

**Understanding the determinants of improvement – a theory for local
government**

By

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Volume 2

VOLUME 2 – APPENDICES

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LOCAL GOVERNMENT IMPROVEMENT PROGRAMME

PILOT REVIEWS – RESEARCH STUDY

SURVEY

Instructions

- 1. Please complete all the questions in the survey
- 2. Your response should be based on your personal experience of the pilot review process

Personal Information

Name:-----

Position:-----

Contact Address:-----

PLEASE RETURN THE SURVEY IN THE PRE-PAID ENVELOPE ATTACHED
BY FRIDAY 25th FEBRUARY 2000, OR AS SOON AS POSSIBLE.

Q1. The LGIP is designed to be a “complete organisational assessment”. Do you think that this is achievable in the 1-week Review Team programme?

YES ☐ NO ☐ (please tick appropriate box)

If **NO**:

1.1 How long do you consider a satisfactory assessment should take?
(please state)

1.2 What else is required to achieve a “complete organisational assessment”? (please list)

Q2. The LGIP is designed to run alongside the regulatory regime. Do you think the LGIP assessment should include reference to:

	YES	NO
(i) Inspectorate Reports	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Audit Commission/DETR Performance Indicators	<input type="checkbox"/>	<input type="checkbox"/>
(iii) District Audit Management letter	<input type="checkbox"/>	<input type="checkbox"/>
(iv) Other – please list		

Q3. Is the “ideal fully effective local authority” benchmark (features, themes, competencies, indicators) – as outlined in the LGIP model – sufficiently comprehensive?

	YES	NO	DON'T KNOW
- features (x12)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- themes (x3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- competencies (x15)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.1 If you answered NO to any of the above what else would you include?

Q4. Do you feel you had a sufficient understanding of the LGIP model (benchmark themes, competencies, indicators) to undertake a pilot review?

YES ☐ NO ☐

4.1 Do you feel you had a sufficient understanding of the LGIP process (peer review, ‘critical friend’, interviews, observation, document review) to undertake a pilot review?

YES ☐ NO ☐

Q5. Each Review Team consists of a mix of expertise and experience. On the basis of **your experience as part of a pilot Review Team** please rate the following statements:

	Strongly Disagree	Disagree	Agree	Strongly Agree
(i) The pilot Review Team (that you were a member of) had an appropriate balance of expertise and experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Agree	Strongly Agree
(ii) In your view the Review Team report presented an accurate assessment of the 'state' of the pilot authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iii) In your view a different Review Team would have reached similar conclusions about the pilot authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q6. Do you think Review Team members should receive formal training?				
YES	<input type="checkbox"/>	NO	<input type="checkbox"/>	DON'T KNOW <input type="checkbox"/>
Q7. The LGIP is designed to be appropriate for all types of local authorities (District, Councly, Unitary, Metropolitan, Urban and Rural etc.)				
Do you consider that:	YES	NO		
(i) A single programme to cover all authorities is				
- Possible	<input type="checkbox"/>	<input type="checkbox"/>		
- Desirable	<input type="checkbox"/>	<input type="checkbox"/>		
(ii) The programme should have greater flexibility to reflect the range of local authorities	<input type="checkbox"/>	<input type="checkbox"/>		
Q8. The LGIP is a framework designed to assist local authorities to respond positively to the Labour Government's agenda for modernisation. (The benchmark has been developed on the basis of the proposals contained in the White Paper – 'Modern Local Government – In Touch with the People')				
Do you think this is a:	STRENGTH	WEAKNESS		
	<input type="checkbox"/>	<input type="checkbox"/>		

8.1 Please state why, or your main reason for saying this

Q9. Do you think Improvement Plans should be monitored by the IDeA or other organisation (please state other organisations-----)

YES ☐ NO ☐

9.1 If YES, what type of monitoring do you think would be appropriate:

	YES	NO
(i) Ongoing ‘consultancy’ type support from IDeA	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Regular (say 6 monthly) progress reports submitted by the reviewed authority	<input type="checkbox"/>	<input type="checkbox"/>
(iii) Annual follow-up inspection by members of the Review Team	<input type="checkbox"/>	<input type="checkbox"/>
(iv) Other – please state		

Q10. Do you have any other specific comments as a pilot Review Team member, or general comments about the LGIP?

As a pilot Review Team member:

About the LGIP:

Appendix 2
Introductory letter

Letter to: Blackburn with Darwen Borough Council
Devon County Council
Knowsley Borough Council
Mansfield District Council
Redcar and Cleveland Borough Council
Sheffield City Council

24 May 1999

Dear

LOCAL GOVERNMENT IMPROVEMENT PROGRAMME – PILOT
RESEARCH STUDY

I am writing to seek your support for a proposed research project on the impact of the Local Government Improvement Programme (LGIP). As one of six local authorities who piloted the LGIP in November/December 1998 the research aims to examine how each authority has responded to the review team's visit and report. The study is part of an MPhil/PhD research project into the key determinants of local government improvement.

Based on a comparative case study, the research design will include a series of interviews, surveys and observation supported by a desk top review. At this stage, and subject to your response, I anticipate making a one day visit to your authority in November/December this year to undertake the primary research.

I hope you will be able to participate in this project and I will contact you in the next two weeks to discuss the matter further.

Yours sincerely

STEVEN P. JONES

Survey No...

LOCAL GOVERNMENT IMPROVEMENT PROGRAMME (LGIP)

PILOT REVIEW RESEARCH STUDY

SELF-ASSESSMENT SURVEY

Context

This self-assessment survey is part of an MPhil/PhD research study being undertaken:

- (i) to assess the Local Government Improvement Programme (LGIP)
- (ii) to evaluate its application in the six local authorities who participated in the pilot study in November/December 1998

All six pilot LGIP review authorities have agreed to participate in the study – Blackburn with Darwen, Devon, Knowsley, Mansfield, Redcar and Cleveland, and Sheffield.

The survey is designed to assess changes in senior managers' perceptions over a two year period. The first assessment is retrospective; that is, how you viewed your authority at the time of the pilot LGIP Review Team visit in November/December 1998. The second assesses perceptions one year after the pilot LGIP in November/December 1999. The third and final assessment will take place in November/December 2000.

Instructions

The survey is a self-assessment of your authority against the competencies identified in the LGIP model.

For each competency you are asked to mark your authority out of a maximum of 10. Examples and characteristics of 'High and Low' scores are provided for guidance. The descriptions have been extrapolated from the LGIP benchmark model 1998.

There is a maximum score of 50 (5 competencies x 10 points) for each of the three themes of 'Leadership', 'Community Engagement', and 'Performance Management'.

If you have any additional comments to make, please record these in the appropriate spaces.

Notes

The survey is designed to elicit your view of your authority's performance against the LGIP benchmark.

Your survey results will not be disclosed individually, and the information you provide will only be used to inform the research study. Additional information will be gathered from interviews, observation and desk research.

The survey is designed to take 15-20 minutes to complete.

WHEN COMPLETED, PLEASE RETURN THE SURVEY IN THE PRE-PAID ENVELOPE ATTACHED.

THEME: LEADERSHIP

Competency	Rating		Score
	Low (0)	High/Ideal (10)	Mark (0-10)
1.1 Vision and Strategy	<ul style="list-style-type: none"> • No/out of date Strategic Plan • Staff not aware of Council's aims • Departmentalism and conflict • Members involved in operational issues • Evidence of inappropriate behaviour 	<ul style="list-style-type: none"> • Quality Strategic Plan • Well communicated • Partnerships engaged • High standards, ethics/probity • Corporate/collaborative culture • Regular corporate reviews 	Score -
1.2 Change Management	<ul style="list-style-type: none"> • Defend status quo • Negativity/fear of change • Managing change means changing structures • Examples of change that failed 	<ul style="list-style-type: none"> • Structures and processes exist to communicate change • Examples of new ideas/pilots • Enthusiasm for change • Wide involvement in change 	Score -
1.3 Motivation	<ul style="list-style-type: none"> • Blame culture • Autocratic leadership • Unhealthy competitive culture • High absence/turnover rates 	<ul style="list-style-type: none"> • Recognise/reward success • Share good practice • High level of delegation • Awards eg. IIP, ISO etc 	Score -
1.4 Innovation and Creativity	<ul style="list-style-type: none"> • No/few examples of innovation • Creativity discouraged • Fear of risk taking 	<ul style="list-style-type: none"> • Reputation – good practice/innovation • Examples of new partnerships • Innovative community consultation/engagement • New approaches to service delivery • Examples of public/private service delivery • Awards for innovation 	Score -

THEME: LEADERSHIP

Competency	Rating		Score
	Low (0)	High/Ideal (10)	Mark (0-10)
1.5 Alliance Building	<ul style="list-style-type: none">• Poor/little engagement with other sectors• No/little partnership working• Council dominates local partnerships	<ul style="list-style-type: none">• Quality Community Plan• Effective local partnership forum• 'Zone' status• Crime and Disorder Strategy• Cross-representation on boards and committees (officer and Member)	Score -

Total Score –
(max. 50)

Additional Comments

THEME: COMMUNITY ENGAGEMENT

Competency	Rating		Score
	Low (0)	High/Ideal (10)	Mark (0-10)
2.1 Democratic Representation	<ul style="list-style-type: none"> • Committee system old fashioned and 'closed' • Members spend most time in 'Town Hall' 	<ul style="list-style-type: none"> • New political management structures (executive and representation role) • Strategy to increase electoral turn-out • Active public participation in Council meetings • Decision making devolved to communities • Training and support for Members 	Score -
2.2 Scrutiny	<ul style="list-style-type: none"> • Lack of openness • Restricted information to Members and stakeholders • Failure to act on findings of scrutineers 	<ul style="list-style-type: none"> • Scrutiny committees functioning • Members responsive to scrutiny role • Scrutiny process led to changes in policy/practice 	Score -
2.3 Citizen/User Orientation	<ul style="list-style-type: none"> • Poor customer care • Over concern about local authority as employer • No/few external partnerships for service delivery 	<ul style="list-style-type: none"> • User/citizen panels and/or similar initiatives • IIP, Charter Mark awards • Mixed economy of service provision • Changes in service methods/performance 	Score -
2.4 Communication	<ul style="list-style-type: none"> • Uncommunicative • Afraid of local media • Main purpose of communication seen as PR • Communication not reach specific target groups 	<ul style="list-style-type: none"> • High quality • Range of media easily visible • Examples of engagement with groups/organisations 	Score -

THEME: COMMUNITY ENGAGEMENT

Competency	Rating		Score
	Low (0)	High/Ideal (10)	Mark (0-10)
2.5 Consultation and Participation	<ul style="list-style-type: none">• Members see consultation as threat• Concern that consultation raises unrealistic expectations• Haphazard attempts to consult• Consultation fatigue	<ul style="list-style-type: none">• Quality consultation across all areas• Community Plan being used for consultation• Reputation for openness/accountable• Regular surveys of public opinion• Innovative consultation/participation	Score -

Total Score –
(max. 50)

Additional Comments

THEME: PERFORMANCE MANAGEMENT

Competency	Rating		Score
	Low (0)	High/Ideal (10)	Mark (0-10)
3.1 Planning and Review	<ul style="list-style-type: none"> • Absence of/out of date plans • Unrealistic plans • Central control – driven by policy unit • Planning inconsistent across the Council 	<ul style="list-style-type: none"> • Plans are discussed and visible • Plans are being achieved • High quality plans available, for example Community Plan, Education, Corporate 	Score -
3.2 People Management	<ul style="list-style-type: none"> • Grapevine/media/Trade Unions as main source of information • Members involved in low level appointments and personnel matters 	<ul style="list-style-type: none"> • Staff surveys – positive trends in employee satisfaction • Newsletters, team briefings • Low sickness, retirement, supernumary • IIP award 	Score -
3.3 Project Management	<ul style="list-style-type: none"> • Failure to deliver on projects and/or cost/time over-running • Initiatives planned and implemented by 'the centre' 	<ul style="list-style-type: none"> • Examples of major initiatives implemented successfully 	Score -
3.4 Systems and Processes	<ul style="list-style-type: none"> • Out of date procedures • Poor systems 	<ul style="list-style-type: none"> • Examples of systems being redesigned • Clear, up to date, accessible procedures • Call Centre • Intranet • ISO 9000 	Score -

THEME: PERFORMANCE MANAGEMENT

Competency	Rating		Score
	Low (0)	High/Ideal (10)	Mark (0-10)
3.5 Financial Management	<ul style="list-style-type: none">• Concern about resource levels• High costs/poor performance compared to national performance indicators• Accountancy driven approach	<ul style="list-style-type: none">• Integrated strategic, financial and performance planning• Broad based financial responsibility	Score -

Total Score –
(max. 50)

Additional Comments

Personal Information (optional)

Name:.....

Position:.....

Contact Address:.....

.....

.....

.....

PLEASE RETURN THE SURVEY IN THE PRE-PAID ENVELOPE ATTACHED.

Appendix 4
Cultural Profile Survey 1 – ‘Model for the Future’

LOCAL AUTHORITY:.....

RESPONDENT:.....

T TYPOLOGY OF RESPONSES: MODEL FOR THE FUTURE (Wilson and Doig, 2000)

INSTRUCTIONS

1. Please highlight **ALL** words/statements that describe your Authority
2. Note that the same (or similar) words/statements deliberately appear more than once. If they are relevant to your organisation please highlight them each time.

Adapted from Wilson, J and Doig, A (2000) ‘Local Government Management: A model for the future?’ Public Management Volume 2 No. 1

CULTURE

Professional	Professional/Managerial	Professional	Customer-orientated public service orientation
Traditional/conventional	Traditional/conventional	Consultative	Responsive
Input-focused	Awareness of need to consider outputs	Awareness of need to consider outputs but predominantly input-focused	Focus on outputs and outcomes
Producer-driven	Producer-driven	Willingness to experiment	Innovative Entrepreneurial
Staffing: emphasis on technical expertise and expectation of job for life	Staffing: emphasis on technical expertise but job for life culture undermined by use of fixed term contract staff	Staffing recognition of possible need for training in areas such as customer care	Staffing emphasis on staff development but recognised by all parties that this enhances employability (portability) in public and private sectors
Risk-averse			
Probity			

CONTROL

Tight	Tight-loose	Tight-loose	Loose
Central hands-on	Flexible	Hands on once agreements have been reached re: service levels	Hands-off
Top-down	Some discretion to managers		Discretion to managers
Control of activities exercised through exhaustive direct provision	Control of activities exercised mainly through direct provision but also through voluntary outsourcing/contracting and collaboration.	Control of activities exercised through direct provision but willing to consider alternatives in response to service user preferences including collaboration	Control of activities exercised through use of contracting, quasi and actual, with internal customers/external providers and through collaboration
Control of staff numbers exercised through establishment basis and permanent contracts	Increased awareness of core/periphery activities		
Detailed supervision	Control of staff numbers exercised through partial use of fixed-term contracts	Control of staff numbers exercise mainly through establishment basis and permanent contracts but also willing to adopt fixed-term contracts	Control of staff numbers exercised through core/periphery distinction and associated contractual arrangements
Authority and responsibilities tightly defined	Acknowledgement of need for managerial accountability		
Adherence to procedures	Input measures but emphasis on output measures		
Emphasis on political accountability	Recognition of importance of service quality	Recognition of need to be answerable to service users	Performance based
Input-measures	Increased emphasis on value for money	Output measures but emphasis on input measures	Devolved
Emphasis on budgetary control		Service level agreement	Market-driven

CONFIGURATION

Hierarchical	Hierarchical	Client/contractor split where appropriate	Flat
Departmental	Partial decentralisation	Partial decentralisation	Decentralised
Centralised	Hybrid of functional and multi-disciplinary	Predominantly functional	Market based
Functional		Embryonic market	

PLEASE RETURN THE SURVEY IN THE PRE-PAID ENVELOPE ATTACHED

Appendix 5
Cultural Profile Survey 2 – ‘Four themes for making performance management systems work’

LOCAL AUTHORITY:.....

RESPONDENT:.....

FOUR THEMES FOR MAKING PERFORMANCE MANGEMENT SYSTEMS WORK (Rogers, 1999)

INSTRUCTIONS

1. The attached schedule outlines four themes or dimensions of performance management. The descriptions are presented as opposing statements eg. top down: bottom up. However, it is important to recognise that the statements and descriptions are part of the same continuum and that most authorities will demonstrate characteristics of both.
2. The purpose of this exercise is to assess where your authority is positioned on each dimension.
3. Respondents are asked to read the descriptions and then make a judgment as to the relative score in your authority. For example, in terms of the top down: bottom up theme, you may consider that the balance in your authority is 60% top down: 40% bottom up.
4. Each dimension should be judged in terms of a total of 100%.
5. Marks should be entered in the appropriate boxes.
6. Note that there are no right or wrong answers.

Adapted from Rogers, S (1999) ‘Performance Management in Local Government: The Route to Best Value’. 2nd Edition. Pitman: London

TOP DOWN		BOTTOM UP		
Score		Score		Total
	Strategy decided by Chief Officers or Service Management Team		Individual/team appraisal fed back into organisation's performance planning	
	Hierarchical/autocratic		Quality circles and/or front line staff involved in service improvements	
	Prescriptive		Unit Business Planning	
	% score		% score	100%

ANALYSIS AND PLANNING		ACTION AND IMPLEMENTATION		
Score		Score		Total
	Planning separated from implementation		'Can do/must do' culture	
	Paralysis of analysis		Focus on short term results	
	Evidence of master planning		Action not related to planning	
	% score		% score	100%

CONFORMANCE AND CONTINUITY		CHALLENGE AND CHANGE		
Score		Score		Total
	Explicit/implicit control of staff		Staff challenge master plan through bottom up iterative approach	
	Detailed planning with individual conformity		Individuals (officers and members) acting as agents of change, non-conforming	
	% score		% score	100%

SYSTEMS AND PROCEDURES		CULTURES AND VALUES		
Score		Score		Total
	Dominance of performance management and procedures		Cultural change programme being delivered in isolation	
	No recognition of culture as an issue to facilitate change		Systems and procedures not developed to reinforce	
	% score		% score	100%

PLEASE RETURN THE SURVEY IN THE PRE-PAID ENVELOPE ATTACHED

Appendix 6
Cultural Profile Survey 3 – ‘Ten Dimensions of Culture’

LOCAL AUTHORITY:

RESPONDENT:

TEN DIMENSIONS OF CULTURE (Newman, 1996)

INSTRUCTIONS

1. The attached schedule describes the ten most important dimensions of culture in local authorities.
2. The purpose of the exercise is to identify the statements that most accurately describe your authority.
3. Respondents are asked to tick (✓) all statements that characterise your authority.
4. Note that there are no right or wrong answers and that it is normal for authorities to have elements of all these dimensions of culture.

Adapted from Newman, J (1996) ‘Shaping Organisational Cultures in Local Government’ Pitman Publishing; London pp 49-59

Please tick the box/boxes that describe your authority.

	<u>Process orientated</u>		<u>Results orientated</u>
	How we do things is important		What we achieve is important
	Risk avoiding		Risks accepted
	Slow paced		Fast paced
	Accountability for the processes by which decisions are made		Accountability for outcomes

	<u>Moralist</u>		<u>Pragmatist</u>
	We stick to our beliefs		We do whatever is necessary to get the job done
	Strong organisational values		Weak organisational values
	Value driven change processes		Focus on planning and implementation

	<u>Open</u>		<u>Closed</u>
	Weak boundaries		Strong boundaries
	Strong internal and external networks		Weak internal and external networks

	<u>Managerial</u>		<u>Professional</u>
	Strong identification and loyalty to organisation		Strong identification and loyalty to profession
	Organisational hierarchies		Expertise hierarchies
	Managerial language		Professional language
	Management development		Professional training

	<u>Loose</u>		<u>Tight</u>
	Low concern for costs		Cost conscious
	People largely responsible for their own effort		Strong performance management
	Loose control over time		Tight control over time
	Poor management information		Possible excessive management information

	<u>User/community driven</u>		<u>Producer driven</u>
	Driven by user needs		Driven by needs of organisation
	High community involvement		Low community involvement

	<u>Uniformity</u>		<u>Diversity</u>
	Same treatment for all		Sensitive to difference
	Assume all have similar needs and requirements		Tailored provision
	Recruitment practices tend to mean same type of person is usually appointed		A wide diversity of staff are recruited to the organisation
	Everyone assumed to be equal		Differences are valued
	Members tend to come from the same mould		Members recruited from a wide range of population groups

	<u>Centralised</u>		<u>Decentralised</u>
	Strong control by the centre		Centre seen as having an enabling role
	Little devolution of real power		High levels of devolution
	Centre as regulator		Centre as service provider

	<u>Hierarchical</u>		<u>Democratic</u>
	Respect for seniors expected		Collegial
	Formal relationships		Informal relationships
	Status divisions visible		Status divisions weak
	Exclusions overt		Exclusions covert
	Rewards through promotion		Rewards in the work itself

	<u>Reactive</u>		<u>Pro-active</u>
	Responds to pressures		Takes initiative
	Reacts		Seeks to influence
	Concerned with the present		Anticipates the future
	Multiple initiatives		Integrative and co-ordinated approach

Appendix 7

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: LEADERSHIP

COMPETENCY: VISION AND STRATEGY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Vision and Values statement/document needs to be “for community”.	1. Identified in Action Plan – target date - August 2000. Review of Vision and Values undertaken and priority actions for consultation agreed.	1. Extensive consultation undertaken (see 3 below). Best Value Performance Plan has 5 core values and new vision appears to be grounded in community leadership role.	1. Definite outcome	1. Best Value Performance Plan to be approved.	1. February 2000
2. Document needs to outline Blackburn’s role as community leader rather than deliverer of services.	2. Linked to Best Value preparation. Extensive consultation with ‘green’ and ‘white’ papers to community.	2. Evidence that the authority had taken significant steps to refocus on wider community leadership role. (see above)	2. Definite outcome	2. Implement community leadership role.	2. Ongoing
3. Vision/documentation needs to be based on consultation.	3. Visioning conference in September. Utilised press and citizens’ panel for consultation.	3. Extensive community consultation and engagement on the new vision.	3. Definite outcome	3. Implement ongoing consultation and review mechanisms.	3. Ongoing
4. Vision/document needs prioritised outcomes and critical success factors.	4. Task groups set up to identify success factors and develop priorities.	4. Established task groups and corporate working led by Chief Executive’s Strategic group.	4. Positive action	4. Priority outcomes and critical success factors to be included in Best Value Performance Plan.	4. February 2000

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: LEADERSHIP

COMPETENCY: CHANGE MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Understanding of change agenda uneven across management staff.	1. Identified change management as part of training and development strategy in Action Plan – target - August 1999. Internal communications initiative to inform staff. Diagonal slice Best Value groups in each department. Preparing Best Value manuals for officers and corporate support guidance. Intranet site for Best Value and modernisation.	1. No hard evaluation on improvement in understanding but anecdotal support and evidence eg. 'Working Together' policy (April 1998) and members' and MPs' briefings.	1. Positive action	1. Introduce thematic Best Value reviews and complete Best Value manuals, support and guidance.	1. February 2000 and ongoing
2. Evidence of change overload.	2. No evidence of action to reduce overload.	2. Evidence (from interview) of overload at 3 rd tier level.	2. No action	2. No actions proposed and concern that Best Value service reviews will add to the change agenda.	2. From 2000
3. Trade Unions and front line staff not engaged/understand extent of change agenda.	3. Best Value task groups involve Trade Union representatives and front line staff, and see above.	3. Indication of much improved understanding and involvement.	3. Definite outcome	3. Continue involving front line and Trade Union staff in change.	3. Ongoing

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. No systematic process for praising staff or acknowledgment of success.	1. Introduced revised and corporate appraisal scheme which identifies training and development needs. Chief Executive/Directors do send letters of praise to staff. Department newsletters include reference to ‘successes’.	1. Appraisal is evidence of a systematic process.	1. Definite outcome	1. Drive through/cascade appraisal scheme and consider possible pilot Award scheme.	1. Ongoing Next 12 months

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: LEADERSHIP

COMPETENCY: INNOVATION AND CREATIVITY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Innovation is opportunistic and disjointed.	1. All external bids/new projects now have to be agreed by elected members and Chief Executive Strategy Group.	1. Blackburn don't consider the approach to be opportunistic. Rather – pragmatic, strategic and systematic.	1. Definite outcome	1. No further action	1.
2. Innovation is top down and not part of culture of continuous improvement.	2. Developed/introduced continuous improvement toolkit, links Best Value Performance Plan to Service Plan and Annual Operation Plan.	2. Evidence that new systems and processes are leading to more bottom up innovation, but too early to judge if embedded in culture.	2. Positive action	2. Incremental/evolutionary shift in emphasis.	2. Ongoing
3. No council mechanism for challenging existing practices.	3. Best Value reviews being utilised to provide challenge to existing practices.	3. Best Value reviews commenced but, whilst mechanism in place, it is too early to judge impact.	3. Positive action	3. Thematic Best Value reviews to lead to fundamental appraisal of existing practices.	3. 9 months
4. Preference for direct service provision.	4. Leisure review looked at Trust Status, currently exploring Public/Private partnership for Support Services and Housing Stock transfer.	4. Significant shift in mind set (Nb - Members not in favour of Trust in 1998) but actively considering public/private partnerships recently (Nb. Leaders and key members adapt pragmatic approach).	4. Positive action	4. Agree new public/private model and stock transfer.	4. 12 months

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: LEADERSHIP

COMPETENCY: ALLIANCE BUILDING

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. No overarching partnership strategy to rationalise consultation, community engagement and partnership action.	1. Identified in Action Plan for February 2000. Community Planning Group is rationalising under the umbrella of the 'Blackburn Partnership'.	1. New multi-agency Blackburn Partnership established. Work on draft Community Plan started.	1. Definite outcome	1. Need to develop voluntary sector representation and role.	1. Assume 12 months
2. Lack of engagement with Asian Community.	2. Asian Workers group supported and CRE facilitator in post. Introduced Best Value 'involving people' strategy (April 1999).	2. Nb – disagreed with Review report. Good Asian representation at Member level – acknowledge workforce is under-represented.	2. Definite outcome	2. Use 'Macpherson report' to develop more equality and diversity interventions.	2. In progress
3. Need to utilise community planning process to develop distinct identity for Darwen.	3. Corporate mapping audit of Darwen service access points (August 1999). Community Planning process undertaken with Darwen. Investment in Darwen Town Hall and library/theatre and events programme. City status bid was inclusive of Darwen with Blackburn.	3. Mapping audit revealed resource allocation to Darwen is balanced. Still perception that Darwen is marginalised.	3. Definite outcome	3. Targeted communication in Darwen to improve perceptions.	3. February 2000

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. To review public speaking at committees/public input into formal democratic process.	1. Identified audit of involvement methods and mechanisms in Action Plan (February 2000).	1. Reviewed public involvement in democratic process and agreed protocol.	1. Definite outcome	1. Introduce 4 x Council forums per annum.	1. From May 2000
2. Review of committee structure.	2. Proposals developed (see 'Working Together') with 8 Cabinet, 7 service areas, policy and review Scrutiny Committee etc.	2. Review complete. Proposal (no options) out for consultation.	2. Definite outcome	2. Implement 'Working Together' proposals for political management arrangements.	2. May 2000
3. Decision making to be taken out of Town Hall and into community venues.	3. None – although significant number of community meetings do happen in neighbourhood facilities these do not have any formal decision making powers.	3. No change implemented but decision to go for Community Regeneration Zones not Area committees agreed.	3. No action	3. Pilot 5 Community Regeneration Zones in neighbourhoods (SRB/EFDF) as model for wider engagement and decision making.	3. Introduce early 2000, functional by May 2000.

