIONS OF PERFORMANCE INFORMATION*

To what extent have the following factors hindered your ability to maximise the benefits of using performance information?

a) Difficulty obtaining valid or reliable data.	
b) Obtaining data on time.	
c) The high cost of collecting data.	
d) The ability of existing technology to provide the information needed.	

5. TRAINING

During the past 3 years, has your local authority provided, arranged, or paid for training that would help you to accomplish the following tasks?

a) Conducting strategic planning	
b) Setting program performance goals	
c) Developing relevant performance measures	
d) Using performance information to inform decisions	
e) Linking own (team's) performance to the achievement of local authority's strategic goals.	

6. INVOLVEMENT IN MEASURING PERFORMANCE

To what extent have you and your staff been involved in your local authority's efforts to implement CPA?

a) Your involvement	
b) Your staff's involvement	

7. INVOLVEMENT IN MEASURING PERFORMANCE

What was (were) the main reason(s) for getting involved in the implementation of CPA?

a) CPA is a requirement of the job	
b) Willingness to be part of a team effort	
c) Personal interest	
d) Being involved allowed you to have a say in the decisions being made	
e) Better understanding and control of the performance measures being used	
f) Gaining a sense of ownership over measures used	

SECTION 5

SUMMATIVE ASSESSMENT OF YOUR AUTHORITY'S PERFORMANCE

(Please circle the appropriate number for each question)

1. RESULTS

a. To what extent do you believe that your local authority's efforts to implement CPA have improved current programmes/ operations / projects?	
b. To what extent do you believe that CPA will continue to positively influence future programmes/ operations/projects?	

Research Q1.
Subjective opinion that will be triangulated to other evidence.

2. DECISION MAKING

To what extent does the following statements apply to your organisation?

a) Decision-making is dynamic, planning is formal and operations are decentralised.	
b) Operations are decentralised and decision making is done on a more intuitive basis with little formal planning.	
c) Decision making is conservative, involves little analysis and is inflexible. Mostly involves detailed rules and procedures.	

Miles and Snow

3. PERFORMANCE MANAGEMENT

T4, T8

To what extent is the following performance framework being used to support the performance measurement in your organisation?

a) The Balanced Scorecard		
b) The Business Excellence Model (EFQM)		
c) Benchmarking		
d) None of the above	<input type="checkbox"/>	
If an alternative framework is being used, please name the system being used		

4. YOUR VIEWS

Comprehensive Area Assessment (CAA) is 'a real opportunity to reduce the burden of regulation and help councils to provide the right services to the right people at the right time'

Your thoughts please – on this – and any other matters regarding performance measurement in your local authority.
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Mapped to:

Research Question 1 - Has Comprehensive Performance Assessment improved the performance of English local authorities?

This question was centred around the main criticism of the process of CPA. It provided an opportunity for practitioners to provide an opinion without being critical of the government.

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