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: SCRUTINY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Review public speaking at committees (see above).	1. Identified in Action Plan, as part of audit of involvement methods (February 2000).	1. Agreed introduce new Council Forums.	1. Definite outcome	1. Implement Council Forums	1. From May 2000
2. Need to formalise the scrutiny process/committee structure.	2. Identified in Action Plan Task groups (after LGR) undertook scrutiny and review role. Leisure review pilot (1998) and LA21.	2. With some disagreement Leadership agreed to introduce strong scrutiny function for 'non-executive councillors'.	2. Definite outcome	2. Revised Scrutiny proposal out for consultation.	2. Implement May 2000
3. Need for Member dialogue with External Auditor.	3. Nb – Blackburn with Darwen did not consider that this was a general area of concern. However, it was noted that there was need for more communication between opposition parties and the External Auditor.	3. Some recognition of need for wider Member dialogue.	3. Uncertain	3. Not known	3. Not known

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CITIZEN AND USER ORIENTATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Lack of public/private service delivery partnerships (missed opportunities of engagement with local business).	1. Identified public/private delivery partnership as part of Best Value programme in Action Plan.	1. Recognition of, and pragmatic approach to, private sector partnership, although no agreements to date.	1. Positive action	1. Consider private sector options eg. Housing	1. 12 months
2. All partnerships to date are with quasi-public sector (see above).	2. Consideration of Public Private Partnership for support services.	2. Probability of major private sector partnership deal.	2. Positive action	2. Probable PPP with Support Services to involve major transfer of staff.	2. 12 months
3. Mori poll results on image of Blackburn were poor.	3. Note poll was 6 months after unitary status and, therefore, some confusion among citizens.	3. Evidence from survey indicates Corporate image and communications poor, but individual services are good.	3. Uncertain	3. Repeat Mori Poll biannually and feed results in BVPP. Introducing incremental approach to new signs and corporate identity.	3. 2000 and ongoing

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to address problems of e-mail overload.	1. Identified Internal Communications Strategy in Action Plan (August 1999). Introduced corporate guidelines on e-mails but extended use to Members.	1. Still circa 60 per day and weekends (with Members) but guidelines have begun to impact.	1. Positive action	1. Not known	1. Not known
2. Lack of communication from Joint Leadership meetings – improve wider understanding of council's agenda.	2. Still no formal minuted communications but alternative vehicle implemented. Key politicians decision for no minutes. However information is minuted in Executive Management Team and disseminated.	2. Top down communication is improving and contributing to wider understanding.	2. Positive action	2. New Executive Board will have to produce recorded decisions.	2. From May 2000
3. Need for clarity over Executive Directors' roles.	3. Article in 'Working Together' (as per Action Plan) outlined the rationale and role of Executive Directors.	3. Still patchy – note some 'older' Directors see loss of influence but understanding is increasing.	3. Positive action	3. View that continual corporate/strategic work will improve clarity.	3. Ongoing

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CONSULTATION AND PARTICIPATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to consult business community on service delivery opportunities.	1. Significant amount of consultation undertaken through vision conference, press, Blackburn Partnership. (Citizens' Panel set up in September 1999 – first survey undertaken in November 1999).	1. Significant investment in consultation to help develop Community Plan and BVPP.	1. Definite outcome	1. Not known – assume continue.	1. Ongoing
2. No Community Plan	2. Community Plan prepared.	2. Draft Community Plan out for consultation.	2. Definite outcome	2. Approve Community Plan.	2. February 2000
3. Lack of (need for) service performance indicators that link to Best Value.	3. Identified in Action Plan. Significant work on Best Value through Service Review and BVPP.	3. New performance indicators developed.	3. Definite outcome	3. Complete new suite of service performance indicators.	3. Ongoing

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Insufficient involvement of partner organisations in planning and review.	1. Identified involving partners in consultation and Local Performance Plan (February 2000). Significant amount of action (see elsewhere).	1. Evidence of commitment to much greater involvement from partners.	1. Definite outcome	1. Continue as part of Best Value and continuous improvement toolkit.	1. From 2000
2. Prototype review of Leisure services too limited.	2. Completed Leisure Services review included possible transfer to trust.	2. No effective options appraisal. Nb – advised that Members were anti-trust before review started.	2. Uncertain	2. No further action identified.	2. N/A
3. Need to establish hierarchy (priority) of plans.	3. Structure agreed – 5 year Service Plans linked to BVPP with annual operation plans and reviews.	3. Developed corporate planning toolkit.	3. Definite outcome	3. Implement toolkit.	3. Ongoing from 2000
4. Corporate and service planning process is too top down – lacks wider involvement.	4. Best Value reviews include Members, Trade Union representatives and diagonal slice through departments.	4. Wider involvement in service planning process but unclear about corporate.	4. Positive action	4. To continue with broad based and inclusive Best Value review teams.	4. Ongoing

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PEOPLE MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Training and development is piecemeal – need for co-ordinated strategy.	1. Identified the need to implement management development programmes and performance appraisal by August 1999 in Action Plan.	1. New top managers development programme agreed.	1. Positive action	1. To develop an integrated training and development strategy.	1. Assume 12 months
2. Poor equal opportunities profile of staff.	2. Monitoring recruitment.	2. Evidence of slight improvement in the equal opportunities profile of establishment.	2. Positive action	2. Not known	2. Not known
3. Need wider performance appraisal.	3. New appraisal scheme developed (see above).	3. New scheme developed and being implemented.	3. Definite outcome	3. Cascade through organisation.	3. Ongoing
4. Need corporate commitment to Investor in People standard before 2004.	4. No commitment to accelerate IIP.	4. No change.	4. No action	4. Continue on original timetable.	4. 2004

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PROJECT MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. No concerns identified in the LGIP report.					

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: SYSTEMS AND PROCESS MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for re-designing processes (eg Task groups) in line with Best Value.	1. Task groups have been re-designed, are more inclusive, and are linked to Best Value work.	1. Evidence that processes are better aligned.	1. Definite outcome	1. To continue evaluating effectiveness of Task groups.	1. Ongoing
2. Need to audit all customer led information.	2. Nb – assessment indicated that Blackburn were unclear about this area of concern. However, interviews did confirm that all literature is being reviewed and standardised.	2. Advised that audit was being undertaken.	2. Uncertain	2. To continue to improve quality of customer information.	2. Ongoing

Year 1 performance summary – Blackburn with Darwen Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: FINANCIAL MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. No evidence of Asset Management Plan.	1. Developing corporate asset management strategy. Developing asset management strategy for schools as part of New Deal for Schools. Work on capital strategy.	1. Asset strategies being developed. Developed medium term capital strategy and reviewing existing budget process.	1. Positive action	1. Approve and implement asset management strategies. Approve and implement capital strategy.	1. Assume short/medium term. Assume medium term.
2. Sustainability of external funding.	2. Lot of work to re-focus mainstream funding and prepare additional bids as part of exit strategies.	2. Further funding success - £25m SRB and ERDF bids. Exit strategies now being included as part of project management.	2. Positive action	2. To develop sustainable exit strategies through bending mainstream and attracting additional external resources. Continue bidding utilising project management principles and redirecting mainstream budgets where necessary.	2. Ongoing
3. Lack of financial responsibility by Executive Directors.	3. No change to current arrangements.	3. Executive Directors are involved in overall budget process but not managing resources.	3. Uncertain	3. No change proposed.	3. Ongoing
4. Review financial relationships between central support and front line service sections.	4. Support services being reviewed.	4. Support service costs are high. Corporate commitment to develop a Public Private Partnership to outsource support services.	4. Definite outcome	4. Possible public/private contract to be agreed.	4. 1-2 years

Appendix 8

Year 1 Comparison of self-assessment scores – Blackburn with Darwen Borough Council (Total number of responses: 2)

Theme	Average score at time of pilot LGIP Review Team visit	Average score at time of Year 1 visit
Leadership		
• Vision and Strategy	6	6.5
• Change Management	7	8
• Motivation	7	6
• Innovation and Creativity	5	7.5
• Alliance Building	6	7
	31	35
Community Engagement		
• Democratic Representation	6	5
• Scrutiny	6	5
• Citizen and User Orientation	7	7
• Communication	4	7
• Consultation and Participation	8	6
	31	30
Performance Management		
• Planning and Review	7	6
• People Management	3	6
• Project Management	9	6
• Systems and Processes	4	7
• Financial Management	7	8
	30	33
Total Average	92	98

Appendix 9

Year 1 Cultural Profile Surveys – Blackburn with Darwen Borough Council

(Total number of responses: 2)

Roger's Four Themes (Responses analysed by average percentage)		
Top Down	80:20	Bottom Up
Analysis and Planning	25:75	Action and Implementation
Conformance and Continuity	50:50	Challenge and Change
Systems and Processes	50:50	Culture and Values
Newman's Ten Dimensions (Responses analysed by indicator ticks)		
Process orientated	0:4	Results orientated*
Moralist	2:1	Pragmatist
Open	2:0	Closed
Managerial	1:2	Professional
Loose	0:4	Tight*
User/community driven	2:0	Producer driven
Uniformity	0:5	Diversity*
Centralised	2:1	De-centralised
Hierarchical	0:5	Democratic*
Reactive	0:4	Proactive*
		* - dominant dimensions
Wilson and Doig's Model for the future (Responses analysed by dominant words)		
Dimension	Dominant type	Common descriptors
No responses received	No responses received	No responses received

Appendix 10

Year 2 Comparison of self-assessment scores – Blackburn with Darwen Borough Council (Total number of responses: 4)

Theme	Average score at time of Year 1 visit	Average score at time of Year 2 visit
Leadership		
• Vision and Strategy	6.5	6
• Change Management	8	6
• Motivation	6	5
• Innovation and Creativity	7.5	7
• Alliance Building	7	7
	35	31
Community Engagement		
• Democratic Representation	5	7
• Scrutiny	5	6
• Citizen and User Orientation	7	7.5
• Communication	7	6
• Consultation and Participation	6	6.5
	30	33
Performance Management		
• Planning and Review	6	7
• People Management	6	5
• Project Management	6	6.5
• Systems and Processes	7	6
• Financial Management	8	6.5
	33	31
Total Average	98	95

Appendix 11

Year 2 Cultural Profile Surveys – Blackburn with Darwen Borough Council

(Total number of responses: 9)

Roger's Four Themes (Responses analysed by average percentage)		
Top Down	73:27	Bottom Up
Analysis and Planning	55:45	Action and Implementation
Conformance and Continuity	65:35	Challenge and Change
Systems and Processes	70:30	Culture and Values
Newman's Ten Dimensions (Responses analysed by indicator ticks)		
Process orientated	5:7	Results orientated
Moralist	3:5	Pragmatist
Open	2:1	Closed
*Managerial	6:1	Professional
Loose	5:5	Tight
*User/community driven	4:0	Producer driven
Uniformity	4:4	Diversity
*Centralised	5:1	De-centralised
Hierarchical	3:7	Democratic*
Reactive	8:7	Proactive
		* - dominant dimensions
Wilson and Doig's Model for the future (Responses analysed by dominant words)		
Dimension	Dominant type	Common descriptors
Culture	Professional	Consultative, willingness to experiment, awareness of need to consider outputs
Control	Tight-loose	Emphasis on value for money, some discretion to managers
Configuration	Client/contractor split where appropriate	Potential decentralisation

Appendix 12

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: LEADERSHIP

COMPETENCY: VISION AND STRATEGY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Vision and Values statement/document needs to be “for community”.	1. Definite outcome	1. Best Value Performance Plan to be approved.	1. Vision and Values are grounded in extensive consultation since pre-Unitary Status. BVPP enhanced.	1. Best Value Performance Plan approved by Audit Commission.	1. Definite outcome improved
2. Document needs to outline Blackburn’s role as community leader rather than deliverer of services.	2. Definite outcome	2. Implement community leadership role.	2. Community Plan and voluntary and community sector Compact approved and evidence of delivery.	2. Corporate and Community Plans have strong emphasis on working with and through partnership.	2. Definite outcome improved
3. Vision/documentation needs to be based on consultation.	3. Definite outcome	3. Implement ongoing consultation and review mechanisms.	3. Voluntary Sector requested 1 year consultation period for Community Plan ie. extensive.	3. Evidence of further consultation on vision for Blackburn.	3. Definite outcome improved
4. Vision/document needs prioritised outcomes and critical success factors.	4. Positive action	4. Priority outcomes and critical success factors to be included in Best Value Performance Plan.	4. Best Value Performance Plan includes original 5 strategic objectives. Community Plan includes 7 priorities. Critical success factors not identified.	4. Priorities are established; critical success factors are not.	4. Uncertain

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: LEADERSHIP

COMPETENCY: CHANGE MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Understanding of change agenda uneven across management staff.	1. Positive action	1. Introduce thematic Best Value reviews and complete Best Value manuals, support and guidance.	1. Completed Best Value toolkit and support/training. Increased emphasis on communications from Chief Executive and pilot 15 minute briefings with Executive Directors.	1. Clear evidence of further commitment to improve communications and understanding as part of a change management agenda although no evaluation to judge effectiveness and self assessment highlighted issues.	1. Uncertain
2. Evidence of change overload.	2. No action	2. No action proposed and concern that Best Value service reviews will add to the change agenda.	2. No explicit attempt to reduce overload.	2. Overload is still a problem.	2. No action and no change.
3. Trade Unions and front line staff not engaged/understand extent of change agenda.	3. Definite outcome	3. Continue involving front line and Trade Union staff in change.	3. Engaged on 'Working Together' briefings and Best Value review groups and negotiations around Public Private Partnership.	3. Assume improvement given Public Private Partnership is progressing well.	3. Definite outcome improved

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. No systematic process for praising staff or acknowledgement of success.	1. Definite outcome	1. Drive through appraisal scheme and possible pilot award scheme.	1. Appraisals segmented across tiers, ie. top managers being introduced December 2000, middle managers based on core competencies, front line staff system is moving to competency based. Pilot award scheme not introduced after discussions with staff.	1. Appraisal programme is almost universal across the Council and improvements through the year. Whilst award scheme not introduced, evidence of praise and acknowledgement in newsletters etc	1. Definite outcome Improved

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: LEADERSHIP

COMPETENCY: INNOVATION AND CREATIVITY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Innovation is opportunistic and disjointed.	1. Definite outcome	1. No further action	1. New initiatives include pilot LPSA, NRF, pilot Crime and Disorder, HAZ and changes to the Blackburn LSP to be more representative.	1. Evidence of a more holistic approach to corporate innovation, managed through elected Members and Chief Executive Strategy Group.	1. Definite outcome improved
2. Innovation is top down and not part of culture of continuous improvement.	2. Positive action	2. Incremental and evolutionary shift in emphasis.	2. Best Value Toolkit implemented as a mechanism for changing culture.	2. Not known – no evidence to quantify a change in culture.	2. Uncertain
3. No council mechanism for challenging existing practices.	3. Positive action	3. Thematic Best Value reviews to lead to fundamental appraisal of existing practices.	3. Thematic Best Value reviews implemented.	3. Thematic reviews identified support services as key area for outsourcing.	3. Definite outcome
4. Preference for direct service provision.	4. Positive action	4. Agree new public private model for support service and housing stock transfer.	4. Leadership agreed to Housing Stock transfer and £190m human resources and finance support services deal with Capita.	4. Direct service provision no longer seen as automatic or preferred choice.	4. Definite outcome

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: LEADERSHIP

COMPETENCY: ALLIANCE BUILDING

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. No overarching partnership strategy to rationalise consultation, community engagement and partnership action.	1. Definite outcome	1. Need to develop voluntary sector representation and role.	1. Chief Executive led on increased involvement of Health agencies and voluntary sector in Community Plan. Consultation process extended to 12 months.	1. Community Plan is consultation led. Emergence of Local Strategic Partnership to oversee delivery.	1. Definite outcome improved
2. Lack of engagement with Asian Community.	2. Definite outcome	2. Use Macpherson report to develop more equality and diversity interventions.	2. New Diversity Policy, ‘Celebrating Diversity’ Conference; and “hard hitting” training programmes for Members.	2. Evidence of commitment to address lack of engagement.	2. Definite outcome improved
3. Need to utilise community planning process to develop distinct identity for Darwen.	3. Definite outcome	3. Targeted communication in Darwen to improve perceptions.	3. Completion of improved facilities eg. Town Hall, Library and Theatre which has provided higher profile.	3. Enhanced focus for Darwen since LGIP report.	3. Definite outcome improved

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. To review public speaking at committees/public input into formal democratic process.	1. Definite outcome	1. Introduce 4 x Council Forums per annum.	1. Introduced 1 hour public question time except at Planning and Licensing Committees.	1. Process changes been implemented.	1. Definite outcome improved
2. Review of committee structure.	2. Definite outcome	2. Implement 'Working Together' proposals for political management arrangements.	2. Implemented from May 2000.	2. Task completed.	2. Definite outcome improved
3. Decision making to be taken out of Town Hall and into community venues.	3. No action	3. Pilot 2 Community Recreation Zones in neighbourhoods as model for wider engagement and decision making.	3. Five CRZs implemented instead of Area Forums, linked to NRF and assigned an officer champion with devolved decision making.	3. Decision making been delegated from Town Hall.	3. Definite outcome

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. To review public speaking at committees/public input into formal democratic process.	1. Definite outcome	1. Introduce 4 x Council Forums per annum.	1. Introduced 1 hour public question time except at Planning and Licensing Committees.	1. Process changes been implemented.	1. Definite outcome improved
2. Review of committee structure.	2. Definite outcome	2. Implement 'Working Together' proposals for political management arrangements.	2. Implemented from May 2000.	2. Task completed.	2. Definite outcome improved
3. Decision making to be taken out of Town Hall and into community venues.	3. No action	3. Pilot 2 Community Recreation Zones in neighbourhoods as model for wider engagement and decision making.	3. Five CRZs implemented instead of Area Forums, linked to NRF and assigned an officer champion with devolved decision making.	3. Decision making been delegated from Town Hall.	3. Definite outcome

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: SCRUTINY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Review public speaking at committees (see above).	1. Definite outcome	1. Implement Council Forums	1. Introduced 1 hour public forum at Council meetings.	1. Public speaking been addressed.	1. Definite outcome improved
2. Need to formalise the scrutiny process/committee structure.	2. Definite outcome	2. Revised scrutiny proposals out for consultation.	2. 4 x Scrutiny Task groups established eg. 'Young People', 'Town Centre' - for rapid response. Cross party working in Policy and Resources.	2. New arrangements implemented from May 2000.	2. Definite outcome improved
3. Need for Member dialogue with External Auditor.	3. Uncertain	3. Not known.	3. Members been more involved in Best Value which in turn has led to better understanding with External Auditor.	3. Wider Members involvement in work of External Auditor/Inspection through Best Value groups.	3. Positive action

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CITIZEN AND USER ORIENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Lack of public/private service delivery partnerships (missed opportunities of engagement with local business).	1. Positive action	1. Consider private sector options eg. Housing.	1. Housing stock transfer agreed.	1. Significant shift in position.	1. Definite outcome
2. All partnerships to date are with quasi-public sector (see above).	2. Positive action	2. Probably PPP with support services to involve major transfer of staff.	2. Outsourcing agreement with Capita for 15 years agreed.	2. Agreed major partnership with private sector.	2. Definite outcome
3. MORI poll results on image of Blackburn were poor.	3. Uncertain	3. Repeat MORI poll bi-annually and feed results into Best Value Performance Plan. Introduce new signs and corporate identity.	3. MORI poll repeated and linked to DETR satisfaction survey. Note introduction of Citizen Panel and 80% return. New signage/identity introduced incrementally.	3. Unclear if image has improved. Process completed – awaiting results.	3. Positive action

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need to address problems of e-mail overload.	1. Positive action	1. Not known.	1. Guidelines to prevent over use of e-mails being implemented. No further action evident.	1. Unclear if led to any improvement.	1. Uncertain
2. Lack of communication from Joint Leadership meeting – improve understanding of Council's agenda.	2. Positive action	2. New Executive Board will produce recorded decisions.	2. Key messages are circulated via management team meetings and internal newsletters.	2. More strategic communication being implemented.	2. Improvement
3. Need for clarity over Executive Directors' roles.	3. Positive action	3. View that continual corporate/strategic work will improve clarity.	3. No specific actions.	3. Interview research indicated much better and view supported by Ofsted.	3. Improvement

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CONSULTATION AND PARTICIPATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need to consult business community on service delivery opportunities.	1. Definite outcome	1. Not known	1. Development of Community Plan (December 1999 – December 2000) been more inclusive in terms of business community.	1. Consultation has improved.	1. Definite outcome improved
2. No Community Plan	2. Definite outcome	2. Approve draft Community Plan.	2. Community Plan approved December 2000.	2. Completed and launched Community Plan (20/20 Vision)	2. Definite outcome improved
3. Lack of (need for) service performance indicators that link to Best Value.	3. Definite outcome	3. Complete new suite of service performance indicators.	3. Best Value toolkit and BVPIs are reported in Best Value Performance Plan. New suite of service local performance indicators still being developed and implemented.	3. Unclear how service PIs link to Best Value.	3. Uncertain

_Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Insufficient involvement of partner organisations in planning and review.	1. Definite outcome	1. Continue as part of Best Value and continuous improvement toolkit.	1. Community Plan has executive partner involvement. In addition Scrutiny Centres do ‘call in’ local organisations for views.	1. Community Plan process was very inclusive – 12 months consultation.	1. Improved
2. Prototype review of Leisure Services too limited.	2. Uncertain	2. No further action identified.	2. Best Value Performance Plan confirmed that the full leisure review (1998) adopted many Best Value principles and that the CCT contract secured £150,000 savings p.a.	2. Evidence that the leisure review and CCT arrangements were extensive.	2. Positive action
3. Need to establish hierarchy (priority) of plans.	3. Definite outcome	3. Implement corporate planning toolkit.	3. Hierarchy amended to link Operational plans>Portfolio plans>BVPP>Community Plan.	3. Revised hierarchy established.	3. Definite outcome improved
4. Corporate and service planning process is too top down – lacks wider involvement.	4. Positive action	4. To continue with broad based and inclusive Best Value review teams.	4. Service planning is more inclusive but corporate planning is still unclear. Deliberate decision not to align officer and political structures to address ‘silos’ and improve corporateness, but still some issues in Education and Social Services.	4. Assume Best Value planning process is strengthened by the officer and Member structures but corporate planning arrangements are still new.	4. Uncertain

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PEOPLE MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Training and development is piecemeal – need for co-ordinated strategy.	1. Positive action	1. To develop an integrated training and development strategy.	1. All training now linked to Best Value themes and new competency based programmes for senior and middle managers.	1. Still no evidence of overall strategy but clearer links.	1. Improvement
2. Poor equal opportunities profile of staff.	2. Positive action	2. Not known.	2. New Equal Opportunities targets and new Diversity programme approved. However still issue of representation at senior management level.	2. Further improvements in achieving targets but not at senior level.	2. Improvement
3. Need wider Performance Appraisal.	3. Definite outcome	3. Cascade through organisation.	3. New competency based appraisals being rolled out to middle managers.	3. Research indicates front line staff still not complete.	3. Uncertain
4. Need corporate commitment to IIP before 2004.	4. No action	4. Continue on original timetable.	4. No action	4. No change to original timetable.	4. Uncertain

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PROJECT MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
No concerns identified in the LGIP report.					

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: SYSTEMS AND PROCESS MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for re-designed processes (eg. Task groups) in line with Best Value.	1. Definite outcome	1. To continue evaluating effectiveness of Task groups.	1. Task groups continue to address Best Value issues.	1. Best Value processes appear very thorough and rigorous.	1. Definite outcome improved
2. Need to audit all customer led information.	2. Uncertain	2. To continue to improve quality of customer information.	2. Advised that this has continued but that there is still more to do. Complaints Section now monitor quality.	2. Customer information is improving incrementally and probably PFI for support services should enhance further.	2. Positive action

Year 2 performance summary – Blackburn with Darwen Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: FINANCIAL MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. No evidence of Asset Management Plan.	1. Positive action	1. Approve and implement asset management and capital strategies.	1. Asset management strategy approved and gone to Government Office. New post created. Undertaken priority based budgeting with ICL. Senior teams of officers and Members meet every 2 weeks with Cabinet to discuss.	1. Asset management review and process being 'bedded in'.	1. Definite outcome
2. Sustainability of external funding.	2. Positive action	2. To develop sustainable exist strategies through building mainstream and attracting additional external resources. Continue bidding utilising project management principles and redirecting mainstream budgets where necessary.	2. Executive Management Team and Cabinet now scrutinise and co-ordinate all external funding bids.	2. Management of external funding is now more corporate and rigorous.	2. Improvement
3. Lack of financial responsibility by Executive Directors.	3. Uncertain	3. No change proposed.	3. Executive Directors continue to be involved in strategic level budgeting.	3. Perception that the lines of responsibility are still unclear	3. Uncertain
4. Review financial relationships between central support and front line service sections.	4. Definite outcome	4. Possible public/private partnership contract to be agreed.	4. Council approval to transfer central support services to Capita in PPP deal.	4. Review completed. Transfer approved.	4. Definite outcome improved

Appendix 13

Year 1 performance summary – Devon County Council

THEME: LEADERSHIP

COMPETENCY: VISION AND STRATEGY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Devon County Council needs to get tougher and take difficult decisions eg. budget	1. Best Value arrangements are focussing on key decisions, but 'sacred cows' – Farm, Airport, Inds sites – no decisions yet	1. Whilst new processes are designed to address difficult decisions, the new political leadership has failed to implement to date (Nb. 15% increase in Council Tax in 1999)	1. No action	1. Best Value should lead to a fundamental review of services and therefore address difficult decisions	1. Expected in next 12 months
2. There is a need to clarify the corporate vision (Strategic Plan)	2. Strategic Plan being revised (Dec 99) as identified in DCC Action Plan	2. Commitment to review of vision and Corporate Plan	2. Positive action	2. Revised plan with actions, targets and 'connectivity' to be completed	2. March 2000
3. Need for collective leadership which binds senior councillors, management board and senior management	3. New Executive and Scrutiny set up in May 99 and Best Value reviews include members and senior managers	3. New political management arrangements introduced early and evidence of joint responsibility and leadership in reviews	3. Positive action	3. Further development of collective leadership should occur as new political arrangements settle down	3. Ongoing but with elections in May 2001 there is the possibility of new divisions being created
4. Decision making is top down – need to consult and involve staff/citizens	4. Action includes appointing 6 x Community Development Workers (1 to appoint for Exeter), District Partnerships, Mori Polls, use of Devon website, and 'Better Government for Older People' national pilot.	4. Evidence of a significant investment in consultation and engagement mechanisms	4. Definite outcome	4. Final Community Development Worker in Exeter appointed and more 'bottom up' pressure likely to improve balanced decision making	4. Appointment – early 2000, development ongoing

Year 1 performance summary – Devon County Council

THEME: LEADERSHIP

COMPETENCY: CHANGE MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. 'New' Devon has created problems of strong departmentalism and not enough cross-service working	1. New Strategic Plan has thematic goals eg. social inclusion and community safety. Political executive has cross-cutting priorities	1. Some evidence of Chief Officers hanging onto territories but significant political and structural/process changes have been introduced to tackle departmentalism	1. Positive action	1. Revised Strategic plan will lead to more cross service working	1. Ongoing
2. Need to move from anti-competition and self sufficiency ethos and mind set	2. Members involved in Best Value Steering groups and service reviews but no evidence of fundamental challenge to status quo yet	2. Mind set still not moved to challenge what the core business of DCC is. For example, no discussion yet on the future of the County Farm	2. No action	2. Best Value and continued financial restraint will challenge the current ethos and mind set	2. Pace of change in mind set will probably be influenced by 2001 budget settlement and elections

Year 1 performance summary – Devon County Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Increasing levels of stress and absence due to pressure of work	1. Staff survey undertaken. Action groups on absence and stress set up. Establishment of 'Learning in Devon' Steering Group (Chief Executive leading) is looking at capacity and capability issues	1. Whilst the council has moved quickly to react to findings it is too early to judge outcomes. View that improvements will be slow as the pace of change increases.	1. Positive action	1. Further developments expected on the back of staff survey results, outcomes of Action groups and the outcomes of 'Learning in Devon' group	1. 12-18 months

Year 1 performance summary – Devon County Council

THEME: LEADERSHIP

COMPETENCY: INNOVATION AND CREATIVITY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to seize opportunities eg. rural economic development strategy	1. Identified in (Management Board) Action Plan – timescale 2 years ie. end of 2000 (Nb. DCC led on regional group for successful £100m Objective 2 submission)	1. Given the strategic importance of the rural economy the proposed action/timescale is limited. However announcement of European Objective 2 status may accelerate process.	1. Uncertain	1. Assume Objective 2 strategy will accelerate process	1. Short term – 12 months
2. Perceived lack of creativity in partnerships	2. DCC excellent reputation for public sector partnerships with TEC and other local authorities but no evidence of private sector investment	2. Unclear – partnerships with private sector are limited by the sector profile which is largely small and medium enterprises.	2. Uncertain	2. Not known	2. Ongoing
3. Moratorium on departmental initiatives and promote corporate approach	3. No policy decision for moratorium but happening by 'stealth' and as a consequence of DCC approach to funding, modernisation and Strategic Plan, and introduction of Executive portfolios.	3. Evidence of an increase in joined up initiatives over the last 12 months including European funded CARD programme, internet, Highways outsourcing, corporate EFQM and appraisal process.	3. Positive action	3. Expected that more – and stronger – corporate initiatives will occur	3. Ongoing

Year 1 performance summary – Devon County Council

THEME: LEADERSHIP

COMPETENCY: ALLIANCE BUILDING

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Lack of private sector partnerships/PFI – Education	1. None – see ‘Innovation and Creativity’ regarding predominance of SMEs	1. Possible that SME dominated economic base has limited wider opportunities for private sector partnerships	1. No action	1. None mentioned	1. N/A
2. Need to clarify role and relationship with Exeter	2. A number of high level political and officer meetings have taken place in last 12 months	2. Still slight hangover from reorganisation ‘turf wars’. Recent Exeter LGIP report, and change of political leadership in city, has led to series of joint Member and officer meetings although too early to identify any tangible outcomes yet.	2. Positive action	2. Assume ongoing piecemeal arrangements for joint officer and Member meetings. (No mention of formal arrangements being introduced)	2. Ongoing
3. Devon County Council should take part in Exeter ‘Vision 2000’ partnership	3. County Chief Executive now on the partnership group. DCC Members recently considered draft committee report and agreed to establish an ‘Exeter Committee’	3. Evidence of communication, consultation, and support for new Exeter ‘Vision 2000’ partnership	3. Definite outcome	3. Further involvement at political and senior management level	3. 12 months

Year 1 performance summary – Devon County Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for less 'twin-tracking' amongst Members and better representation from Councillors	1. Since local government reorganisation the number of 'twin-tracking' Members has reduced and Member development has assisted the representation role	1. No longer perceived to be a significant problem	1. Definite outcome	1. None planned	1. N/A
2. Need to ensure more meetings are held in community venues rather than Town Hall	2. Proliferation of partnership and area committees with numerous community meetings being held across the County <u>but</u> all main committees still held in County Hall	2. Deliberate effort to ensure more meetings are held in community venues but key decisions still made at County Hall	2. Positive action	2. Likely that more Council meetings will be held in districts	2. 12 months
3. Review committee structure to create more space for representation and scrutiny	3. Identified in Board Action Plan and implemented in May 1999	3. Executive (one party) and Scrutiny set up and functioning	3. Definite outcome	3. Monitoring of new arrangements and more support to Scrutiny role	3. Support introduced in short term

Year 1 performance summary – Devon County Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: SCRUTINY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for formal scrutiny role to be set up	1. 5 x Scrutiny committees set up in May 99 (re. 5 primary goals)	1. Scrutiny function has been implemented	1. Definite outcome	1. Scrutiny Committees to identify work programme	1. First report in early 2000 on Tourist Information Centres
2. Need for formal monitoring and review of Strategic Plan	2. Monitoring arrangements are being included in the current revision of the Strategic Plan	2. Not known as the plan has yet to be adopted	2. Uncertain	2. Proposals for revised Strategic Plan will – together with Best Value – require formal monitoring	2. 12 months
3. Need for more dialogue between Members and District Auditor	3. District Auditor seconded person into Best Value team	3. Not clear if there is an issue between members and DA. (Report ambiguous) but actions are positive.	3. Positive action	3. None	3. N/A
4. No Member Support Unit	4. Traditional committee secretariat is being assisted by network of community development ‘lead officers’ across the county who are responsible for providing Member support in the field.	4. Members have additional support on the ground but no dedicated unit.	4. Positive action	4. Head of Consumer Protection to be seconded in to support Scrutiny to further strengthen the unit	4. Early 2000

Year 1 performance summary – Devon County Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CITIZEN AND USER ORIENTATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to improve customer orientation	1. Comprehensive Quality of Life survey and numerous user surveys undertaken	1. Evidence supports the view that there is a good customer orientation.	1. Definite outcome	1. Analysis of user surveys and Quality of Life survey to determine future action	1. Assume 2000
2. Establish induction training	2. Corporate 'Welcome' programme introduced	2. 150 staff undertaken programme to date	2. Definite outcome	2. Roll out to all staff	2. Ongoing
3. Develop customer care strategy and training	3. 'Learning in Devon' steering group set up and led by Chief Executive. Strategic Plan identifies importance of competent staff. Increased training and development activities.	3. Evidence of new approach to training but no customer care strategy developed yet.	3. Uncertain	3. Subject to 'Learning in Devon' report outcomes	3. Not known
4. Need for Service Charters	4. Piloting 'Better Care, Higher Standards' (Social Services) at present as a template for Service Charters	4. Pilot suggests there are benefits/positive outcomes	4. Positive action	4. Translate benefits of 'Better Care' approach to all services	4. Next 12 months
5. No complaints monitoring	5. Complaints system being reviewed at present with proposals to establish a corporate system	5. Directorate systems are in place	5. Positive action	5. Subject to review, implement a corporate complaints system including monitoring	5. Assume 12 months

Year 1 performance summary – Devon County Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for systematic routine communication with citizens	1. Communication Action Plan agreed by Board and presented to Members 22 December. Nb. Leader has 'communication' as part of his portfolio	1. Action Plan been approved	1. Positive action	1. Implement Action Plan	1. Not known – assume short term
2. No council newspaper	2. Introduced 'Working for You' as external newspaper for citizens	2. Effort has been concentrated on improving communications with staff first although the 'Working for You' newspaper includes a good range of performance, service and advice information	2. Definite outcome	2. Consider enhanced quality of 'Working for You' newspaper	2. Possible 2000

Year 1 performance summary – Devon County Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CONSULTATION AND PARTICIPATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Very limited evidence of consultation and community participation	1. Identified in Board Action Plan. Consultation plan has been agreed. 'Intracom Programme' (40 partners) rolled out.	1. Consultation plan agreed and implemented Note: 150 x community profiles developed to date	1. Definite outcome	1. Implementation	1. Ongoing
2. Need for capacity building with communities	2. New Community Development Workers appointed; RDA/SRB CARD programme (£1m) to improve community access and information	2. Significant new resources committed to support capacity building	2. Definite outcome	2. Assume ongoing developments	2. Ongoing
3. Set up joint 'Citizen Panel'	3. Not established yet but 'Better Government for Older People' panel is extensive	3. Use of panels is evolving – considering Wiltshire model – but no 'Citizen Panel' yet	3. No action	3. Citizen Panel likely to be established	3. 12 months

Year 1 performance summary – Devon County Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for corporate forward planning process	1. Identified in Management Board Action Plan and new Strategic Plan being completed (Dec 99)	1. Need for corporate forward plan been addressed although too early to confirm impact	1. Positive action	1. Strategic Plan and corporate planning system to be finalised, adopted and implemented	1. From April 2000
2. Need to link Strategic Plan to service plans and action plans	2. Strategic Plan identifies links between Best Value and Service Plans	2. Evidence of the theoretical links but yet to implement	2. Positive action	2. Service planning and delivery to be linked to Strategic Plan priorities	2. From April 2000
3. No performance review, monitoring and evaluation being undertaken	3. Proposals for performance management, monitoring and evaluation contained in Plan	3. Again, system in place but no implementation and review yet	3. Positive action	3. Performance management system introduced to ensure regular monitoring and evaluation	3. From April 2000
4. Approach to Best Value not developed – no evidence of benchmarking	4. Identified in Board Action Plan. Approach to Best Value now agreed. Member of regional benchmarking consortium	4. Best Value approach and mechanisms now agreed and evidence of benchmarking being used	4. Definite outcome	4. Implement Best Value review recommendations	4. From early 2000 and ongoing

Year 1 performance summary – Devon County Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PEOPLE MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Insufficient training, development and staff support	1. Significant progress made through 'Learning in Devon' steering group	1. 'Learning in Devon' will establish corporate priorities. Note that training and development is 'patchy' but improving	1. Positive action	1. Introduce consistent approach to training and development	1. Assume short term
2. Need to develop corporate personnel policies	2. Proposals to replace existing payroll driven Human Resource system with new personnel software	2. Still concerns about weaknesses in personnel policies. Reviewing Human Resource systems	2. Uncertain	2. £1m investment in new Human Resource system	2. 12 months
3. Need to develop programme of cultural change/development	3. Staff attitude survey undertaken and stress counsellors in place	3. Commitment to and investment in identifying underlying cultural issues and supporting staff but impact not quantified yet	3. Positive action	3. Data needs to be collated, analysed and fed into Human Resource strategy and action plans	3. Not known – assume ongoing
4. Need for Human Resource strategy to identify concrete action plans	4. No evidence of action plans	4. Not known	4. No action	4. Identify action plans and implement	4. Assume short – medium term

Year 1 performance summary – Devon County Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PROJECT MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. No issues identified in LGIP Review report	1. Significant increase in project work in last 12 months	1. New Community Development programme and ‘Learning in Devon’ are project driven	1. Not recorded as no specific issues identified as part of LGIP assessment	1. Develop multi-agency project work	1. 12 months

Year 1 performance summary – Devon County Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: SYSTEMS AND PROCESS MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for consistent performance and quality management system across the organisation	1. Identified in Board Action Plan. Decision to introduce EFQM corporately and agreed (new) single performance appraisal framework	1. Decision agreed on performance management model and new appraisal schemes is evidence of clear commitment to introduce corporate systems	1. Positive action	1. Social Services and Education staff to assist the EFQM process as they have already piloted the model. Further staff training required on EFQM assessments	1. Not known – assume 12 months

Year 1 performance summary – Devon County Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: FINANCIAL MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to move away from a resource (funding) led approach to strategic planning led approach.	1. No agreed policy change yet	1. Incremental mind set on budgeting still dominant (Nb – 3 year financial plan being considered)	1. No action	1. Not known but view that next 12 months is critical	1. 12 months
2. Opportunities for additional external funding not being exploited	2. Successful bids for European Objective 2, SRB, government pilots, and lottery funding in last 12 months	2. Unclear as to why this was identified as an issue by the Review Team	2. Inaccurate	2. Nothing confirmed but assume Objective 2 provides new context for bids	2. Ongoing
3. Need to take hard decisions on priorities and link to financial and resource allocations	3. No progress identified	3. Hard decisions are still to be addressed although some evidence that ‘bottom up’ community pressure on Council Tax will change the situation	3. No action	3. Not known but view that next 12 months is critical	3. 12 months

Appendix 14

Year 1 Comparison of self-assessment scores – Devon County Council

(Total number of responses: 5)

Theme	Average score at time of pilot LGIP Review Team visit	Average score at time of Year 1 visit
Leadership		
• Vision and Strategy	6	5.5
• Change Management	5	5.5
• Motivation	8	5
• Innovation and Creativity	6	6
• Alliance Building	7	6
	32	28
Community Engagement		
• Democratic Representation	3	5
• Scrutiny	2	5.5
• Citizen and User Orientation	3	4
• Communication	4	5.5
• Consultation and Participation	7	5
	19	25
Performance Management		
• Planning and Review	6	5
• People Management	6	5
• Project Management	5	5.5
• Systems and Processes	5	5
• Financial Management	3	4.5
	25	25
Total Average	76	78

Appendix 15

Year 1 Cultural Profile Surveys – Devon County Council

(Total number of responses: 9)

Roger's Four Themes (Responses analysed by average percentage)		
Top Down	65:35	Bottom Up
Analysis and Planning	42:58	Action and Implementation
Conformance and Continuity	48:52	Challenge and Change
Systems and Processes	30:70	Culture and Values
Newman's Ten Dimensions (Responses analysed by indicator ticks)		
*Process orientated	9:3	Results orientated
Moralist	1:6	Pragmatist*
Open	1:4	Closed*
Managerial	5:4	Professional
*Loose	8:3	Tight
User/community driven	0:5	Producer driven*
*Uniformity	10:3	Diversity
*Centralised	6:2	De-centralised
*Hierarchical	9:4	Democratic
*Reactive	11:0	Proactive
		* - dominant dimensions
Wilson and Doig's Model for the future (Responses analysed by dominant words)		
Dimension	Dominant type	Common descriptors
Culture	Professional	Consultative, input focused, traditional/conventional
Control	Tight/tight-loose	Adherence to procedures and budget control, some managerial discretion
Configuration	Hierarchical	Departmental, client/contractor split where appropriate

Appendix 16

Year 2 Comparison of self-assessment scores – Devon County Council

(Total number of responses: 3)

Theme	Average score at time of Year 1 visit	Average score at time of Year 2 visit
Leadership		
• Vision and Strategy	5.5	5
• Change Management	5.5	5
• Motivation	5	5
• Innovation and Creativity	6	6.5
• Alliance Building	6	6.5
	28	28
Community Engagement		
• Democratic Representation	5	6.5
• Scrutiny	5.5	6
• Citizen and User Orientation	4	5
• Communication	5.5	6.5
• Consultation and Participation	5	6
	25	30
Performance Management		
• Planning and Review	5	4.5
• People Management	5	6.5
• Project Management	5.5	6
• Systems and Processes	5	6.5
• Financial Management	4.5	5.5
	25	29
Total Average	78	87

Appendix 17

Year 2 Cultural Profile Surveys – Devon County Council

(Total number of responses: 9)

Roger's Four Themes (Responses analysed by average percentage)		
Top Down	50:50	Bottom Up
Analysis and Planning	51:49	Action and Implementation
Conformance and Continuity	55:45	Challenge and Change
Systems and Processes	50:50	Culture and Values
Newman's Ten Dimensions (Responses analysed by indicator ticks)		
Process orientated	5:4	Results orientated
Moralist	2:4	Pragmatist
Open	1:1	Closed
*Managerial	7:4	Professional
*Loose	6:3	Tight
User/community driven	2:3	Producer driven
Uniformity	5:5	Diversity
Centralised	4:3	De-centralised
Hierarchical	4:5	Democratic
*Reactive	10:3	Proactive
		* - dominant dimensions
Wilson and Doig's Model for the future (Responses analysed by dominant words)		
Dimension	Dominant type	Common descriptors
Culture	Professional	Traditional/conventional, input focused, innovative
Control	Tight-loose	Some discretion to managers, control through budgets, focus on service quality
Configuration	Hierarchical	Partial de-centralisation

Appendix 18

Year 2 performance summary – Devon County Council

THEME: LEADERSHIP

COMPETENCY: VISION AND STRATEGY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Devon County Council needs to get tougher and take difficult decisions eg. budget.	1. No action	1. Best Value should lead to a fundamental review of services and therefore address difficult decisions.	1. Best Value reviews are proposing some radical options for county farm, industrial estates and to establish the airport as a quasi-independent company.	1. Best Value reviews have provided the strategic context for the potential to take 'radical' decisions for some 'sacred cows'.	1. Positive action
2. There is a need to clarify the corporate vision (Strategic Plan).	2. Positive action	2. Revised plan with actions, targets and 'connectivity' to be completed.	2. Consultation on draft Strategic Plan and links to performance management system. Expected launch delayed to April 2001.	2. New plan has new vision. Launch and implementation delayed.	2. Improvement
3. Need for collective leadership which binds senior councillors, management board and senior management.	3. Positive action	3. Further development of collective leadership should occur as new political arrangements settle down.	3. Evolutionary process – new Cabinet and Scrutiny are still single party – and links to officer Management Board are unclear.	3. New political arrangements and links to performance management and community engagement still bedding in.	3. Uncertain
4. Decision making is top down – need to consult and involve staff and citizens.	4. Definite outcome	4. Final community development worker in Exeter appointed and more 'bottom up' pressure likely to improve balanced decision making.	4. Quality of life survey repeated; significant work on development of a Local Strategic Partnership and community strategy. (Nb – Citizen Panel delayed until 2001)	4. Evidence of continued commitment to a more inclusive approach to decision making.	4. Definite outcome Improvement

Year 2 performance summary – Devon County Council

THEME: LEADERSHIP

COMPETENCY: CHANGE MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. 'New' Devon has created problems of strong departmentalism and not enough cross service working.	1. Positive action	1. Revised Strategic Plan will lead to more cross service working.	1. New Directors in Social Services and Corporate Services has led to improvement in corporate working, supported by new thematic Strategic Plan and cross cutting portfolios. However Chief Executive and some politicians still see problem areas eg. education.	1. Evidence that 'departmentalism' is reducing through new Directors and strategy and structure. Unclear if culture has moved on as well.	1. Improvement
2. Need to move from anti-competition and self sufficiency ethos and mind-set.	2. No action	2. Best Value and continued financial restraint will challenge the current ethos and mind set.	2. External stakeholders on Best Value reviews and continued partnership working is breaking down mind-set'	2. As in 'Vision and Strategy' some evidence that Best Value process, supported by increasing need for partnership working, is having desired effect.	2. Positive action

Year 2 performance summary – Devon County Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Increasing level of stress and absence due to pressure of work.	1. Positive action	1. Further developments expected on the back of staff survey results, outcomes of ‘Action groups’ and the outcomes of ‘Learning in Devon’ group.	1. Scrutiny Committee are monitoring absence and attendance. Stress management project work being undertaken. ‘Learning in Devon’ group still meeting.	1. Continued commitment to managing and monitoring the problem but unclear if any real improvement.	1. Uncertain

Year 2 performance summary – Devon County Council

THEME: LEADERSHIP

COMPETENCY: INNOVATION AND CREATIVITY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need to seize opportunities eg. rural economic development strategy.	1. Uncertain	1. Assume Objective 2 strategy will accelerate progress.	1. Objective 2 delivery plan completed. Economic Development Plan completed, and Best Value review undertaken. Rural Conference planned for 2001.	1. Relevant strategic planning and implementation mechanisms completed but no evidence of outcomes yet.	1. Positive action
2. Perceived lack of creativity in partnerships.	2. Uncertain	2. Not known	2. New Devon Economic Partnership formed and various sector specific partnerships supported.	2. Partnership working issue was challenged by DCC staff during case study review. Evidence of new partnerships established.	2. Positive action
3. Moratorium on departmental initiatives and promote corporate approach.	3. Positive action	3. Expected that more – and stronger – corporate initiatives will occur.	3. Research indicated that the balance had shifted further towards corporate initiatives eg. through use of the European Foundation for Quality Management Excellence model	3. Continued progress in corporate 'joined up' initiatives as opposed to departmental.	3. Improvement

Year 2 performance summary – Devon County Council

THEME: LEADERSHIP

COMPETENCY: ALLIANCE BUILDING

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Lack of private sector partnerships/PFI - Education.	1. No action	1. None mentioned.	1. Possible schools reorganisation in Exeter with PFI as the only route.	1. Private sector partnerships being explored but no clear evidence of progress.	1. Uncertain
2. Need to clarify role and relationship with Exeter City Council.	2. Positive action	2. Assume ongoing piecemeal arrangements for joint officer and Member meetings. (No mention of formal arrangements being introduced.)	2. Exeter City Council has new Leader – more amenable. ‘Exeter committee’ and partnership conference arranged.	2. Climate is perceived to be more favourable. No evidence of situation deteriorating but no examples of improvement either.	2. Uncertain
3. Devon County Council should take part in Exeter ‘Vision 2000’ partnership.	3. Definite outcome	3. Further involvement at political and senior management level.	3. Devon County Council Chief Executive a member of partnership.	3. Unclear if continued involvement has led to any tangible actions.	3. Uncertain

Year 2 performance summary – Devon County Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for less twin tracking amongst Members and more representation from Councillors.	1. Definite outcome	1. None planned.	1. Number of committees has reduced as part of modernisation arrangements.	1. Members have more time to undertake representative work.	1. Definite outcome Improved
2. Need to ensure more meetings are held in community venues rather than Town Hall.	2. Positive action	2. Likely that more Council meetings will be held in districts.	2. Local committees established and embryonic Local Strategic Partnerships in each district including voluntary sector, health, police, town councils etc. – addressing community strategies.	2. Significant shift in location and representation at Council meetings.	2. Definite outcome
3. Review committee structure to create more scope for representation and scrutiny.	3. Definite outcome	3. Monitoring of new arrangements and more support for Scrutiny role.	3. Scrutiny been slow to start and not used ‘call in’ arrangements to date. To experiment with Policy panels.	3. Review completed but Scrutiny still light touch.	3. Uncertain

Year 2 performance summary – Devon County Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: SCRUTINY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for formal Scrutiny role to be set up.	1. Definite outcome	1. Scrutiny Committees to identify work programme.	1. Review of Tourist Information Centres underway. Proposals to review all Best Value programmes.	1. Unclear (see comments in 'Democratic Representation') whether Scrutiny is more apparent than real.	1. Uncertain
2. Need for formal monitoring and review of Strategic Plan.	2. Uncertain	2. Proposals for revised Strategic Plan will – together with Best Value – require formal monitoring.	2. Scrutiny Committee is reviewing Strategic Plan as part of work programme.	2. Plans for Scrutiny to act in strategic monitoring role.	2. Positive action
3. Need for more dialogue between Members and District Audit.	3. Positive action	3. None	3. Informed that the DA's role has changed since original review comments and secondment to Best Value team.	3. Unclear if changing role is due to improved dialogue or other factors.	3. Uncertain
4. No Member Support Unit.	4. Positive action	4. Head of Consumer Protection to be seconded in to support Scrutiny to further strengthen the unit.	4. Members being supported in local role through new CDW team. New Member development group – linked to Warwick consortium work – and additional resources for Members Support Unit.	4. Continued commitment and development of Member support.	4. Definite outcome

Year 2 performance summary – Devon County Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CITIZEN AND USER ORIENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need to improve customer orientation.	1. Definite outcome	1. Analysis of user surveys and Quality of Life survey to determine future action.	1. Quality of Life survey to be repeated in 2001. Citizens Panel being discussed but no decision yet.	1. Evidence of continued commitment to customer orientation but unclear how conclusive the impact is.	1. Uncertain
2. Establish induction training.	2. Definite outcome	2. Roll out 'Welcome' programme to all staff.	2. Roll out continuing.	2. Induction training programme is being implemented comprehensively.	2. Definite outcome Improved
3. Develop customer care strategy and training.	3. Uncertain	3. Subject to 'Learning in Devon' report outcomes.	3. Reorganised Resources department. New training and officer development programme set up. Continued support for 'Learning in Devon'.	3. Further evidence of support for HR training strategy linked to customer care.	3. Positive action
4. Need for Service Charters.	4. Positive action	4. Translate benefits of 'Better Care' approach to all services.	4. Not advised of any action.	4. Unclear if 'Better Care' initiative is leading to other service charters.	4. Uncertain
5. No complaints monitoring.	5. Positive action	5. Subject to review, implement a corporate complaints systems including monitoring.	5. System now implemented corporately.	5. Complaints monitoring system now in place.	5. Definite outcome

Year 2 performance summary – Devon County Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for systematic routine communication with citizens.	1. Positive action	1. Implement Action plan (as agreed by Management Team Board in December 1999).	1. New corporate communications manager appointed.	1. Corporate communications manager is leading on Action Plan.	1. Improvement
2. No Council newspaper.	2. Definite outcome	2. Consider enhanced quality of ‘Working for You’ Council newspaper.	2. ‘Working for You’ been improved in terms of scope of coverage/news included.	2. Having addressed internal communication gap, now agreed to improve external communication.	2. Definite outcome Improved

Year 2 performance summary – Devon County Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CONSULTATION AND PARTICIPATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Very limited evidence of consultation and community participation.	1. Definite outcome	1. Consultation Plan implemented.	1. Consultation Plan implemented and monitored – link to Districts, Police, other partners.	1. Consultation being managed corporately, and with partners as part of wider strategic approach.	1. Definite outcome Improved
2. Need for capacity building with communities.	2. Definite outcome	2. Assume ongoing developments.	2. Proposals for Standing Panel to support CARD and ‘Better Government’ proposals. 150 community profiles being monitored.	2. Whilst DCC has invested in systems and resources to support capacity building on long term basis, it was unclear if new proposals will be sustained because of budget pressures.	2. Uncertain
3. Set up joint Citizens Panel.	3. No action	3. Citizens Panel likely to be established.	3. No decision on Citizens Panels.	3. Community information is better (see profiles) but no panel established to improve consultation and participation.	3. Uncertain

Year 2 performance summary – Devon County Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for corporate forward planning process.	1. Positive action	1. Strategic Plan and corporate planning systems to be finalised, adopted and implemented.	1. Advised that integration of all elements in the performance management framework will take place from April 2001.	1. Corporate planning and review process is being addressed and evidence of a systematic approach to full integration.	1. Improvement
2. Need to link Strategic Plan to service plans and action plans.	2. Positive action	2. Service planning and delivery to be linked to Strategic Plan priorities.	2. As above	2. As above	2. Improvement
3. No performance review monitoring and evaluation being undertaken.	3. Positive action	3. Performance management system introduced to ensure regular monitoring and evaluation.	3. As above	3. As above	3. Improvement
4. Approach to Best Value not developed – no evidence of benchmarking.	4. Definite outcome	4. Implement Best Value review recommendations.	4. Original review programme of 89 reduced to 40/50 over 5 year period, but no review completed yet. Benchmarking information is improving, and evidence of some quality improvements from Ofsted report, Charter Mark and website awards.	4. Best Value reviews incomplete at time of assessment. Evidence of structured benchmarking in some services with some positive outcomes.	4. Definite outcome Improved

Year 2 performance summary – Devon County Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PEOPLE MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Insufficient training, development and staff support.	1. Positive action	1. Introduce consistent approach to training and development.	1. No significant progress achieved. Issue is still outstanding.	1. Initial concern was picked up by 'Learning in Devon' group but no evidence of sustained action.	1. No action
2. Need to develop corporate personnel policies.	2. Uncertain	2. £1m investment in new Human Resource system.	2. Still on going – new system being discussed with the private sector but not implemented.	2. Proposed action has not been implemented – personnel policies still not integrated corporately.	2. No action
3. Need to develop programme of cultural change/development.	3. Positive action	3. Data needs to be collated, analysed and fed into Human Resource strategy and action plans.	3. None identified – planned staff attitude survey to monitor changes in 2001.	3. No evidence of culture change programme being developed after initial investment in staff survey and stress counsellors.	3. No action
4. Need for Human Resources strategy to identify concrete action plans.	4. No action	4. Identify action plans and implement.	4. Organisational Development Plan being produced to align with Strategic Plan in April 2001.	4. No Human Resource Strategy yet but Organisational Development Plan being developed. No evidence of outcomes.	4. Positive action

Year 2 performance summary – Devon County Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PROJECT MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. No issues identified in LGIP Review report.	1. Not recorded as no specific issues identified as part of LGIP assessment.	1. Develop multi-agency project work.	1. Project Management training being implemented.	1. Evidence of support for improvement in project management.	1. Positive action achieved but no performance recorded because not identified as an issue by pilot LGIP review team.

Year 2 performance summary – Devon County Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: SYSTEMS AND PROCESSES MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for consistent performance and quality management systems across the organisation.	1. Positive action	1. Social Services and Education staff to assist the implementation of the EFQM process. Staff training required on EFQM assessments.	1. EFQM being implemented across the Council. All managers to be trained by April 2001.	1. Adopted EFQM model corporately and investment in the training and process, albeit a fully integrated corporate system is unlikely to be functional for 12 months.	1. Improvement

Year 2 performance summary – Devon County Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: FINANCIAL MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need to move away from a resource (funding) led approach to strategic planning led approach.	1. No action	1. Not known but view expressed that the next 12 months will be crucial.	1. Reached a consensus (political and officer) around the problem. New Director of Finance and Resources developed a 3 year financial plan.	1. Indications that the medium terms financial plan should assist/be aligned with the strategic planning cycle (see 'Planning and Review').	1. Positive action
2. Opportunities for additional external funding not being exploited.	2. Inaccurate	2. Nothing confirmed but assume Objective 2 provides new context for bids.	2. DCC continue to be successful in external funding – SRB, lottery, government pilots.	2. Whilst disagreeing with the original concern identified, evidence of continued success.	2. Positive action
3. Need to take hard decision on priorities and link to financial and resource allocations.	3. No action	3. Not known but view that next 12 months is critical.	3. See 'Vision and Strategy' – Best Value reviews provide context for tough decisions but no evidence yet.	3. After 2 years DCC had not addressed any 'hard decisions' but increasing awareness of the problem and the need for a proper financial planning framework.	3. Uncertain

Appendix 19

Year 1 performance summary – Knowsley Metropolitan Borough Council

THEME: LEADERSHIP

COMPETENCY: VISION AND STRATEGY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Key aims need to be revised to include a vision for borough and its communities.	1. Workshops for Members and Chief Officer Group to review key aims. Draft key aims produced December 1999.	1. Some progress but perceived lack of drive to see revised key aims as fundamental to broader community vision.	1. Positive action	1. Key aims (revised) to be included – for consultation – as part of Best Value Performance Plan (BVPP).	1. April 2000
2. Key aims/vision need to reflect community empowerment and social (rather than economic) regeneration.	2. As above – some tensions between Chief Officers. Increase in Community Information Programme (CIP) has provided a new empowerment mechanism.	2. Limited evidence of key aims being community driven.	2. Uncertain	2. Revised aims to be used for consultation. Not clear if a fundamental review will occur. Further roll out of Community Information Programme (CIP).	2. From April 2000
3. Need to put education and lifelong learning at the heart of the vision.	3. Draft key aims reflect this – and additional funding achieved.	3. Evidence of shift in overall role/approach and importance of education, but too early to quantify impact.	3. Positive action	3. Further consideration given to re-position education at the centre of the vision. May happen as a result of new Chief Executive/Chief Officer.	3. Ongoing
4. Need to adopt a community planning approach to strategy.	4. As of December 1999 – no progress other than 'Knowsley Voice' Consultation exercise (November 99) to identify relative importance and satisfaction of service.	4. 'Knowsley Voice' results being considered in terms of identifying priorities for Best Value reviews but no proposals for community planning approach.	4. No action	4. Community profiles to be introduced together with consultation ('Knowsley Voice' Citizen Panels) to inform BVPP and strategy. Community Forums being proposed.	4. January 2000 - ongoing

Year 1 performance summary – Knowsley Borough Council

THEME: LEADERSHIP

COMPETENCY: CHANGE MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Top down exclusive change agenda alienates (fear and uncertainty among) junior employees.	1. Roll out to middle managers of 'Knowsley Way' leadership and culture change programme. Change agenda continues to be driven by Chief Executive eg. CIP, Call Centres, Single Status.	1. Evaluation of 'Knowsley Way' is mixed. Some Chief Officers identify need for better communication. Evidence that agenda is still driven 'top down'.	1. Uncertain	1. Continue 'Knowsley Way' roll out – to all staff by December 2000. Not known if other proposals are planned.	1. Ongoing
2. Members need to accept and endorse community engagement and involvement.	2. Introduction of Area Forums but very limited opportunities for structured community engagement. No public consultation on political management arrangements. Members attended 'Knowsley Way' Programme.	2. No noticeable change in approach to community engagement.	2. No action	2. Consultation on new Cabinet model. Introduction of 7 Community Forums.	2. May 2000

Year 1 performance summary – Knowsley Borough Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to bridge the divide between 'power elite' and rest of staff.	1. 'Knowsley Way' Programme roll out is designed to develop 'common agenda'. However evidence that Finance and Chief Executive's departments become far more influential.	1. No demonstrable increase in inclusivity. Power elite shifted (after Chief Executive left) from horizontal towards vertical and Finance Department.	1. No action	1. Likely that new Chief Executive will address (and new Chief Officers). No action proposed yet.	1. From February 2000
2. Need for greater appreciation and support for junior/middle managers.	2. 'Knowsley Way' and investment in Training and Development demonstrates commitment.	2. Some evidence of more support but varies across departments.	2. Positive action	2. 'Knowsley Way' roll out designed to foster supportive culture. Possible that new Chief Executive and Assistant Chief Executive may lead to changes.	2. Not known
3. Need to support Members more in terms of their capacity to lead the future.	3. Expansion of Members' services and training – new post and extra funding been approved.	3. New investment approved by no evidence of impact on capacity of Members yet.	3. Positive action	3. New Cabinet and political management arrangements. Presumably additional training and support.	3. May 2000
4. Need for Investor in People processes to be consistent across the Council.	4. IIP 'Star' assessment not taken place. Employee Development Unit not providing corporate links to performance management.	4. Inconsistent systems and processes remain.	4. No action	4. Not known – possible that role and purpose of Employee Development Unit will be reviewed. IIP 'Star' assessment to be arranged.	4. December 2000

Year 1 performance summary – Knowsley Borough Council

THEME: LEADERSHIP

COMPETENCY: INNOVATION AND CREATIVITY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Change is top down and Members are reactive.	1. Policy Studies Seminar (January 1999) discussed this issue. New proposals agreed.	1. Limited evidence of Members being involved earlier in the change process.	1. Uncertain	1. Members have advised new Chief Executive that they want more control.	1. April 2000 – ongoing
2. People side innovation and learning is weak.	2. Greater corporate emphasis – people side Economic Development programme and examples in regeneration programmes.	2. Weakness has been acknowledged and appears to be more willingness to address this.	2. Positive action	2. New Chief Executive proposing the council work towards Beacon Status as a blueprint and benchmark for innovation/best practice.	2. 2-3 years
3. Insularity and unwillingness to learn from others.	3. Little corporate action to improve learning and innovation. Some evidence of external benchmarking and networking. Members visit to Barnsley (December 1999) to assess political structures. Members of Warwick University Action Learning Consortium.	3. Evidence of a shift to a more outward focus.	3. Positive action	3. Legislation and expediency will drive the process of benchmarking (Beacons etc). New Chief Executive may bring a more balanced approach.	3. Ongoing

Year 1 performance summary – Knowsley Borough Council

THEME: LEADERSHIP

COMPETENCY: ALLIANCE BUILDING

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for joined-up community planning to underpin and avoid duplication in partnership.	1. Established Health Action Zone Partnerships, SRB Partnerships and Crime and Disorder. Other examples of corporate and partnership working taking place in ad hoc way.	1. Many Partnerships continue to develop in isolation. No Boroughwide Partnership to set strategic framework.	1. No action	1. Neighbourhood profiles being developed. Audit of all partnership working being undertaken. Community Plan to be prepared and Community Forums introduced.	1. From January 2000 - from April – May 2000
2. Need for community capacity building as precursor to social regeneration.	2. SRB and Pathway Partnerships were in place prior to LGIP visit. St Edmund of Canterbury initiative and additional funding for community development and social inclusion work should support capacity building.	2. Increase in 'community' independence ie. ownership and responsibility for projects. However still unease/unwillingness and tensions amongst Officer and Member leadership about community capacity building.	2. Uncertain	2. Profiles, Community Plan and Community Forums should lead to improved identification and more targeting of resources eg. 'New Deal for Communities' programme as a model for 'bottom up' social regeneration.	2. From April 2000 - from September 2000

Year 1 performance summary – Knowsley Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Committee structure and Member - Officer – community relations not well developed.	1. No change to committee structure or Member – Officer – community relationships. ‘Knowsley Voice’ community consultation undertaken. No consultation on new political management arrangements.	1. No change to current structures and relationships.	1. No action	1. New political management arrangements to be introduced including Community Forums – although they will have no decision making powers initially.	1. May 2000 – ongoing
2. (Therefore) no mechanism for issues to flow from community into policy.	2. No formal action undertaken other than ‘Knowsley Voice’ Citizens Panel to be used to identify Council priorities.	2. Community/council relationship is not formalised and is often characterised by tensions. ‘Knowsley Voice’ – 2800 responses – provided first set of issues but no formal outcome yet.	2. Uncertain	2. ‘Knowsley Voice’ results to be fed into current review of key aims, Best Value Performance Plan and in theory, council policy.	2. May 2000 - ongoing

Year 1 performance summary – Knowsley Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: SCRUTINY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need corporate and systematic policy review process.	1. Best Value Working Group established but reactive and narrow focus.	1. No corporate and systematic review process implemented.	1. No action	1. New Review and Scrutiny Committees to be established.	1. May 2000
2. Need Member involvement in reviews.	2. No action taken.	2. None – decision not to implement full political management structures until legislation deadline ie. April 2001. Members are at arms length to Best Value reviews.	2. No action	2. Best Value Review Committee being established. Unclear at what level Members will be involved in reviews.	2. From May 2000
3. Lack of transparency and openness in committee meetings.	3. Some discussion on opening up committee meetings at Policy Studies (Member/Officer leadership) seminar.	3. 'Pilot' in Social Prosperity Area Forum proved difficult albeit some Members are supportive.	3. Uncertain	3. New Community Forums and Scrutiny Committees. Possible that some meetings will be held in the community.	3. From May 2000

Year 1 performance summary – Knowsley Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CITIZEN AND USER ORIENTATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Lack of citizen (and community development) focus.	1. Model of public consultation introduced September 1999. 'Citizenship key aim added 1998. Citizenship and Social Inclusion Unit set up 1999.	1. Whilst actions are symbolic, there was little evidence of a recognisable shift in emphasis from paternalism. Power still controlled centrally and support for community development is patchy.	1. Uncertain	1. New Community Forums, Citizen Panel Focus Groups, 'New Deal for Communities' programme and Chief Executive could make a difference.	1. From February 2000
2. Lack of information on customer needs.	2. Developed Huyton One Stop Shop. Numerous service specific customer surveys undertaken. 'Knowsley Voice' consultation – September 1999.	2. Some improvement in customer information but no corporate approach other than 'Knowsley Voice'.	2. Positive action	2. Community Information Programme roll out, possible Call Centre initiative. Community Radio and TV may elicit information. Citizen Panel and 'Knowsley Voice' to be utilised further.	2. Not known – assume 1-2 years

Year 1 performance summary – Knowsley Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. No corporate overview of communications.	1. Proposals for a communications audit – discussion with private sector firm. ‘Knowsley Voice’ consultation exercise.	1. Audit did not take place. ‘Knowsley Voice’ work being developed further.	1. No action	1. Audit to be considered by new Chief Executive.	1. Not known
2. Danger of ‘survey fatigue’	2. 20,000 ‘Knowsley Voice’ surveys distributed. Corporate decision that all market research to involve/inform central marketing team to improve co-ordination.	2. Evidence of attempts to corporately manage or provide framework for surveys.	2. Positive action	2. Likely to increase volume of surveys through Citizen Panels, Focus groups and Best Value reviews.	2. From March 2000
3. Publications ‘too glossy’.	3. No change to ‘glossy’ publications. More information available through web-site.	3. No change – possible issue about context being sub standard?	3. No action	3. Not known	3. N/A
4. Communication <u>from</u> the public not as simple as should be.	4. Reviewed Benefit Forms (Crystal Mark), extended One Stop Shop opening hours. Access via e-mail where available. ‘Knowsley Voice’ established. Call Centre developments.	4. Actions indicate a proactive attempt to improve communication channels.	4. Positive action	4. Call Centre to offer 24 hours access. Review of opening hours and complaints forms. Further extension of IT based Community Information Programme.	4. 1-3 years

Year 1 performance summary – Knowsley Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CONSULTATION AND PARTICIPATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Based on “information out and feedback in” rather than involving citizens/users in service specifications.	1. Actions eg. ‘Knowsley Voice’ were still arms length consultations rather than engagement and participation.	1. Citizens still not engaged or empowered to influence service priorities or performance in meaningful way.	1. No action	1. Best Value process should involve citizens in service specifications, priorities – importance and satisfaction. Community Forums and key aims consultation could also help.	1. From May 2000
2. Full potential of community not being realised.	2. Lifelong Learning Plan – placing learning at heart of community regeneration – produced and due for consultation. Nb. Knowsley MBC did not consider that this pilot LGIP Review Team comment was an accurate or balanced view.	2. Knowsley MBC did not agree with area of concern.	2. Inaccurate	2. Community Profiles, Community Plan and Community Forums. Possible additional resources to support community development.	2. 1-3 years

Year 1 performance summary – Knowsley Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Service plans not related to Key Aims.	1. No corporate approach taken. Some departments have links from Service Plans to key aims but majority don't.	1. Council continues to be managed via eight separate departments and vision – as defined by Key Aims – is not supported holistically.	1. No action	1. Best Value Performance Plan attempts to link Key Aims (being revised) to service plans and performance.	1. From April 2000
2. No integrated planning and review process.	2. No actions identified. No corporate planning, performance or policy capacity.	2. Budget drives planning. Top down and departmental approach dominates.	2. No action	2. Performance management framework paper (S. Houston) being prepared for Chief Officer Group February/March 2000.	2. Not known – 1 year?
3. Lack of joined up working (as a result).	3. No actions reported.	3. Acknowledged by some Chief Officers that existing regime did not encourage partnership working.	3. No action	3. Should begin to flow from new Chief Executive but requires central 'engine' to drive and corporate processes to be agreed.	3. Not known – medium term – 3 years?
4. Lack of organisational learning.	4. No evidence of cross departmental learning or learning from other authorities/private sector.	4. 'Silo' approach continues.	4. No action	4. Proposals for Corporate Performance Review Scrutiny Committee to create opportunities for shared learning.	4. Medium term 1-3 years

Year 1 performance summary – Knowsley Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PEOPLE MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Investor In People and human resource developments do not reach all parts of the organisation.	1. Some progress in IIP roll out but still 'patchy' and not corporately driven. 'Knowsley Way' designed to create a unified and consistent approach.	1. 'One organisation' vision is predicated on 'Knowsley Way' and supported by other corporate frameworks such as draft HR Strategy. However evidence of inconsistencies in approaches towards training, appraisals etc.	1. Positive action	1. Emerging views from some Chief Officers that employee development approach and structure should change – but no clear strategy.	1. Possible 1-2 years
2. Trade unions are marginalised.	2. Involved in Single Status negotiations but 'deliberate' policy to marginalise as per ex Chief Executive.	2. Promises of greater collaboration between Trade Unions and council have been ignored. Climate is still confrontational.	2. No action	2. Not known. Possible change in approach if Branch Secretary is replaced, new Chief Executive is more consultative and/or Single Status forces two sides together.	2. Short-medium term

Year 1 performance summary – Knowsley Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PROJECT MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to learn/develop skills in people side projects.	1. SRB programmes are driving the process, and programme managers require these skills. Greater emphasis on issues such as people side projects in regeneration eg. Multi Purpose Resource Centre project. Preparation of new Economic Regeneration Strategy 1999-2002 has strong emphasis on 'people side' development.	1. Emphasis at top level has been economic to date although some evidence (St Edmunds) of a social regeneration approach. Economic Regeneration Strategy 1999-2002 key theme of Social Prosperity has strong social inclusion objectives.	1. Positive action	1. Not known but new duty to provide for the 'social, economic and environmental well being' of the community may lead to strategic change. New Chief Executive may also lead change. Changes in funding criteria will also be a driver.	1. No target date

Year 1 performance summary – Knowsley Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: SYSTEMS AND PROCESS MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Lack of corporate processes (planning and review, performance appraisal) lead to lack of joined up working and corporate outcomes.	1. Best Value Working Group have considered elements of the planning and review process. No change to appraisals or service planning etc. which are still largely departmental specific.	1. No evidence of confirmed actions. Corporate processes have not been implemented to improve joined up working.	1. No action	1. Performance management framework paper scheduled to go to Chief Officer Group (February/March 2000). No other action planned but new Chief Executive is likely to review Chief Executive's department which may lead to stronger corporate/central policy and process driven approach. Best Value approach should assist this process.	1. Not known – 1 year?

Year 1 performance summary – Knowsley Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: FINANCIAL MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need further devolution of financial responsibility.	1. Nb. LGIP comment unclear: 'probably refers to devolution within departments'.	1. Outcomes not known. Nb. Knowsley senior management did not consider that this area of concern was accurate.	1. Inaccurate	1. Not known – some departments may be increasing devolution.	1. Not specified
2. Need more responsive support services.	2. Some evidence of liaison meetings between front line and support services.	2. Indications are positive with joint meetings taking place at corporate and departmental level.	2. Positive action	2. Best Value reviews of support services may identify need for (radical) change and improvement.	2. Year 2 Best Value review programme
3. Need to involve public and business in financial decision making.	3. Earlier consultation with Chamber of Commerce re. Best Value and business rate has helped to improve level of involvement. No action to directly involve public eg. Council tax options.	3. Part response to area of concern.	3. Positive action	3. To improve dialogue with business community. (Nb. Beacon Council Status provided potential for direct link with public through additional 1% levy).	3. Medium – long term 2-5 years

Appendix 20

Year 1 Comparison of self-assessment scores – Knowsley Metropolitan Borough Council (Total number of responses: 5)

Theme	Average score at time of pilot LGIP Review Team visit	Average score at time of Year 1 visit (after adjustment)
Leadership		
• Vision and Strategy	4	5.5
• Change Management	5	6
• Motivation	6	5.5
• Innovation and Creativity	6	7
• Alliance Building	4	5
	25	29* (31)
Community Engagement		
• Democratic Representation	3	4
• Scrutiny	3	4
• Citizen and User Orientation	5	7
• Communication	5	5
• Consultation and Participation	3	5
	19	25* (26)
Performance Management		
• Planning and Review	5	6
• People Management	7	6
• Project Management	8	7.5
• Systems and Processes	8	7.5
• Financial Management	7	7
	35	34* (35)
Total Average	79	88* (92)

- - Figures adjusted for distortion, see Chapter 5 section 5.4.3.3

Appendix 21

Year 1 Cultural Profile Surveys – Knowsley Metropolitan Borough Council

(Total number of responses: 9)

Roger's Four Themes (Responses analysed by average percentage)		
Top Down	67:33	Bottom Up
Analysis and Planning	52:48	Action and Implementation
Conformance and Continuity	67:33	Challenge and Change
Systems and Processes	40:60	Culture and Values
Newman's Ten Dimensions (Responses analysed by indicator ticks)		
Process orientated	4:9	Results orientated*
Moralist	2:5	Pragmatist*
Open	4:2	Closed
*Managerial	8:5	Professional
*Loose	7:4	Tight
User/community driven	2:4	Producer driven
Uniformity	4:9	Diversity*
*Centralised	5:1	De-centralised
*Hierarchical	10:6	Democratic
Reactive	7:7	Proactive
		* - dominant dimensions
Wilson and Doig's Model for the future (Responses analysed by dominant words)		
Dimension	Dominant type	Common descriptors
Culture	Customer orientated	Willingness to experiment, emphasis on staff development
Control	Tight-loose	Some discretion to managers, recognition of importance of service quality, emphasis on value for money
Configuration	Hierarchical	Hybrid of functional and multi-disciplinary, partial decentralisation

Appendix 22

Year 2 Comparison of self-assessment scores – Knowsley Metropolitan Borough Council (Total number of responses: 4)

Theme	Average score at time of Year 1 visit *(1)	Average score at time of Year 2 visit *(2)
Leadership		
• Vision and Strategy	5.5	6
• Change Management	6	6.5
• Motivation	5.5	7
• Innovation and Creativity	7	7.5
• Alliance Building	5	6
	29 *(1)	33 *(2)
Community Engagement		
• Democratic Representation	4	6
• Scrutiny	4	7.5
• Citizen and User Orientation	7	7
• Communication	5	4.5
• Consultation and Participation	5	5
	25 *(1)	30 *(2)
Performance Management		
• Planning and Review	6	6
• People Management	6	7
• Project Management	7.5	6.5
• Systems and Processes	7.5	8
• Financial Management	7	8.5
	34 *(1)	36 *(2)
Total Average	88 *(1)	100 *(2)

*(1) Figures adjusted for distortion, see Chapter 5 section 5.4.3.3

*(2) Figures adjusted for distortion, see Chapter 7 section 7.4.2.3

Appendix 23

Year 2 Cultural Profile Surveys – Knowsley Metropolitan Borough Council

(Total number of responses: 9)

Roger's Four Themes (Responses analysed by average percentage)		
Top Down	40:60	Bottom Up
Analysis and Planning	38:62	Action and Implementation
Conformance and Continuity	46:54	Challenge and Change
Systems and Processes	47:53	Culture and Values
Newman's Ten Dimensions (Responses analysed by indicator ticks)		
Process orientated	1:8	Results orientated*
Moralist	4:3	Pragmatist
*Open	5:0	Closed
*Managerial	11:5	Professional
*Loose	8:2	Tight
User/community driven	2:6	Producer driven*
Uniformity	7:5	Diversity
*Centralised	6:3	De-centralised
*Hierarchical	10:6	Democratic
*Reactive	8:4	Proactive
		* - dominant dimensions
Wilson and Doig's Model for the future (Responses analysed by dominant words)		
Dimension	Dominant type	Common descriptors
Culture	Customer orientated/professional	Innovative, focus on outputs and outcomes, probity
Control	Tight-loose	Service quality, value for money, some discretion to managers
Configuration	Hierarchical	Partial decentralisation

Appendix 24

Year 2 performance summary – Knowsley Metropolitan Borough Council

THEME: LEADERSHIP

COMPETENCY: VISION AND STRATEGY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Key aims need to be reviewed to include a vision for borough and its communities.	1. Positive action	1. Revised key aims to be consulted on as part of Best Value Performance Plan.	1. Revised key aims consulted on internally (staff) and externally (Citizens Panel) and included in new BVPP.	1. Key aims are set in context of community leadership model (Primary Purpose).	1. Definite outcome
2. Key aims/vision need to reflect community empowerment and social (rather than economic) regeneration.	2. Uncertain	2. Revised aims to be used for consultation. Not clear if fundamental review will occur. Further roll out of Community Information Programme.	2. Developed revised aims which are more inclusive and focus on all the elements that make up the Knowsley community including 'social responsibility'.	2. New key aims are more inclusive and are supported by core values.	2. Definite outcome
3. Need to put education and lifelong learning at the heart of the vision.	3. Positive action	3 Further consideration given to re-position education. May happen as a result of new Chief Executive/Chief Officer.	3. Strong education emphasis in revised key aims. Policy studies seminar (June 2000) agreed lifelong learning and social regeneration focus. New Chief Executive and Director are strong on education vision.	3. Significant shift and increased profile for education and lifelong learning across the Council; become main corporate priority.	3. Definite outcome
4. Need to adopt a community planning approach to strategy.	4. No action	4. Community profiles to be introduced (new Chief Executive – January 2000), together with consultation (Citizen Panel) to inform BVPP and strategy. Community Forums being proposed.	4. Community strategy and planning approach agreed by Members and Chief Officers in policy studies seminars to include a community planning conference and development of Local Strategic Partnership in 2001.	4. Recognition and political agreement to adopt a plan based, inclusive and partnership driven approach to strategy development, although no 'definite outcome' by December 2000.	4. Positive action

Year 2 performance summary – Knowsley Borough Council

THEME: LEADERSHIP

COMPETENCY: CHANGE MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Top down exclusive change agenda alienates (fear and uncertainty among) junior employees.	1. Uncertain	1. Continue 'Knowsley Way' roll out to all staff by December 2000. Not known if other proposals are planned.	1. Knowsley Way cultural change programme amended and rolled out to further 1800 staff. New Chief Executive encouraging greater empowerment and involving more staff and facilitating subsidiarity.	1. Definite commitment – supported by range of mechanisms eg quality awards – to be more inclusive. (However, LGIP follow up suggests still some fear and uncertainty).	1. Positive action
2. Members need to accept and endorse community engagement and involvement.	2. No action	2. Consultation on new Cabinet model. Introduction of 7 Community Forums.	2. Community engagement agenda discussed at Policy Studies (July 2000). New Area Forums (6) introduced in June 2000. Evidence of consultation on new Cabinet model and increased Member support for training in new arrangements.	2. New Cabinet and Area Forum system has led to tensions between some elected members and community representatives. However, training to address these issues is beginning to work.	2. Positive action

Year 2 performance summary – Knowsley Borough Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need to bridge the divide between ‘power elite’ and rest of staff.	1. No action	1. Likely that new Chief Executive will address (and new Chief Officers). No action proposed yet.	1. Chief Officer Group increased delegation to Second Tier Group. Concentration of power in Chief Executive department been reduced in theory by re-structuring.	1. Slight shift and increase in numbers involved in decision making. However, still perception that Chief Executive and Finance Department are a ‘power elite’.	1. Uncertain
2. Need for greater appreciation and support for junior/middle managers.	2. Positive action	2. ‘Knowsley Way’ roll out designed to foster supportive culture. Possible that new Chief Executive and Assistant Chief Executive may lead to changes.	2. Continued ‘Knowsley Way’ roll out and increase commitment to management development. Chief Executive active in stressing vision role to junior and middle managers. Evidence of staff appreciation events.	2. Evidence (staff magazine) that support and appreciation for staff is increasing. Numerous examples of initiatives in departments like Contract Services and Leisure and Community Services.	2. Improvement
3. Need to support Members more in terms of their capacity to lead the future.	3. Positive action	3. New Cabinet and political management arrangements. Possibly additional training and support.	3. Council signed to up Member development charter. Training needs analysis undertaken for all Members – development Personal Development Plan. Additional training, support and resources been agreed.	3. Significant commitment to increased support and capacity building for Members (together with Area Forums).	3. Definite outcome

Year 2 performance summary – Knowsley Borough Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
4. Need for Investor in People processes to be consistent across the Council.	4. No action	4. Not known - possible that role and purpose of Employee Development Unit will be reviewed. IIP 'star' assessment to be arranged.	4. New corporate learning forums and Employee Development manager agreed an action plan of joint working across the Council. IIP assessment not completed.	4. In principle agreement to ensure consistency across the organisation. IIP re- accreditation delayed.	4. Positive action

Year 2 performance summary – Knowsley Borough Council

THEME: LEADERSHIP

COMPETENCY: INNOVATION AND CREATIVITY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Change is top down and Members are reactive.	1. Uncertain	1. Members have advised new Chief Executive that they want more control.	1. Agreement to 'Members led, Officer driven' approach in June 2000. Supported by regular leadership meetings and training for non-executive Members.	1. Acknowledgement and some action to engage Members in policy formulation.	1. Positive action
2. People side innovation and learning is weak.	2. Positive action	2. New Chief Executive proposing the Council works towards Beacon Status as a blueprint and benchmark for innovation/best practice.	2. Commitment to 'people side' economic development. People based Community Information Programme initiatives and a commitment to increase in support for community development through mainstream, SRB and European funds.	2. Evidence that the balance is shifting in favour of support for people compared to previous emphasis on physical economic development.	2. Improvement
3. Insularity and unwillingness to learn from others.	3. Positive action	3. Legislation and expediency will drive the process of benchmarking (Beacon etc.). New Chief Executive may bring a more balanced approach.	3. Increased commitment to working on external groups eg. Government Policy Teams, Research consortiums and government departments. Members visited Barnsley to review political structures.	3. Evidence that balance continuing to shift towards a more outward looking council. Two Beacon applications submitted.	3. Improvement

Year 2 performance summary – Knowsley Borough Council

THEME: LEADERSHIP

COMPETENCY: ALLIANCE BUILDING

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for joined up community planning to underpin and avoid duplication in partnership.	1. No action	1. Neighbourhood profiles being developed. Audit of all partnership working being undertaken. Community Plan to be prepared and Community Forums introduced.	1. Area Forums introduced in June 2000 although lacked vision and structure. Policy studies (June 2000) agreed principles of community planning approach including conference and development of Local Strategic Partnership.	1. Many of the foundations now agreed, and key community conference arranged for February 2001. However no definite outcomes yet.	1. Positive action
2. Need for community capacity building as precursor to social regeneration.	2. Uncertain	2. Profiles, Community Plan and Community Forums should lead to improved identification and more targeting of resources eg. 'New Deal for Communities' programme as a model for 'bottom up' social regeneration.	2. Evidence that early work through St. Edmunds regeneration scheme is being formalised in NDC approach. Northwood SRB has strong emphasis on capacity building and additional resources being diverted to support community development.	2. Recognised as an area of weakness in terms of long term sustainability but evidence that capacity building is now a key feature of regeneration policy across the council.	2. Positive action

Year 2 performance summary – Knowsley Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Committee structure and Member – Officer – community – relationships now well developed.	1. No action	1. New political management arrangements to be introduced including Community Forums – although they will have no decision making powers initially.	1. New political management arrangements introduced in May 2000 – Cabinet, Scrutiny, Ratification and Area Forums. ‘Knowsley Way’ assisted Member – Officer relations. Additional training and support for Members re. community relationships.	1. Structures implemented and mechanism for improving community relationships introduced.	1. Positive action
2. (Therefore) no mechanism for issues to flow from community into policy.	2. Uncertain	2. ‘Knowsley Voice’ results to be fed into current review of key aims, Best Value Performance Plan and, in theory, council policy.	2. ‘Knowsley Voice’ consultation fed into and determined Best Value programme. New Deal and SRB programmes have increasing community focus. Area Forums beginning to engage with community.	2. Community engagement is still fragmented and some evidence of tensions amongst some elected Members. However it has improved and new mechanisms should see increasing involvement.	2. Positive action

Year 2 performance summary – Knowsley Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: SCRUTINY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need corporate and systematic policy review process.	1. No action	1. New Review and Scrutiny committees to be established.	1. Corporate Best Value Programme established with agreed methodology and deadlines and role for Scrutiny.	1. Corporate process established for reviewing key services and policy issues.	1. Definite outcome
2. Need Member involvement in reviews.	2. No action	2. Best Value Review Committee being established. Unclear at what level Members will be involved in reviews.	2. Best Value Scrutiny Committee established and Members trained by NW Employers' Association. Members to have a greater involvement in reviews.	2. Mechanisms established but too early to judge impact of Members actual involvement.	2. Positive action
3. Lack of transparency and openness in committee meetings.	3. Uncertain	3. New Community Forums and Scrutiny Committees. Possible that some meetings will be held in the community.	3. Formal committee meeting structure replaced under modernisation although Cabinet and Ratification are still closed meetings. Openness at Area Forums has led to tensions between Members, officers and community. Some meetings are being held in the community.	3. Key decisions still lack transparency in new Cabinet and Scrutiny arrangements. Greater openness in non-key decision areas but unclear (at early stage) of benefits.	3. Uncertain

Year 2 performance summary – Knowsley Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CITIZEN AND USER ORIENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Lack of citizen (and community development) focus.	1. Uncertain	1. New Community Forums, Citizen Panel, Focus Groups, New Deal for Communities programme and Chief Executive could make a difference.	1. Development of new Citizen and Social Inclusion Unit to champion community development. Evidence of small scale and successful community development initiatives eg. St. Edmunds and citizenship focus, and commitment to Community Information Programme and One Stop Shops.	1. Increased commitment and resources for community development work. Introduction of ‘One Stop’ shops has improved citizen focus.	1. Positive action
2. Lack of information on customer needs.	2. Positive action	2. Community Information Programme roll out, possible Call Centre initiative. Community radio and TV may elicit information. Citizen Panel and ‘Knowsley Voice’ to be utilised further.	2. Citizen Panel consultation programme is more structured and inclusive of key partners ie. Health and Police. Call Centre initiative is developing on back on One-Stop shops. Significant amount of ad hoc customer information garnered through needs analysis and surveys.	2. Customer information is becoming increasingly valued and structured, and is being used to inform policy making at strategic (‘Knowsley Voice’ and key aims) and operational level (Charter Mark applications).	2. Improvement

Year 2 performance summary – Knowsley Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. No corporate overview of communications.	1. No action	1. Communications audit to be considered by new Chief Executive.	1. Commitment (June 2000 Policy Studies seminar) for a strategic – external and internal – audit. However not undertaken as of December 2000.	1. Issue has only been agreed in principle – no evidence of action.	1. Uncertain
2. Danger of 'survey fatigue'.	2. Positive action	2. Likely to increase volume of surveys through Citizen Panels, Focus Groups and Best Value Reviews.	2. More consultation being undertaken at all levels. Established a 'consultation' working group as part of the Best Value structure and draft consultation strategy being developed.	2. Agreed area of concern and to some degree difficult to control – externally driven. Proposals for, but little evidence of, a structured and co-ordinated research programme to date.	2. Uncertain
3. Publications too 'glossy'.	3. No action	3. Not known	3. Quality and style of publications continue to improve as part of image and profile raising. Evidence of quality content from awards etc.	3. Knowsley did not agree that publications are too glossy – feel that standards of presentation are very important indication of quality of organisation. No evidence that presentation masks poor content.	3. Uncertain

Year 2 performance summary – Knowsley Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
4. Communication <u>from</u> the public is not as simple as it should be.	4. Positive action	4. Call Centre to offer 24 hour access. Review of opening hours and complaints forms. Further extension of IT based Community Information Programme.	4. Significant commitment and evidence of ICT based communication from ‘hard to reach groups’. Call Centre launched and One- Stop Shop enhanced and opening hours increased.	4. General enhancement in range of mechanisms for public to communicate.	4. Improvement

Year 2 performance summary – Knowsley Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CONSULTATION AND PARTICIPATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Based on “information out and feedback in” rather than involving citizens/users in service specification.	1. No action	1. Best Value process should involve citizens in service specifications, priorities – importance and satisfaction. Community Forums and key aims consultation could also help.	1. Best Value Programme was based on citizens’ assessments of importance and satisfaction. However not involved in service specifications. Evidence of successful community engagement in range of initiatives in Crime and Disorder, Education, Objective 1, SRB and Leisure/Library developments.	1. Improvements being made at strategic level – Best Value and extensive needs based analysis – and operational level eg. Charter Mark awards.	1. Positive action
2. Full potential of community not being realised.	2. Inaccurate	2. Community profiles, Community Plan and Community Forums. Possible additional resources to support community development.	2. SRB and New Deal for Community programmes and other examples across the council of capacity building and increased potential and contribution of community.	2. Many examples of successful initiatives but too early to judge whether the community’s potential is being realised.	2. Positive action

Year 2 performance summary – Knowsley Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Service plans not related to Key Aims.	1. No action	1. Best Value Performance Plan attempts to link Key Aims (being revised) to service plans and performance.	1. Key Aims revised but no corporate service planning process that identifies links. Discussions re. new financial strategy linked to a performance improvement framework.	1. Revision to Key Aims and first year of Best Value has highlighted a distinct lack of a corporate service planning process.	1. No action
2. No integrated planning and review process.	2. No action	2. Performance management proposals being prepared for Chief Officer Group.	2. Draft performance management proposals – linked to financial strategy – submitted for discussion. Considerable debate over efficacy. Some new initiatives eg. Invest to Save are linked to Key Aims.	2. Planning and review process is still not integrated.	2. No action
3. Lack of joined up working (as a result).	3. No action	3. Should begin to flow from new Chief Executive but requires central 'engine' to drive, and corporate processes to be agreed.	3. Many examples of joined up working at operational and project level but many 'corporate' initiatives are still undertaken on a departmental basis eg. SRB/NDC programmes. Proposals to create a small policy unit agreed by Chief Executive.	3. Joined up working is left to chance. Proposals for central policy unit to drive improvements but not implemented yet.	3. Uncertain

Year 2 performance summary – Knowsley Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
4. Lack of organisational learning.	4. No action	4. Proposals for Corporate Performance Review Scrutiny Committee to create opportunities for shared learning.	4. No Performance Review Scrutiny Committee established. Some examples of organisational learning through eg. EFQM, via quality initiatives including Beacon Council and through networks such as the Warwick consortium.	4. Little evidence that organisational learning is embedded in corporate processes and corporate culture. Some examples at departmental level.	4. Uncertain

Year 2 performance summary – Knowsley Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PEOPLE MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Investor in People and Human Resource developments do not reach all parts of the organisation.	1. Positive action	1. Emerging views from Chief Officers that employee development approach and structure should change – but no clear strategy.	1. Draft Human Resources strategy produced (but not adopted and implemented). Still considerable inconsistencies in Human Resource systems across the council. ‘Knowsley Way’ roll out helped create a more united culture. New Employee Development Manager appointed.	1. Investor in People and Human Resources in state of flux with structural review and new appointments. Main thrust is on ‘Knowsley Way’	1. Uncertain
2. Trade Unions are marginalised.	2. No action	2. Not known. Possible change in approach if Branch Secretary is replaced, new Chief Executive is more collaborative and/or Single Status forces two sides together.	2. Single Status process become very divisive and negotiations been hijacked by personal dialogues. Trade Unions becoming more excluded and threats of industrial action.	2. No concerted and corporate attempt (officer and Member) to establish a working protocol and programme with Trade Unions. Evidence of increased marginalisation.	2. No action

Year 2 performance summary – Knowsley Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PROJECT MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need to learn/develop skills in people side projects.	1. Positive action	1. Not known but new duty to provide for the 'social, economic and environmental well being' of the community may lead to strategic change. New Chief Executive may also lead change. Changes in funding criteria may also be a driver.	1. Audit of people side economic development activity undertaken. Further initiatives to progress community development approach but not holistic. No evidence of Project Management training around people side issues. Indication that new Chief Executive has a strong 'people side' change agenda.	1. New funding initiatives – SRB/NDC and NRF – have emphasised the need for people side project skills. But no clear indication that Knowsley has grasped this opportunity corporately.	1. Uncertain

Year 2 performance summary – Knowsley Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: SYSTEMS AND PROCESS MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Lack of corporate processes (planning and review, performance appraisal) lead to lack of joined up working and corporate outcomes.	1. No action	1. Performance management framework paper scheduled to go to Chief Officer Group (February/March 2000). No other action planned but new Chief Executive is likely to review Chief Executive's department which may lead to stronger corporate/central policy and process driven approach. Best Value should assist this process.	1. Best Value Performance Plan was developed around the Key Aim themes, with performance information linking, in theory, to corporate objectives. Pilot financial strategy will reinforce the relationships through local service agreements. At departmental and operational level still an absence of corporate processes to support these developments. Chief Executive developed proposals for central Policy Unit.	1. Attempts to create a joined up approach are being developed but, at present, are not being supported by corporate processes and systems.	1. Uncertain

Year 2 performance summary – Knowsley Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: FINANCIAL MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need further devolution of financial responsibility.	1. Inaccurate	1. Not known – some departments may be increasing devolution.	1. Proposed new financial strategy includes mechanism for realigning service and financial responsibilities at departmental level, including devolution.	1. Initial area of concern lacked clarity. Further proposals being developed to increase devolution but not agreed yet.	1. Uncertain
2. Need more responsive support services.	2. Positive action	2. Best Value reviews of support services may identify need for (radical) change and improvement.	2. Best Value review of IT and Legal resulted in minimal change. Additional support network groups established in Human Resources and Finance. Possibility of review of internal Service Level Agreements.	2. No evidence of step change in performance of those support services subject to Best Value reviews – IT and Legal – although process has improved understanding between service and support departments.	2. Uncertain
3. Need to involve public and business in financial decision making.	3. Positive action	3. To improve dialogue with business community. (Nb. Beacon Council status could include proposal for direct links with public through additional 1% levy).	3. Increased commitment to and involvement of business community in 2000/01 budget. ‘Citizen’s Panel’ commented on importance and satisfaction levels that fed into Best Value and the financial strategy. (note – Beacon proposals for 1% levy were dropped by the government during the year).	3. More effort to involve business community but public still informed rather than involved eg. no consultation on proposed Council Tax level.	3. Improvement

Appendix 25

Year 1 performance summary – Mansfield District Council

THEME: LEADERSHIP

COMPETENCY: VISION AND STRATEGY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to revisit and update vision and strategic objectives.	1. No change to 3 core objectives (Nb – 34 targets) although Mansfield Area Partnership (MAP) (see below) introduced 4 aims.	1. Wider context from MAP highlighted need for review but vision and objectives remained the same.	1. No action	1. MAP and Mansfield DC strategic aims to converge.	1. Next 12 months
2. Need to review committee structure.	2. First stage review reduced number of committees from 54 and 8 sub committees to 49 (see ‘Community Engagement’ below).	2. Political management structures currently being reviewed as part of second stage.	2. Positive action	2. Probably 6-8 Issue Panels to be created together with Cabinet.	2. From May 2000
3. Need for central Policy Unit to lead/co-ordinate “cross-cutting” issues and develop a corporate culture.	3. No formal policy unit – informal LA 21, Community Safety, Performance/Personnel and Community Development Workers working as part of a corporate ‘unit’.	3. Co-ordinated action is still patchy. No evidence that proposals for corporate policy unit will be adopted.	3. No action	3. Chief Executive and Leader blueprint being developed which has the potential to address policy capacity issues.	3. Next 12 months

Year 1 performance summary – Mansfield District Council

THEME: LEADERSHIP

COMPETENCY: CHANGE MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to 're-energise' plans for community engagement.	1. Significant amount of community engagement undertaken, but still fragmented. Citizen day on 21 December. Community Development Worker group set up.	1. No Community Strategy yet or consultation plan. However evidence of increased investment suggests potential for improvement.	1. Positive action	1. Develop Community Strategy in full consultation with citizens.	1. Next 12 months
2. Change programmes/initiatives required to overcome perceived inertia.	2. Introduced staff ideas scheme; use LGIP group to select Best Value service reviews. (Review teams as 'critical friend'). Visits to other local authorities to challenge modus operandi. Nb – managing change model developed with consultants in early 1990's – not been adopted.	2. Undertaken 3 Best Value pilot reviews including member and Trade Union involvement – reviews have challenged current structures and mind set.	2. Positive action	2. Roll out programme of 16 Best Value reviews to fundamentally overhaul the Council.	2. Ongoing

Year 1 performance summary – Mansfield District Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for improved communication of corporate messages down to front line staff.	1. Introduced team briefings, corporate appraisal scheme (200 to date), newsletter, joint staff, member, Trade Union meetings. Nb – very good examples in Community Services department.	1. Significant investment in staff communication and support with evidence of improvement, most notably in Community Services department.	1. Definite outcome	1. More staff empowerment and new mechanisms to foster motivation corporately.	1. Ongoing
2. Need for new support mechanisms to overcome 'blame culture' and encourage pro-active approach to change and corporate objectives.	2. Limited action to date. Blame culture was still identified as an issue by senior managers.	2. Motivation is still an issue rooted in recent restructuring. Blame culture still exists and acts as a restraint on the organisation. No evidence that this was being addressed by Chief Executive and Management Team.	2. No action	2. No actions identified.	2. N/A

Year 1 performance summary – Mansfield District Council

THEME: LEADERSHIP

COMPETENCY: INNOVATION AND CREATIVITY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Proposals/implementation of new committee structure to facilitate change and innovation.	1. Proposals being developed (Blueprint) by Chief Executive and Senior Members (December 1999).	1. No definite outcomes yet. Response to modernisation has been slow at political level but new 'blueprint' should address.	1. Positive action	1. Proposed new political structures around 'Issue' panels.	1. From May 2000
2. Lack of evidence of mechanisms/initiatives to encourage managers and staff to innovate.	2. Some evidence of successful external funding initiatives (SRB/lottery) and launched 'Awards for Innovation' scheme.	2. Limited evidence of real innovation from Chief Executive and Chief Officer Management Team. Nb – culture appears risk averse. No evidence of 'Awards for Innovation' scheme to date.	2. Uncertain	2. No planned innovation but view that managers could/would respond to changes introduced through political structures.	2. Assume medium to long term.

Year 1 performance summary – Mansfield District Council

THEME: LEADERSHIP

COMPETENCY: ALLIANCE BUILDING

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to develop promotions/communications strategy to improve image with County Council and Government Office.	1. Mansfield Area Partnership been developed and evidence that this has helped. Monthly Chief Executive meetings with County Chief Executive.	1. Advised that relations with County are improving but evidence that 'hot spots' still exist. Note that relations with GOEM are very good and that MDC appears to have good image in the region.	1. Positive action	1. Nothing identified.	1. N/A
2. Need to rationalise partnerships.	2. Rationalisation occurred as a result of the creation of the Mansfield Area Partnership (MAP).	2. Assume rationalisation is working. Evidence of fewer partnerships in existence.	2. Definite outcome	2. Continue MAP process of rationalising partnerships.	2. Ongoing

Year 1 performance summary – Mansfield District Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Mansfield DC needs to develop a strategy for systematic and inclusive community engagement.	1. Undertaken IDeA simulation model on engagement and organised seminars. Nb – Survey of councillors confirmed only spend 2 hours per week in community.	1. No strategy evident and members (and officers) slow to introduce changes.	1. Uncertain	1. Community Development Forum to be established in December 1999. Assume formal structures for community engagement will be developed.	1. Assume 12 months
2. Need for improved transparency in Council decision making.	2. No actions identified and evidence that members are not responding positively to modernisation agenda.	2. Decision making processes remain unchanged and public excluded.	2. No action	2. New political structures will ensure greater transparency. Possible first 30 minutes of every committee to be public Q and A time.	2. May 2000
3. Lack of proposals to develop representative role of Members who are outside leadership group.	3. No proposals yet.	3. Backbench members remain largely disenfranchised and proposals for changing allowances could financially penalise.	3. No action	3. Proposals to introduce £20,000 'Community Chest' for community groups and 'backbench' members.	3. Next 12 months
4. Turn out at elections low.	4. No specific proposals identified although noted that next elections are not until 2003.	4. Turnout will not be evaluated until 2003.	4. No action	4. Not specified.	4. N/A

Year 1 performance summary – Mansfield District Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: SCRUTINY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Lack of proposals to involve users in monitoring (eg. extending Housing panel).	1. Set up some area based panels but not whole authority yet.	1. Unclear if panels have a formal monitoring role.	1. Uncertain	1. Set up whole authority panel with Scrutiny arrangements.	1. Next 12 months
2. Need for Members to undertake a strategic and systematic approach to scrutiny function.	2. No action yet other than initial Chief Executive blueprint proposal on new political structures (December 1999).	2. Scrutiny role still to be clarified as part of new political arrangements.	2. No action	2. New blueprint and legislative timetable will drive the process.	2. From January 2000 and for implementation in May 2000.

Year 1 performance summary – Mansfield District Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. No evidence of proposals to develop strategic approach to communications and IT.	1. All staff now on e-mail and intranet developed. Y2K compliant.	1. Progress has been made but limited because of staff shortages. No IT and communications strategy.	1. Uncertain	1. Further develop intranet and additional resources to be made available for strategy work.	1. Next 12 months
2. Need to plan and implement Local Performance Plan consultation process.	2. Best Value sub committee to agree Local Performance Plan on 23 December 1999.	2. Evidence of progress on the Performance Plan.	2. Positive action	2. Consultation process and strategic implementation need to flow from and inform Plan.	2. Next 12 months
3. Improved communication of corporate objectives to members and staff.	3. Evidence of new appraisal system and commitment to briefings in Community Services department. Also team briefings and newsletters. Nb – Chief Officer team not strong on communication.	3. Some evidence of corporately driven communication, and possible that work in Community Services will be rolled out.	3. Positive action	3. No specific actions identified.	3. N/A
4. Whole Council image needs developing.	4. Evidence of visible improvements eg. regeneration and Millennium park but council's public relations profile is municipal and staid.	4. No corporate campaign for whole Council promotion.	4. Uncertain	4. None identified.	4. N/A

Year 1 performance summary – Mansfield District Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CITIZEN/USER ORIENTATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Limited evidence of improvements in opening hours.	1. Opened County Contact point in town centre - open on Saturdays.	1. Evidence of piecemeal approach to improvements but opening hours are increasing.	1. Positive action	1. No further actions identified.	1. N/A
2. Telephone access to Council services.	2. New telephone system with NTL with local free calls from people and direct line contact.	2. New system significantly enhances user contact.	2. Definite outcome	2. No further actions identified.	2. N/A
3. Limited evidence of improved IT access.	3. Document Image Processing introduced in Benefits Section but no other evidence provided.	3. Improvements are 'patchy' and do not appear to be part of an IT strategy.	3. Uncertain	3. No further actions identified.	3.
4. No written policy on access and improved dialogue with eg. special needs users.	4. Some physical access improvements made and new processes eg. cash payments at Area Officers introduced.	4. Small scale improvements but no written policy developed as yet.	4. Uncertain	4. Possible touch screen access points being considered as part of improved communication and contact arrangements.	4. Assume medium term

Year 1 performance summary – Mansfield District Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CONSULTATION AND PARTICIPATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Lack of evidence of commitment to capacity building in under-represented sectors.	1. Progress in economic development side with eg. credit unions. Produced Social Justice strategy and Health alliance.	1. Specific examples indicate a commitment to capacity building.	1. Positive action	1. Produce Community Development plan. Possible £20,000 'Community Chest' for associations/forums.	1. Assume next 12 months
2. Consultation too service focused ie. narrow.	2. No actions identified.	2. No corporate drive to co-ordinate consultation. 'District Digest' (December 1999) includes no formal consultation . No evidence of consultation strategy.	2. No action	2. Advised that consultation will be 'pulled together' at corporate level in near future.	2. Assume next 12 months

Year 1 performance summary – Mansfield District Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Lack of proposals for/evidence of staff involvement in planning and review.	1. 2 x Best Value reviews involving staff, Trade Union and Members completed.	1. Positive development to address gaps in staff involvement.	1. Positive action	1. Further Best Value service reviews will involve front line and middle managers.	1. Ongoing
2. Approach to Community Strategy is too fragmented.	2. Whilst evidence of service planning in place and Local (Best Value) Performance Plan being produced, there was no evidence of a Community Strategy being developed.	2. Community Strategy work still to be commenced.	2. No action	2. No actions proposed but assume will need to commence Community Strategy process.	2. Next 12 months
3. Lack of co-ordination between policy and budget process.	3. Standard Spending Assessment shortfall highlighted problems. No evidence of actions to become more policy led.	3. Financial problems are a strong influence (£1m gap – 11% savings required) on the Council's strategy and culture. As a result it remains budget led.	3. No action	3. Proposals to roll out improved financial forecasting across the Council as step to begin to address policy and budget link.	3. 12 months

Year 1 performance summary – Mansfield District Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PEOPLE MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Involvement in corporate personal development scheme is patchy.	1. Personal development scheme delivered to 400+ employees to date and remainder are programmed.	1. Good progress made to ensure consistency.	1. Definite outcome	1. Roll out personal development/appraisal scheme to 800 manual staff,	1. Assume medium term
2. Need for joint training with Members to improve 'blame culture'.	2. Presentation skills and media training for Members. Managing performance seminars	2. Evidence of greater investment in Member development generally although more to be done on joint training.	2. Positive action	2. None identified but assume programme of joint training to be implemented.	2. Medium term
3. Need for management development programme that is aligned with corporate development needs.	3. No actions identified. Note that management model developed in mid 1990's was not adopted.	3. Management development remains fragmented. Funding is a key factor (1 training officer).	3. No action	3. Develop corporate management development programme.	3. Medium term
4. Need to produce an Equal Opportunities Policy.	4. No progress identified.	4. Policy not produced.	4. No action	4. Assume develop Equal Opportunities Policy.	4. Next 12 months

Year 1 performance summary – Mansfield District Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PROJECT MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to spread project management best practice (regeneration and development) to all departments.	1. Evidence of strong project management in Community Services department but not elsewhere.	1. Progress at departmental level but unclear if being transferred to other departments.	1. Uncertain	1. Assume roll out to other departments/services.	1. Medium term
2. Need for corporate training on project management and change management.	2. Very limited training on project management to date. Nothing on change management.	2. Some evidence of a new commitment to training but corporate impact is unclear as yet.	2. Uncertain	2. None identified but assume proposals will be developed.	2. Next 12 months

Year 1 performance summary – Mansfield District Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: SYSTEMS AND PROCESSES

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Concern that systems and processes are not user/citizen focussed.	1. 2 Chartermarks achieved and Beacon submission for community safety work submitted.	1. Evidence of a drive for improvements in systems and processes. Not clear if this is corporate: evidence suggests more departmental.	1. Positive action	1. Further Beacon submissions.	1. 2000
2. Evidence of Members intervening in systems and processes to distort priorities.	2. Still an issue and no evidence of actions to address it.	2. Highlights cultural issues about role and responsibility of members and officers and need for realignment and clarity.	2. No action	2. Possible stock transfer of Housing will provide less scope for Member intervention, but new Member protocol required.	2. Assume medium term
3. Lack of central policy resource.	3. No action	3. No central policy resource/unit to address cross cutting issues or drive corporate improvement agenda.	3. No action	3. To consider further proposals for strengthening corporate policy capacity.	3. 2000

Year 1 performance summary – Mansfield District Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: FINANCIAL MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Apparent lack of integration between policy, financial strategy and budget decisions.	1. Advised that Chief Executive and Community Services Director are looking at integration of policy and budget. Evidenced in presentation.	1. Lack of integration noted and proposals in place to address.	1. Positive action	1. Proposals for integration to be finalised and implemented.	1. Short or medium term
2. Need for corporate financial training for senior managers outside Finance Department.	2. Finance for non-finance managers training undertaken (using finance staff).	2. Evidence of an improvement across the Council as a result of training programme.	2. Definite outcome	2. All business support units to reviewed to strengthen financial management.	2. Assume is a priority in short-medium term.

Appendix 26

Year 1 Comparison of self-assessment scores – Mansfield District Council (Total number of responses: 3)

Theme	Average score at time of pilot LGIP Review Team visit	Average score at time of Year 1 visit
Leadership		
• Vision and Strategy	3	5
• Change Management	4	5
• Motivation	5	4
• Innovation and Creativity	6	7
• Alliance Building	7	7
	25	28
Community Engagement		
• Democratic Representation	2	3
• Scrutiny	3	3
• Citizen and User Orientation	7	6
• Communication	6	6
• Consultation and Participation	2	4
	20	22
Performance Management		
• Planning and Review	6	7
• People Management	4	5
• Project Management	6	6
• Systems and Processes	5	5
• Financial Management	5	4
	26	27
Total Average	71	77

Appendix 27

Year 1 Cultural Profile Surveys – Mansfield District Council (Total number of responses: 9)

Roger's Four Themes (Responses analysed by average percentage)		
Top Down	66:34	Bottom Up
Analysis and Planning	34:66	Action and Implementation
Conformance and Continuity	66:34	Challenge and Change
Systems and Processes	50:50	Culture and Values
Newman's Ten Dimensions (Responses analysed by indicator ticks)		
Process orientated	2:10	Results orientated*
*Moralist	7:2	Pragmatist
*Open	5:1	Closed
Managerial	2:11	Professional*
*Loose	8:4	Tight
User/community driven	2:4	Producer driven
*Uniformity	12:3	Diversity
*Centralised	9:2	De-centralised
Hierarchical	0:15	Democratic*
*Reactive	10:3	Proactive
		* - dominant dimensions
Wilson and Doig's Model for the future (Responses analysed by dominant words)		
Dimension	Dominant type	Common descriptors
Culture	Professional	Traditional/conventional, predominantly input focused
Control	Tight	Direct provision, detailed supervision, budget control, performance based, service level agreements
Configuration	Hierarchical	Departmental, client/contractor split where appropriate

Appendix 28

Year 2 Comparison of self-assessment scores – Mansfield District Council (Total number of responses: 2)

Theme	Average score at time of Year 1 visit	Average score at time of Year 2 visit
Leadership		
• Vision and Strategy	5	6
• Change Management	5	5
• Motivation	4	5
• Innovation and Creativity	7	8
• Alliance Building	7	8
	28	32
Community Engagement		
• Democratic Representation	3	5
• Scrutiny	3	5
• Citizen and User Orientation	6	6
• Communication	6	5
• Consultation and Participation	4	6
	22	27
Performance Management		
• Planning and Review	7	8
• People Management	5	6
• Project Management	6	9
• Systems and Processes	5	8
• Financial Management	4	4
	27	35
Total Average	77	94

Appendix 29

Year 2 Cultural Profile Surveys – Mansfield District Council

(Total number of responses: 6)

Roger's Four Themes (Responses analysed by average percentage)		
Top Down	47:53	Bottom Up
Analysis and Planning	37:63	Action and Implementation
Conformance and Continuity	49:51	Challenge and Change
Systems and Processes	50:50	Culture and Values
Newman's Ten Dimensions (Responses analysed by indicator ticks)		
Process orientated	0:8	Results orientated*
Moralist	2:4	Pragmatist
*Open	4:0	Closed
Managerial	6:6	Professional
Loose	4:4	Tight
User/community driven	1:3	Producer driven
Uniformity	6:4	Diversity
Centralised	0:6	De-centralised*
Hierarchical	4:6	Democratic
*Reactive	8:0	Proactive
		* - dominant dimensions
Wilson and Doig's Model for the future (Responses analysed by dominant words)		
Dimension	Dominant type	Common descriptors
Culture	Professional	Traditional/conventional, risk averse, predominantly input focused, willingness to experiment
Control	Tight-loose	Some discretion to managers, adherence to procedures, direct provision, performance based, 'hands-off'
Configuration	Hierarchical	Partial decentralisation, predominantly functional

Appendix 30
Year 2 performance summary – Mansfield District Council

THEME: LEADERSHIP

COMPETENCY: VISION AND STRATEGY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need to revisit and update vision and strategic objectives.	1. No action	1. MAP and Mansfield DC strategic aims to converge.	1. Draft new mission, priorities and values produced (in context of MAP and other agencies).	1. Draft document being discussed.	1. Positive action
2. Need to review committee structure.	2. Positive action	2. Probable 6-8 Issue Panels to be created together with Cabinet.	2. Agreed new structure for Cabinet and 3 x Scrutiny Panels and Area Assemblies.	2. Implementation effective May 2001.	2. Positive action
3. Need for central Policy Unit to lead/co-ordinate “cross-cutting” issues and develop a corporate culture.	3. No action	3. Chief Executive and Leader blueprint being developed which has the potential to address policy capacity issues.	3. Proposals to introduce a ‘Cabinet office’ unit but not corporate policy capacity	3. Whilst proposals relate to central policy capacity, it is unclear whether they have political support or whether it will address the area of concern.	3. Uncertain

Year 2 performance summary – Mansfield District Council

THEME: LEADERSHIP

COMPETENCY: CHANGE MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need to ‘re-energise’ plans for community engagement.	1. Positive action	1. Develop Community Strategy in full consultation with citizens.	1. Produced LA21 plan that has elements of Community Strategy. Evidence of pockets of good consultation/engagement.	1. Community Strategy not completed. Some evidence of effective engagement at service level but unclear if boroughwide. Note low voter turnout.	1. Uncertain
2. Change programmes/initiatives required to overcome perceived inertia.	2. Positive action	2. Roll out programme of 16 Best Value reviews to fundamentally overhaul the Council.	2. Undertook 17 reviews including some cross cutting, but no evidence of impact and ‘perceived inertia’ to date.	2. Unclear if reviews led to radical change.	2. Uncertain

Year 2 performance summary – Mansfield District Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for improved communication of corporate messages down to front line staff.	1. Definite outcome	1. More staff empowerment and new mechanisms to foster motivation corporately.	1. Still fragmented approach across departments. Some consistency through appraisals but do not include manual staff.	1. Initial Year 1 actions were successful but unclear whether front line staff feel better informed in Year 2, especially as appraisals are yet to be rolled out.	1. Uncertain
2. Need for new support mechanisms to overcome ‘blame culture’ and encourage pro-active approach to change and corporate objectives.	2. No action	2. No actions identified.	2. None evidenced.	2. Research suggested that ‘blame culture’ was still an issue.	2. No action

Year 2 performance summary – Mansfield District Council

THEME: LEADERSHIP

COMPETENCY: INNOVATION AND CREATIVITY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Proposals/implementation of new committee structure to facilitate change and innovation.	1. Positive action	1. Proposed new political structures around 'Issue' Panels.	1. Agreed new political structures (December 2000), although Issue Panels being replaced with Scrutiny and Area Assemblies.	1. To be implemented May 2001.	1. Positive action
2. Lack of evidence of mechanisms/initiatives to encourage managers and staff to innovate.	2. Uncertain	2. No planned innovation but view that managers would become more responsive (reactive) following new political structures.	2. Some evidence of Senior Management Team leading joint teams across the authority.	2. Too early to judge if new joint teams would stimulate a more innovative approach amongst managers.	2. Uncertain

Year 2 performance summary – Mansfield District Council

THEME: LEADERSHIP

COMPETENCY: ALLIANCE BUILDING

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need to develop promotions/communication strategy to improve image with County Council and Government Office.	1. Positive action	1. Nothing identified.	1. Evidence that relationships with County Council and Government Officer improved ‘considerably’ as part of the Mansfield Area Partnership (MAP).	1. Relationships (and image) continue to improve.	1. Positive action
2. Need to rationalise partnerships.	2. Definite outcome	2. Continue the MAP process of rationalising partnerships.	2. MAP has become the overarching partnership and will provide the platform for the Local Strategic Partnership.	2. MAP agreed as framework for Local Strategic Partnership and future rationalisation.	2. Definite outcome improved

Year 2 performance summary – Mansfield District Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Mansfield DC needs to develop a strategy for systematic and inclusive community engagement.	1. Uncertain	1. Community Development Forum to be established in December 1999. Assume formal structures for community engagement will be developed.	1. Extensive consultation but no formal structures for engagement. Citizens Panel to be established in April 2001.	1. Evidence of more engagement but still fragmented.	1. Uncertain
2. Need for improved transparency in Council decision making.	2. No action	2. New political structures will ensure greater transparency. Possible first 30 minutes of every committee to be public Q and A time.	2. Agreed revised structures for implementation in May 2001.	2. Unclear whether new decision making processes (when implemented) will be more transparent.	2. Uncertain
3. Lack of proposals to develop representative role of Members who are outside leadership role.	3. No action	3. Proposals to introduce £20,000 'Community Chest' to engage community and 'backbench' Members.	3. No action – proposals for £6-£10,000 being considered.	3. Still no agreement on representative – role of 'backbench' Members but proposals under consideration.	3. Uncertain
4. Turn out at elections low.	4. No action	4. Not specified.	4. 'Make your vote count' campaign.	4. Some action has occurred, albeit in a vacuum.	4. Positive action

Year 2 performance summary – Mansfield District Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: SCRUTINY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Lack of proposals to involve users in monitoring (eg. extending Housing panel).	1. Uncertain	1. Set up whole authority panel with Scrutiny arrangements.	1. Agreed to establish new political structures. Citizens Panel being considered for April 2001.	1. New structures planned for May 2001 but unclear if arrangements will involve users.	1. Uncertain
2. Need for Members to undertake a strategic and systematic approach to scrutiny function.	2. No action	2. New blueprint and legislative timetable will drive process.	2. As above – political structures agreed in principle (including 3 Scrutiny Panels).	2. Agreement on new arrangements for Cabinet and Scrutiny but too early to say if approach will be systematic/effective.	2. Uncertain

Year 2 performance summary – Mansfield District Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. No evidence of proposals to develop strategic approach to communications and IT.	1. Uncertain	1. Further develop intranet and additional resources to be made available for strategy work.	1. Further developments include, on line transactions, e-commerce and e-business systems (community focus).	1. IT systems beginning to operate strategically.	1. Positive action
2. Need to plan and implement Local Performance Plan consultation process.	2. Positive action	2. Consultation process and strategic implementation need to inform and flow from the Plan.	2. Audit Commission approved Performance Plan including consultation process.	2. Assume consultation OK if approved.	2. Definite outcome
3. Improved communication of corporate objectives to Members and staff.	3. Positive action	3. No specific actions identified.	3. No communications strategy. No staff newsletter. More team briefings and greater use of e-mail.	3. Notwithstanding some improvements to processes, no evidence that corporate objectives are being communicated more effectively.	3. Uncertain
4. Whole council image needs developing.	4. Uncertain	4. None identified.	4. Limited - vans and depots new image/signage. No PR/media team.	4. Whole council image is still poor.	4. Uncertain

Year 2 performance summary – Mansfield District Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CITIZEN/USER ORIENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Limited evidence of improvements in opening hours.	1. Positive action	1. No further action identified.	1. Best Value reviews have identified access to services as an issue. Reviewed and extended hours at Contact Point and Leisure facilities.	1. Evidence of incremental improvements.	1. Improvement
2. Telephone access to council services.	2. Definite outcome	2. No further action identified.	2. New telephony system working well – no further actions identified.	2. New telephony systems have improved access.	2. Definite outcome
3. Limited evidence of improved IT access.	3. Uncertain	3. No further action identified.	3. Provided on-line access to revenues and benefits service.	3. IT access has improved.	3. Positive action
4. No written policy on access and improved dialogue with eg. special needs users.	4. Uncertain	4. Possible touch screen access points being considered as part of improved communication and contact arrangements.	4. No action taken.	4. No improvement.	4. No action

Year 2 performance summary – Mansfield District Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CONSULTATION AND PARTICIPATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Lack of evidence of commitment to capacity building in under-represented sectors.	1. Positive action	1. Produce Community Development Plan. Possible £20,000 ‘Community Chest’ for association/forums.	1. No Community Development Plan or budget for forums. Managing the MacPherson report action plan including training.	1. Some evidence of piecemeal responses but no strategic commitment to support capacity building.	1. Uncertain
2. Consultation too service focused ie. narrow.	2. No action	2. Advised that consultation would be ‘pulled together’ at corporate level in near future.	2. Many consultation exercises undertaken (12-20 in last year) but no consultation strategy. Note – database developed with partners to avoid duplication.	2. Some evidence of a more strategic dimension being developed but consultation is still service focussed.	2. Uncertain

Year 2 performance summary – Mansfield District Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Lack of proposals for/evidence of staff involvement in planning and review.	1. Positive action	1. Further Best Value service reviews will involve front line and middle managers.	1. 17 x Best Value reviews undertaken in Year 1 involving mix of staff – MDC agreed number of reviews was too great.	1. Unclear if reviews would lead to significant improvement, but extensive programme had been implemented involving cross section of staff, Trade Unions, Members.	1. Improvement
2. Approach to Community Strategy is too fragmented.	2. No action	2. No actions proposed but assume will need to commence Community Strategy process.	2. LA21 'A Better Quality of Life' strategy completed – similar context/approach to Community Plan.	2. LA21 strategy is corporate and boroughwide – needs explicit links to Community strategy.	2. Positive action
3. Lack of co-ordination between policy and budget process.	3. No action	3. Proposals to roll out improved financial forecasting across the Council as step to begin to address policy and budget link.	3. Pilot approach in Community Services directorate still being developed. No corporate roll out.	3. Evidence of increasing awareness but no corporate approach yet.	3. Uncertain

Year 2 performance summary – Mansfield District Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PEOPLE MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Involvement in corporate personal development scheme is patchy.	1. Definite outcome	1. Roll out personal development/appraisal scheme to 800 manual staff.	1. Not happened – possible in future.	1. Initial progress stalled leading to potential for two tier organisation.	1. Uncertain
2. Need for joint training with Members to improve ‘blame culture’.	2. Positive action	2. None identified but assume programme of joint training to be implemented.	2. Leader now supportive and advocating training for Members including peer group.	2. Joint training is increasing – unclear if affects ‘blame culture’.	2. Improvement
3. Need for management development programme that is aligned with corporate development needs.	3. No action	3. Develop corporate management development programme.	3. Management development training continued but still fragmented.	3. Evidence of continued investment but lacking strategic context.	3. Uncertain
4. Need to produce an Equal Opportunities Policy.	4. No action	4. Assume develop an Equal Opportunities Policy.	4. Age, diversity and Harassment policies have been approved.	4. Elements of Equal Opportunities have been completed.	4. Positive action

Year 2 performance summary – Mansfield District Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PROJECT MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need to spread best practice (regeneration and development) to all departments.	1. Uncertain	1. Assume roll out of project management (from Community Services department) to other departments.	1. Project management training increased but not 100% coverage.	1. Improvement in dissemination of best practice and project management skills.	1. Positive action
2. Need for corporate training on project management and change management.	2. Uncertain	2. None identified, but assume proposals will be developed.	2. Some corporate project management training has been delivered.	2. More project management training being delivered.	2. Positive action

Year 2 performance summary – Mansfield District Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: SYSTEMS AND PROCESSES

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Concern that systems and processes are not user/citizen focused.	1. Positive action	1. Further Beacon submissions.	1. No further Beacon applications made; no other customer/citizen quality initiatives mentioned.	1. Beacon applications (Year 1) unsuccessful. No evidence of additional resources to improve user/citizen focus through capacity initiatives.	1. No action
2. Evidence of Members intervening in systems and processes to distort priorities.	2. No action	2. Possible housing stock transfer will provide less scope for Member intervention, but new Member protocol required.	2. No further progress.	2. Possible that Members are still overtly influencing key decisions, and processes and systems that support them.	2. No action
3. Lack of central policy resource.	3. No action	3. To consider further proposals to strengthen corporate policy capacity.	3. Possible 'Cabinet Unit' support team being considered but unclear how effective this would be in terms of addressing policy capacity needs.	3. Central policy resource is still an area of concern.	3. No action

Year 2 performance summary – Mansfield District Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: FINANCIAL MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Apparent lack of integration between policy, financial strategy and budget decisions.	1. Positive action	1. Proposals for integration (outlined in Year 1) to be finalised and implemented.	1. Pilot work in Community Services department had not been rolled out corporately. Discussions on possible closure of Leisure Centres undertaken.	1. No financial strategy. Loose proposals to close Leisure Centres were under consideration but politically sensitive.	1. No action
2. Need for corporate financial training for senior managers outside the Finance Department.	2. Definite outcome	2. All business support units to be reviewed to strengthen financial management.	2. Financial training has been rolled out and more integrated working.	2. Corporate financial training has been extended.	2. Definite outcome improved.

Appendix 31
Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: LEADERSHIP

COMPETENCY: VISION AND STRATEGY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Leadership is fragmented and 'liaison group' is too large to provide direction.	1. 'Liaison group' still in existence but 6 weekly meetings have been reduced. Nb – May elections – 25 new Members and much stronger Conservative opposition. New Leader.	1. Leadership remains fragmented and stronger political opposition has contributed to this.	1. No action	1. Replace with a Cabinet.	1. May 2000
2. Greater elected Member involvement is required in determining policy and strategic direction.	2. Members well represented on Redcar and Cleveland Partnership and on 6 'Service First' teams developed as a result of LGIP report.	2. Some joint Member/officer teams have already reported. 1997 Strategic Plan reviewed in last 12 months with limited Member involvement.	2. Positive action	2. No specific actions identified. (Not clear if Members are part of proposed Best Value reviews.)	2.
3. Strategic Plan needs supporting by clear action plans.	3. 1997 plan redrafted. 1999 plan identifies vision, 4 aims, 10 priorities and 22 objectives. Service delivery plans include action programmes.	3. In theory new plan is linked to decision making, resource allocations, Community Plan (emerging), annual service delivery plans, action plans and individual targets.	3. Definite outcome	3. Implementation of Strategic Plan and ongoing programme evaluation and review. New Community Plan to be completed.	3. March 2001

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: LEADERSHIP

COMPETENCY: CHANGE MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Chief Officer Management Team does not operate effectively as a corporate management team.	1. Only minor restructuring (Education and Environment Department deputies) in last 12 months. Nb. Chief Executive left September 1999.	1. Leadership acknowledged that COMT (up to 11 members) does not operate corporately.	1. No action	1. Probable that new Chief Executive will wish to improve effectiveness; methods not known.	1. 6-12 months
2. A greater commitment is required to Best Value.	2. Established a Best Value Committee, one of 42 national DETR pilots. Chief Officer and 2 nd tier management commitment and resources to Best Value.	2. National legislative programme and timetable is driving the process although Redcar and Cleveland are well prepared – pilot reviews undertaken and evidence of close work with District Audit.	2. Definite outcome	2. Ongoing commitment	2. Ongoing

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Morale amongst councillors is low	1. (Nb – 8 years of financial difficulties, exacerbated by population loss. 25 new Members in May 1999). Influx of new Members has brought a combination of new skills and experience and fresh thinking. Personnel/Committee section developed extensive training programme for Members.	1. Difficulties not gone away but no apparent evidence of low morale identified from interviews and observation. Perhaps disillusioned Members made way for new in 1999. Too early to judge outcome of investment in training.	1. Positive action	1. Ongoing Member support including Best Value training programme.	1. April 2000 Short-medium term

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: LEADERSHIP

COMPETENCY: INNOVATION AND CREATIVITY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. No areas of concern identified from committee report on LGIP review.					

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: LEADERSHIP

COMPETENCY: ALLIANCE BUILDING

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. There is a need to network across the authority and become less inward looking.	1. Redcar and Cleveland partnership (established in 1998) is joint public, private and voluntary sector. Service Improvement Panels (SIPS) include citizen representation. No change to traditional departmental structure which has fostered a silo mentality.	1. Partnership appears to be working well. Problems getting representatives for SIPS. Acknowledged lack of joined up working within the authority. (Nb – 4 months without Chief Executive) but evidence of steps to improve.	1. Positive action	1. Probable that new Chief Executive (end of January 2000) will wish to address structural arrangements to improve joined up working.	1. 6-12 months

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Too many daytime meetings at Town Hall (disincentive to wider participation).	1. No change to committee meetings but Service Improvement Panels and 'Service First' groups often meet evenings.	1. New engagement mechanisms are more accessible to public and partners but elements of Town Hall centrality remain.	1. Positive action	1. Not known but new Leader and Chief Executive may wish to consider new approach.	1. May 2000 and ongoing
2. Too many committees deal with inappropriate levels of detail.	2. Slight reduction in sub committees in last 12 months but still approximately 60 and all service committees report daytime.	2. Agreed new political management arrangements but delayed from May 1999 to May 2000. Proposals appear to have resolved all outstanding issues including reduction in committees.	2. Uncertain	2. New Leader with Cabinet (7 portfolios) to be introduced in May 2000. Remaining 'committee' structure will flow from this.	2. May 2000
3. There is concern about Members' role in appointments, appeals and in disciplinary training.	3. Arrangements reviewed. Members only involved above 3 rd tier appointments.	3. No real evidence of Members being over involved.	3. Definite outcome	3. No further action proposed.	3.
4. Committees are service based with inadequate mechanisms for cross cutting issues.	4. Acknowledged as a weak area – no action to date.	4. Recognised that departments are territorial and service committees too insular.	4. No action	4. Likely that new political structures will have thematic committees and departmental functions.	4. May 2000

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: SCRUTINY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. A Standards Committee needs to be established.	1. Proposals in place (January 2000) to introduce in May 2000. Original target date – May 1999 not actioned.	1. Proposals confirmed to establish Standards Committee.	1. Positive action	1. Establish Standards Review Committee.	1. May 2000

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: USER AND CITIZEN ORIENTATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
No areas of concern identified in committee report on LGIP review.					

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. 'River, Coast and Country' citizen newspaper not effective as a communications channel.	1. Action taken includes re-design, (glossy), with advertising support and explanation of 1998 performance indicator performance and council tax consultation.	1. New full colour magazine is significant improvement and evidence of council tax consultation suggests it is becoming an effective communications channel.	1. Definite outcome	1. Further refinement to new format and approach.	1. Ongoing
2. Poor communication, particularly between departments.	2. Service First communication group been established and reported to committee. Nb – consultation strategy in existence.	2. Not known. No evidence (yet) that recommendations been agreed and implemented.	2. Positive action	2. Assume recommendations will be implemented.	2. Short to medium term

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CONSULTATION AND PARTICIPATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Little evidence of 'actively seeking' to influence public opinion.	1. Service Improvement Panels (including public) introduced in 1998. Annual Community Survey undertaken. 'Service First' group set up to look at communication. Consulted over council tax level options for 2000/2001. (Nb – Consultation strategy completed)	1. Evidence from newspapers and letters indicate that community are actively engaged although this is often focussed on negative issues.	1. Definite outcome	1. Continued use of SIPs, consultation on budget and Community Survey.	1. Ongoing

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Service planning is driven by the centre and not owned by whole organisation.	1. Accepted at time of pilot review (November 1998), but 12 months on greater ownership from corporate performance management process.	1. Evidence of greater departmental ownership although recognition that Education and Social Services departments are still weak links.	1. Positive action	1. Continue service planning linked to Best Value reviews and ensure Education and Social Services are brought in.	1. Ongoing
2. Service planning is not universal.	2. Each department has detailed service plans as at January 2000.	2. Fully integrated strategic and service planning process in place.	2. Definite outcome	2. As above	2. Ongoing
3. Hard decisions are 'fudged'.	3. Independent Provident Society (Trust) established for Leisure Management. Consideration of housing stock transfer and Information Technology outsourcing contract.	3. Hard decisions are being considered. (Nb. Consultation on Council tax confirmed that community want to see a reduction and are prepared for alternative models for, or cuts to, services).	3. Definite outcome	3. Likely that more hard decisions will be considered on the back of Council tax consultation.	3. Ongoing

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PEOPLE MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Quality services are secondary to 'good employer'.	1. Nb – reference to 'no redundancy' policy in Pilot Review Team report is incorrect. Established Service Improvement Panels, CharterMark awards. Draft 'management of change: HR programmes and policies'. 'Service First' groups established to focus on quality and customer care standards.	1. Some evidence of poor inspections or poor Performance Indicator position. Service quality is embraced as part of Best Value work and key decisions about out-sourcing suggest that service focus is a priority.	1. Positive action	1. Best Value service reviews. Assume new 'management of change' programme be implemented. Further consideration and action on housing transfer and IT outsourcing.	1. April 2000 Short to medium term

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PROJECT MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Decision conferencing (management exercise) ‘used’ to “cut” rather than plan strategically.	1. Looking at 5-25% savings options as the context for decision conferencing process. Accepted, but it was the raison d’etre given the authority had one of highest Council tax rates in country.	1. In the circumstances decision conferencing appeared to be an appropriate mechanism for realigning policy and budgets and in some cases eg. training, it did lead to a strategic increase in investment. However, it was not possible (yet) to be clear about overall outcome.	1. Positive action	1. No further action proposed.	

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: SYSTEMS AND PROCESSES

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Insufficient investment in Information Technology.	1. Acknowledged little Member support/financial difficulties to improve internally. Increase devolution/flexibility to departments. Members received computers. Director of Resources evaluating possible outsourcing options although unclear at this stage as to whether Members are supportive or whether it is a feasible option.	1. Recognition of problem and indication of both incremental and transformational options to improve.	1. Positive action	1. IT likely to be outsourced to ensure sufficient resource base.	1. Assume 12-24 months

Year 1 performance summary – Redcar and Cleveland Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: FINANCIAL MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for integrated approach to financial and strategic planning.	1. New (1999-2003) Strategic Plan Performance Management framework links Corporate Plan to Service Plan and Staff Development Plans. In addition Fundamental Performance Reviews link action plans to the Best Value Performance and link to the annual budget cycle.	1. Acknowledged service and financial planning were divided but now, in theory, fully integrated.	1. Definite outcome	1. To implement new integrated financial and corporate planning, monitoring and review.	1. 12 months

Appendix 32

Year 1 Comparison of self-assessment scores – Redcar and Cleveland Borough Council (Total number of responses: 3)

Theme	Average score at time of pilot LGIP Review Team visit	Average score at time of Year 1 visit
Leadership		
• Vision and Strategy	6	7.5
• Change Management	5	6
• Motivation	5	6.5
• Innovation and Creativity	7	6.5
• Alliance Building	6	7.5
	29	34
Community Engagement		
• Democratic Representation	2	5
• Scrutiny	2	4
• Citizen and User Orientation	5	6
• Communication	4	5
• Consultation and Participation	7	6
	20	26
Performance Management		
• Planning and Review	6	6.5
• People Management	5	5.5
• Project Management	5	6
• Systems and Processes	4	4.5
• Financial Management	3	5.5
	23	28
Total Average	72	88

Appendix 33

Year 1 Cultural Profile Surveys – Redcar and Cleveland Borough Council (Total number of responses: 9)

Roger's Four Themes (Responses analysed by average percentage)		
Top Down	50:50	Bottom Up
Analysis and Planning	57:43	Action and Implementation
Conformance and Continuity	67:33	Challenge and Change
Systems and Processes	60:40	Culture and Values
Newman's Ten Dimensions (Responses analysed by indicator ticks)		
*Process orientated	8:5	Results orientated
Moralist	4:4	Pragmatist
Open	3:3	Closed
Managerial	6:4	Professional
Loose	6:4	Tight
User/community driven	2:4	Producer driven
Uniformity	5:3	Diversity
Centralised	5:3	De-centralised
Hierarchical	5:7	Democratic
*Reactive	7:2	Proactive
		* - dominant dimensions
Wilson and Doig's Model for the future (Responses analysed by dominant words)		
Dimension	Dominant type	Common descriptors
Culture	Professional/managerial	Traditional/conventional, awareness of need to consider outputs
Control	Tight-loose	Some discretion to managers, importance of service quality and awareness of users, service level agreements
Configuration	Client/contractor split where appropriate	Departmental

Appendix 34

Year 2 Comparison of self-assessment scores – Redcar and Cleveland Borough Council (Total number of responses: 3)

Theme	Average score at time of Year 1 visit	Average score at time of Year 2 visit
Leadership		
• Vision and Strategy	7.5	6
• Change Management	6	5.5
• Motivation	6.5	5
• Innovation and Creativity	6.5	5.5
• Alliance Building	7.5	5
	34	27
Community Engagement		
• Democratic Representation	5	7
• Scrutiny	4	7.5
• Citizen and User Orientation	6	5.5
• Communication	5	5
• Consultation and Participation	6	5
	26	30
Performance Management		
• Planning and Review	6.5	6.5
• People Management	5.5	6
• Project Management	6	5.5
• Systems and Processes	4.5	4.5
• Financial Management	5.5	4.5
	28	27
Total Average	88	84

Appendix 35

Year 2 Cultural Profile Surveys – Redcar and Cleveland Borough Council (Total number of responses: 6)

Roger's Four Themes (Responses analysed by average percentage)		
Top Down	72:28	Bottom Up
Analysis and Planning	45:55	Action and Implementation
Conformance and Continuity	60:40	Challenge and Change
Systems and Processes	58:42	Culture and Values
Newman's Ten Dimensions (Responses analysed by indicator ticks)		
Process orientated	4:4	Results orientated
Moralist	0:5	Pragmatist*
Open	1:3	Closed
Managerial	2:5	Professional*
Loose	4:4	Tight
User/community driven	2:2	Producer driven
*Uniformity	6:3	Diversity
Centralised	3:2	De-centralised
*Hierarchical	7:2	Democratic
Reactive	5:3	Proactive
		* - dominant dimensions
Wilson and Doig's Model for the future (Responses analysed by dominant words)		
Dimension	Dominant type	Common descriptors
Culture	Professional	Traditional/conventional, probity
Control	Tight-loose	Direct provision and partnerships, increased emphasis on value for money and budgetary control
Configuration	Hierarchical	Partial decentralisation, hybrid of functional and multi-disciplinary

Appendix 36

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: LEADERSHIP

COMPETENCY: VISION AND STRATEGY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Leadership is fragmented and 'Liaison group' is too large to provide direction.	1. No action	1. Replace with a Cabinet, by May 2000.	1. Cabinet introduced May 2000. Joint meetings between Cabinet and Chief Officer team. 'Liaison group' no longer meets.	1. Greater clarity in leadership in line with modernisation requirements.	1. Definite outcome
2. Greater elected Member involvement is required in determining policy and strategic direction.	2. Positive action	2. No specific actions identified.	2. Member/officer 'Service First' panels been disbanded by new Chief Executive. Members now more actively engaged in development of corporate priorities.	2. Members' involvement has changed as a result of new Chief Executive. In theory, more strategic.	2. Improvement
3. Strategic Plan needs supporting by clear action plans.	3. Definite outcome	3. Implementation of Strategic Plan and ongoing programme evaluation and review. New Community Plan to be completed.	3. New Chief Executive review of Strategic Plan (December 2000). Includes significant proposals for stock transfer, Council Tax and partnership working.	3. Key issues identified are strategically important and are designed to "Refresh the organisation", creating capacity and improving services.	3. Definite outcome improved

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: LEADERSHIP

COMPETENCY: CHANGE MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Chief Officer Management Team does not operate effectively as a corporate management team.	1. No action	1. Probable that new Chief Executive will improve effectiveness; methods not known.	1. Strategic restructure of the organisation being undertaken to include Executive Directors (Nb – original LGIP recommendation) under the banner “Refreshing the organisation”.	1. Rationalised and more strategic Chief Officer team. Too early to judge if more efficient.	1. Positive action
2. A greater commitment is required to Best Value.	2. Definite outcome	2. Ongoing commitment.	2. Original 131 Best Value reviews being scaled down, albeit still functionally based.	2. Not clear if the review has resulted in any fundamental change in level of commitment.	2. Uncertain

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Morale amongst councillors is low.	1. Positive action	1. Ongoing Member support including Best Value training programme.	1. New Executive Member support unit created. New Advisory Panels created for ‘backbench’ scrutiny role.	1. Interviews highlighted increased level of support for Members and their broad engagement in the improvement agenda.	1. Improvement

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: LEADERSHIP

COMPETENCY: INNOVATION AND CREATIVITY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
No areas of concern identified.					

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: LEADERSHIP

COMPETENCY: ALLIANCE BUILDING

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. There is a need to network across the authority and become less inward looking.	1. Positive action	1. Probable that new Chief Executive will wish to address structural arrangements to improve joined up working.	1. Some positive indications including Chief Executive’s proposals for structural review and creation of cross cutting portfolios. Community Safety and Health Partnership have limited success due to departmental boundaries. Membership of Redcar and Cleveland Partnership has reduced to reflect less control.	1. Limited progress in joined up working within 12 month timescale due to absence of Chief Executive.	1. Uncertain

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Too many daytime meetings at Town Hall (disincentive to wider participation).	1. Positive action	1. Not known but new Leader and Chief Executive may wish to consider new approach.	1. Area Forums introduced across the borough – self determine when and where to meet but usually evenings. SIPs still going on voluntary basis (evenings). Cabinet meet daytime.	1. Participation is widening and access improving.	1. Improvement
2. Too many committees deal with inappropriate levels of detail.	2. Uncertain	2. New Leader and Cabinet being introduced (May 2000). Remaining 'committee' structure will flow from this.	2. New Cabinet system introduced in May 2000 and overview and scrutiny arrangements are replacing most committees and sub-committees.	2. Significant reduction in number of 'Committees'.	2. Positive action
3. There is concern about Members' role in appointments, appeals and in disciplinary training.	3. Definite outcome	3. No further action proposed.	3. Further delegation to Chief Officers for restructuring, appointments and disciplinary.	3. Members' role now far more strategic.	3. Definite outcome improved
4. Committees are service based with inadequate mechanisms for cross cutting issues.	4. No action	4. Likely that new political structures will have thematic committees and departmental functions.	4. Cabinet members have thematic portfolios in the main eg. health, regeneration, quality and performance.	4. New political (and officer) structures are thematic and cross cutting.	4. Definite outcome

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: SCRUTINY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. A Standards Committee needs to be established.	1. Positive action	1. Establish Standards Review Committee by May 2000.	1. No Standards Committee established.	1. Whilst scrutiny has been formalised, creation of a Standards Committee has been delayed.	1. No action

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: USER AND CITIZEN ORIENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
No areas of concern identified					

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. 'River Coast and Country' newsletter not effective as a communications channel.	1. Definite outcome	1. Further refinement of news format and approach.	1. No further action evident.	1. Product much improved but no evaluation of its effectiveness as communication channel.	1. Uncertain
2. Poor communication, particularly between departments.	2. Positive action	2. Assume recommendations of 'Service First' group on communications will be implemented.	2. 'Service First' group disbanded. New Chief Executive has identified urgent need for communication unit with PR, consultation and research. Chief Executive has met all staff re change proposals – well received.	2. No evidence of improvement to date. Identified by new Chief Executive as a priority but no outcome as yet.	2. Uncertain

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CONSULTATION AND PARTICIPATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Little evidence of ‘actively seeking’ to influence public opinion.	1. Definite outcome	1. Continued use of Service Improvement Panels, consultation on budget and community survey.	1. More pro-active press management, community survey confirmed public perceptions improving (but still low) and Area Forums launched as vehicle for improving consultation.	1. Public opinion is being accessed through a number of structured and ongoing mechanisms.	1. Definite outcome improved

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Service planning is driven by the centre and not owned by the whole organisation.	1. Positive action	1. Continue service planning linked to Best Value reviews and ensure Education and Social Services departments are brought in.	1. Full set of service plans fed into Best Value Performance Plan for first time. Improvements in Social Services department; Education still an issue.	1. Ownership of service planning is improving incrementally.	1. Improvement
2. Service planning is not universal.	2. Definite outcome	2. Continue service planning linked to Best Value reviews as above.	2. All service plans now have links to Best Value Performance Plan.	2. Plans linked to Best Value Performance Plan.	2. Definite outcome improved
3. Hard decisions are 'fudged'.	3. Definite outcome	3. Likely that more hard decisions will be taken on the back of Council Tax consultations.	3. Housing stock transfer nearing completion. IT being rolled into a wider strategic outsourcing partnership for IT, Legal, Payroll and financial management. Majority Member approval (December 2000); implementation from April 2001.	3. Significant increase in radical solutions to address hard decisions.	3. Definite outcome improved

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PEOPLE MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Quality services are secondary to ‘good employer’.	1. Positive action	1. Best Value service reviews. Assume new ‘management of change’ programme will be implemented. Further consideration and action on housing transfer and IT outsourcing.	1. Climate of industrial relations has changed – new sickness management and redeployment practices, new working methods (Refuse collection). IIP for whole Council. Training budgets continue to increase. Housing transfer near completion and approval in principle for support service outsourcing contract.	1. Focus on good employer is being balanced by greater emphasis on customer needs and quality services.	1. Improvement

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PROJECT MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Decision conferencing (management exercise) ‘used’ to ‘cut’ rather than plan strategically.	1. Positive action	1. No further action proposed.	1. Decision conferencing exercise was sidelined.	1. No action	1. No action

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: SYSTEMS AND PROCESSES

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Insufficient investment in Information Technology.	1. Positive action	1. IT likely to be outsourced to ensure sufficient resource base.	1. Being addressed as part of wider strategic partnership proposals – see ‘Planning and Review’ – agreed by Members (December 2000).	1. Should lead to greater investment and performance.	1. Improvement

Year 2 performance summary – Redcar and Cleveland Borough Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: FINANCIAL MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for integrated approach to financial and strategic planning.	1. Definite outcome	1. To implement new integrated financial and corporate planning, monitoring and review.	1. New three year financial strategy has improved situation. Note that the Standard Spending Assessment grant for 2000/2001 had improved considerably on previous years.	1. Integration is improving incrementally.	1. Definite outcome improved.

Appendix 37

Year 1 performance summary – Sheffield City Council

THEME: LEADERSHIP

COMPETENCY: VISION AND STRATEGY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to 'sell'/engage the private sector in partnership working	1. Private sector been consulted on Best Value service priorities and on 'Sheffield First' Strategy and Corporate Plan [Nb – new Executive Management Team invested in networking with key partners in 1998. Arrangements formalised in 1999]	1. Evidence that senior management had made progress in engaging with private sector, but outcomes unclear in terms of partnership working.	1. Positive action	1. 150 key partners to be consulted on budget, the 5 year Best Value programme and on proposals for political structures	1. 2000 and ongoing
2. Need for corporate co-ordination of strategic plans	2. Service Plans had been formatted to a consistent standard and presentation. Corporate Plan produced in April 1999.	2. Evidence that Corporate Plan had been written after Service Plans. Accepted timing and alignment issues.	2. Positive action	2. To realign process so that the Corporate Plan will drive service planning.	2. From 2000
3. Need to translate vision into (new) actions on the ground	3. Introduced monthly corporate team briefing process, phone hotline, newsletter etc. New corporate appraisal process introduced to cascade vision.	3. Evidence of co-ordinated approach (systems etc) to improve understanding of vision and actions. However too early to judge outcome.	3. Positive action	3. Appointing new post of Head of Communications (see below) to drive through new systems.	3. January 2000 and ongoing

Year 1 performance summary – Sheffield City Council

THEME: LEADERSHIP

COMPETENCY: CHANGE MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Political structures, systems and processes have not changed in line with managerial.	1. Set up cross party modernisation group in Summer 99. Agreed structure (Dec. 99) – Cabinet, Scrutiny, portfolios and Area Forums – in detail. Currently out to consultation – ‘Talk Back’ and Citizen Panel.	1. Evidence of significant progress to address political and management structures although still subject to implementation. Nb – Sheffield had taken steps to modernise committee structures in 1998.	1. Positive action	1. Subject to consultation, to introduce new measures in May 2000. Possible referendum (from Citizens’ Panel) for Mayor	1. May 2000 Autumn 2000
2. Need for cultural and development change programme to support management of change programme	2. Programme of organisation development and management training being developed.	2..Evidence of action to respond to area of concern - too early to judge outcome.	2. Positive action	2. Full Members’ training programme on new structures to be introduced	2. January 2000
3. Need for corporately driven management development	3. As above, management development training being developed.	3. As above	3. Positive action	3. Management development and training programmes to be driven by service plans and appraisals which in turn will be cascaded from Corporate Plan.	3. Next 12 months

Year 1 performance summary – Sheffield City Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Middle Managers not 'switched on' to change agenda.	1. Second employee survey undertaken (May 99).	1. Survey reveals an overall improvement – no particular issue about middle management.	1. Inaccurate. Pilot Review Team findings not substantiated by case study research.	1. More communication to middle managers – newsletter, 500 to attend quarterly briefings with EMT and Leader.	1. 12 months
2. Change programme is officer led rather than Member.	2. No specific actions undertaken to address this area of concern.	2. Deliberate. New EMT driven the change programme through to improve culture and profile of city council.	2. Inaccurate. Pilot Review Team's findings challenged by Sheffield. Given the need for 'quick wins' and the difficulty in generating a consensus in a balanced political environment, a conscious decision was made for senior management to drive forward the change agenda in the short term.	2. Best Value and new political structures will lead to more Member involvement.	2. Ongoing

Year 1 performance summary – Sheffield City Council

THEME: LEADERSHIP

COMPETENCY: INNOVATION AND CREATIVITY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. No areas of concern identified by pilot Review Team	1. Further work undertaken on Beacon Council submission, and drive for Best Managed Council (see Perf. Mgt. Section)	1. Research not identified any clear outcomes	1. Not Applicable	1. None proposed	1. Not Applicable

Year 1 performance summary – Sheffield City Council

THEME: LEADERSHIP

COMPETENCY: ALLIANCE BUILDING

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Members excluded from consultation and partnerships eg. ‘Sheffield 100’ group	1. Leader and deputy attended second meeting of ‘Sheffield 100’ group. New area panels set up (12) with dedicated officer support	1. Meeting agreed that Councillors could attend. Proper consultation network now established.	1. Definite outcome	1. Consultation Strategy being prepared by Community Partnership Unit. Area panels to continue	1. Assume short term - ongoing
2. Need for integration/rationalisation of initiatives re. capacity eg. consultation	2. Still consult on single issues but Citizens’ Panel are consulted on range of issues	2. Whilst still evidence of fragmentation, progress is being made towards a more co-ordinated programme utilising the Citizens’ Panel.	2. Positive action	2. Assume Consultation strategy be implemented	2. 12 months

Year 1 performance summary – Sheffield City Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for Members' training on area forums/panels	1. No specific training but 'learning' from experience. Note that the 12 area panel chairs meet and share experience on informal basis.	1. Unclear whether informal learning is having any impact on Members' new roles in Area Panels. No specific action taken.	1. No action	1. Members training identified in Action Plan	1. Assume 12 months
2. Need action on electoral registration	2. New IT system introduced for registration. Personal canvassing started in Autumn 99 and new Elections Officer appointed.	2. Turn out did improve marginally (May 99) to national average	2. Definite outcome	2. No additional actions planned	2. N/A
3. Need for new political structures	3. See 'Change Management' above – detailed proposals developed and consultation being undertaken.	3. Significant progress and adjustment to modernisation by both main parties (Lib. Dem and Labour) – joint committee. 'Better Government for Sheffield' publication. New structures approved for consultation in Dec 1999 and implementation in May 2000.	3. Positive action	3. Implement new political management structures	3. May 2000

Year 1 performance summary – Sheffield City Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: SCRUTINY

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Support for Members on new scrutiny role	1. Existing Programme Review committee has been operating a 'scrutiny' role re. 3 pilot Best Value reviews. Note that there were 7 more Best Value reviews planned for the year.	1. New 'Scrutiny' role in place for Best Value work. However, it was not clear whether the proposals to support Members in this new role were effective yet.	1. Positive action	1. 4 x Scrutiny committees being set up. Committee section to support each Scrutiny chairman. Possibly use the IDeA simulation model. New Member development programme being organised.	1. From 2000

Year 1 performance summary – Sheffield City Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CITIZEN AND USER ORIENTATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
No areas of concern identified by the pilot Review Team	Call Centre for Direct Services has been very successful.	Evidence of improvement in this area although not identified as a concern by Pilot Review Team.	Note: whilst actions were clearly positive, and have been recorded as such in the template, because the pilot Review Team did not identify any areas of concern with this competency, the level of ‘performance’ has not been taken into account in arriving at an ‘improvement rate’ for Sheffield City Council.	Developing Call Centre – one number approach for whole council.	Next 12 months
	Decision to develop One Stop Shop within City Centre.			Open One Stop Shop	December 2000
				Review complaints procedures.	Assume 2000
				Develop guide to customer satisfaction research.	Assume 2000

Year 1 performance summary – Sheffield City Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for clear corporate image	1. Created new post of Head of Communication to develop a corporate brand/image and supporting systems and processes.	1. Whilst it was recognised that the current Public Relations Unit was reactive, the decision to create a new post was designed to address these, and other, shortcomings.	1. Positive action	1. Appoint Head of Communications and develop more proactive PR and corporate image. Submit Beacon Council bid	1. 12 months
2. Introduce Council newspaper	2. 'Talkback' introduced in Feb 99 as a Council/citizen newspaper	2. Not evaluated yet but quality of 'Talkback' is good	2. Definite outcome	2. To evaluate impact of 'Talkback' newspaper and improve	2. Ongoing

Year 1 performance summary – Sheffield City Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CONSULTATION AND PARTICIPATION

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for dedicated budget to manage the corporate consultation and participation mechanisms.	1. Significant progress on consultation – Citizens’ Panel, ‘Talkback’, 150 stakeholders and proposed conference Strategy for consultation being developed by Community Partnership Unit.	1. Budget still identified as an issue at corporate level. Note that Best Value reviews have been funding own consultation.	1. Positive action	1. Advised that budget issues will be addressed.	1. 12 months

Year 1 performance summary – Sheffield City Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for service strategies to be aligned with/flow from corporate strategy.	1. Corporate Plan produced April 99 and Service Plans being standardised.	1. Planning process has improved although Service Plans still not aligned with Corporate Plan priorities.	1. Positive action	1. Review of Service Plans and Best Value reviews will flow from Corporate Plan and core priorities	1. January 2000 – ongoing
2. Weaknesses in evaluation and monitoring.	2. No evidence produced.	2. Acknowledged that this was still a weak area. Nb. considered EFQM Self Assessment – decision not to adopt (initiative fatigue).	2. No action	2. Best Value reviews will ‘force’ evaluation and monitoring to take place	2. Medium to long term - 3 years
3. Need to link policy and budget.	3. Gradual move towards synchronised process but budget problems in Education and Social Services suggested that still much work to be done.	3. Identified as a key issue in Council ‘10 core priorities’ but too early to quantify any improvement	3. Uncertain	3. Develop 3 year policy led financial strategy	3. Assume 2000

Year 1 performance summary – Sheffield City Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PEOPLE MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Blockage at middle manager level in terms of managing poor performance	1. Second survey undertaken. Middle managers' forum meetings held	1. Survey feedback indicated improvements	1. Positive action	1. No further action indicated	1. N/A
2. Need to accelerate development of personnel policies and procedures	2. Considerable action to develop detailed managers' handbook – finance, personnel, performance, appraisal, etc. Also corporate appraisal scheme introduced.	2. Much improved systems and procedures should assist middle manager issues. (Nb. old systems were trade union/industrial relations focussed)	2. Definite outcome	2. Continuous review	2. Ongoing
3. Need for personal and organisational development strategy to support change programme	3. Implementing Investor in People programme as the organisation development/change management model for the Council.	3. Whole council commitment to Investor in People represents a major investment	3. Positive action	3. Submit whole Council IIP bid	3. Summer 2000

Year 1 performance summary – Sheffield City Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PROJECT MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Project leaders not given the time/skills to do the job	1. Corporate project management manual developed by Training Section. Created dedicated project managers positions for large schemes eg. One Stop Shop, IIP, waste management and outsourcing	1. Project Management Training being developed. However, it was noted that there were still problems with sufficient time (eg. Best Value reviews). (Note – recent European Objective One status would place increased emphasis on need for project management capacity)	1. Positive action	1. Target Social Services department initially as particular gap identified	1. 12 months - One Stop Shop Dec 2000 - IIP - Summer - Waste management – 12 months

Year 1 performance summary – Sheffield City Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: SYSTEMS AND PROCESS MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need for corporate information technology strategy to support data and systems development	1. Identified as 1 of 10 key core priorities and decision to outsource Finance and IT Services agreed during 1999.	1. Outcome unclear as yet but IT identified as the most important issue by Heads of Service	1. Positive action	1. Possible Private Finance Initiative for major IT developments	1. Assume medium term

Year 1 performance summary – Sheffield City Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: FINANCIAL MANAGEMENT

AREA OF CONCERN	ACTION TAKEN TO DATE	OUTCOMES	PERFORMANCE	PROPOSED ACTION	TARGET DATE
1. Need to move away from centralised financial system to 'cost centre' control	1. New finance procedures introduced – see Managers' Handbook	1. Recognition as a key issue in 10 corporate priorities but no evidence of actual improvement	1. Uncertain	1. Three year financial strategy being introduced with implied delegation.	1. Assume 2000
2. No budget mechanism for focussing on key priorities	2. Agreed to introduce 3 year financial strategy linked to priorities	2. Preparation work being undertaken but too early to quantify	2. Uncertain	2. Financial Strategy linked to Best Value and corporate priority process	2. From 2000
3. Need for more stable budget position, possibly to be achieved through: outsourcing efficiency/benchmarking asset review link financial and strategic planning	3. Decision to outsource IT and finance systems. Part of core cities benchmarking club. Developing asset management strategy and three year financial strategy being prepared	3. Whilst financial position was still serious the council had agreed to both outsource IT and finance systems and consider further radical solutions eg. Waste Management proposals which could release significant (£25m) finance	3. Positive action	3. Possible Waste Management outsourcing and further improvements will be rolled out as part of Best Value reviews.	3. From 2000

Appendix 38

Year 2 self-assessment score – Sheffield City Council (Total number of responses: 1)

Theme	Average score at time of Year 1 visit	Average score at time of Year 2 visit
Leadership		
• Vision and Strategy	N/A	7
• Change Management	N/A	8
• Motivation	N/A	8
• Innovation and Creativity	N/A	7
• Alliance Building	N/A	7
	N/A	37
Community Engagement		
• Democratic Representation	N/A	6
• Scrutiny	N/A	5
• Citizen and User Orientation	N/A	9
• Communication	N/A	7
• Consultation and Participation	N/A	5
	N/A	32
Performance Management		
• Planning and Review	N/A	8
• People Management	N/A	7
• Project Management	N/A	7
• Systems and Processes	N/A	8
• Financial Management	N/A	5
	N/A	35
Total Average	N/A	104

Appendix 39

Year 2 Cultural Profile Survey – Sheffield City Council
(Total number of responses: 1)

Roger's Four Themes (Responses analysed by average percentage)		
Top Down	No responses received	Bottom Up
Analysis and Planning	No responses received	Action and Implementation
Conformance and Continuity	No responses received	Challenge and Change
Systems and Processes	No responses received	Culture and Values
Newman's Ten Dimensions (Responses analysed by indicator ticks)		
Process orientated	0:2	Results orientated
Moralist	2:0	Pragmatist
Open	1:0	Closed
Managerial	3:3	Professional
Loose	0:1	Tight
User/community driven	2:0	Producer driven
Uniformity	1:1	Diversity
Centralised	0:2	De-centralised
Hierarchical	1:0	Democratic
Reactive	2:2	Proactive
Wilson and Doig's Model for the future (Responses analysed by dominant words)		
Dimension	Dominant type	Common descriptors
No responses received	No responses received	No responses received

Appendix 40

Year 2 performance summary – Sheffield City Council

THEME: LEADERSHIP

COMPETENCY: VISION AND STRATEGY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANC E
1. Need to 'sell'/engage the private sector in partnership working.	1. Positive action	1. 150 key partners to be consulted on budget, 5 year Best Value programme and proposals for political structures.	1. Continued 6 month partnership events and consultation with private sector on Best Value programme and 'Better Government' proposals. Established 'Sheffield First for Investment' and an Urban Regeneration company.	1. Clear evidence of commitment to involve private sector.	1. Definite outcome
2. Need for corporate co-ordination of strategic plans.	2. Positive action	2. To realign process so that the Corporate Plan will drive service planning.	2. Strategic planning cycle changed in 2000 so that Corporate Plan now leads service planning process. Further preparation and planning – based on production of toolkit – should see further improvement in 2001.	2. Improved alignment in strategic planning process although acknowledge need more time to 'bed-in'.	2. Improvement
3. Need to translate vision in to (new) actions on the ground.	3. Positive action	3. Appointing new post of Head of Communications to drive through new systems.	3. Further restructuring and establishment of public relations team has slowed process down.	3. Some key performance measures – indicators, employee survey and public satisfaction levels - show improvement, but evidence is patchy to date.	3. Improvement

Year 2 performance summary – Sheffield City Council

THEME: LEADERSHIP

COMPETENCY: CHANGE MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Political structures, systems and processes have not changed in line with managerial.	1. Positive action	1. Subject to consultation, to introduce new structures in May 2000. Possible referendum for Mayor.	1. Following consultation, new Cabinet structure with 6 x Scrutiny and 12 x Area Panels introduced in May 2000. (No Mayoral referendum).	1. New structure implemented on time. Whilst Scrutiny role is underdeveloped, Cabinet system is operating smoothly and structures now aligned.	1. Definite outcome
2. Need for cultural and development change programme to support management of change programme.	2. Positive action	2. Full Members' training programme on new structures to be introduced.	2. Members have not taken up training opportunities.	2. Culture change will be very difficult without support and involvement of Members.	2. Uncertain
3. Need for corporately driven management development.	3. Positive action	3. Management development and training programmes to be driven by service plans and appraisals, which in turn will be cascaded from Corporate Plan.	3. Management development programme went live in August 2000 – top managers (167) participating.	3. Corporately driven management development programme now in place.	3. Definite outcome

Year 2 performance summary – Sheffield City Council

THEME: LEADERSHIP

COMPETENCY: MOTIVATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Middle managers not ‘switched on’ to change agenda.	1. Inaccurate. Pilot Review Team findings not substantiated by case study research.	1. More communications to middle managers – newsletter, 500 to attend quarterly briefings with EMT and Leader.	1. Quarterly briefings and information exchange being delivered.	1. Second employee survey (May 1999) showed significant increase in support from middle management. Further commitment from EMT to support and inform.	1. Improvement
2. Change programme is officer led rather than Member.	2. Inaccurate. Pilot Review Team’s findings challenged by Sheffield. Given the need for ‘quick wins’ and the difficulty in generating a consensus in a balanced political environment, a conscious decision was made for senior management to drive forward the change agenda in the short term.	2. Best Value and new political structures will lead to more Member involvement.	2. Evidence that change is now being more influenced by political leadership – including issues such as externalisation.	2. Modernisation agenda has led incrementally to more political leadership ie. more balanced approach.	2. Improvement

Year 2 performance summary – Sheffield City Council

THEME: LEADERSHIP

COMPETENCY: INNOVATION AND CREATIVITY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. No areas of concern identified by pilot Review Team.	1. Not applicable	1. None proposed.	1. None stated.	1. None recorded	1. Not applicable

Year 2 performance summary – Sheffield City Council

THEME: LEADERSHIP

COMPETENCY: ALLIANCE BUILDING

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Members excluded from consultation and partnership eg. ‘Sheffield 100’ group.	1. Definite outcome	1. Consultation strategy being prepared by Community Partnership Unit. Area Panels to continue.	1. Councillors now active in ‘Sheffield 100’. Community Partnership Unit have agreed a voluntary and community sector ‘Compact’ and agreed priorities. Area Panels still evolving and discussion re. links to embryonic Local Strategic Partnership and/or possible delegated powers.	1. Consultation strategy not completed but further developments in terms of Members and community engagement.	1. Definite outcome Improved
2. Need for integration/rationalisation of initiatives re. capacity eg. consultation.	2. Positive action	2. Assume Consultation strategy will be implemented.	2. Audit of consultation processes and mechanisms completed.	2. Some progress but Consultation strategy not completed.	2. Uncertain

Year 2 performance summary – Sheffield City Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: DEMOCRATIC REPRESENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for Members' training on area forums/panels.	1. No action	1. Members training identified in Action Plan.	1. Specific programme of Member training developed but low take up to date.	1. Learning opportunities have now been formalised although Members' engagement is slow.	1. Positive action
2. Need action on electoral registration.	2. Definite outcome	2. No additional actions planned.	2. No additional actions recorded/evidenced but registration is “significantly” up on previous years.	2. Registration has improved.	2. Definite outcome
3. Need for new political structures.	3. Positive action	3. Implement new political management structure.	3. New political management structures implemented in May 2000.	3. Implementation achieved.	3. Definite outcome

Year 2 performance summary – Sheffield City Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: SCRUTINY

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Support for Members on new scrutiny role.	1. Positive action	1. 4 x Scrutiny committees being set up. Committee section to support each Scrutiny chairman. Possible use the IDeA simulation model. New Members development programme being organised.	1. Confirmation that 6 Scrutiny committees were established and each chair was given 'policy support' through a dedicated officer.	1. Scrutiny committee structures agreed and additional support provided to Members.	1. Definite outcome

Year 2 performance summary – Sheffield City Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CITIZEN AND USER ORIENTATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. No areas of concern identified by pilot Review Team.	1. Not applicable. Note that whilst the Council had begun developing a number of new initiatives in this area, because the pilot LGIP Review Team had not identified any areas of concern, performance has not been included in the analysis of improvement.	1. Completion of One Stop Shop, further development of Call Centre, review complaints and develop customer satisfaction research guide.	1. Call Centre still being developed; One Stop Shop scheduled to open in February 2001. Complaints procedures reviewed but ‘on hold’ and customer satisfaction research completed. Note also – Charter Marks in Social Services Department.	1. Evidence of co-ordinated approach to improving customer/citizen orientation albeit some timescales have slipped.	1. Not applicable. Note that, as the pilot LGIP Review Team had not identified any areas of concern in this competency, then actions have not been included in the analysis of improvement.

Year 2 performance summary – Sheffield City Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: COMMUNICATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for clear corporate image.	1. Positive action	1. Appoint Head of Communications and develop more proactive PR and corporate image. Submit Beacon Council bid.	1. Head of Communications appointed. Full restructure of PR unit included Tourism and ‘Destination Sheffield’. New corporate designers and guidelines employed. Applied for Beacon Council ‘City Centre Development’ theme and reached last 5 in LGC Council of the Year awards.	1. Evidence of senior level commitment to resourcing and developing a clear corporate image. Beacon Council bid unsuccessful.	1. Definite outcome
2. Introduce Council Newspaper.	2. Definite outcome	2. To evaluate impact of ‘Talkback’ newspaper and improve.	2. Council newspaper (‘Talkback’) being produced on regular basis.	2. Council newspaper not “running properly” yet. Need for new communications team to resolve.	2. Uncertain

Year 2 performance summary – Sheffield City Council

THEME: COMMUNITY ENGAGEMENT

COMPETENCY: CONSULTATION AND PARTICIPATION

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for dedicated budget to manage the corporate consultation and participation mechanisms.	1. Positive action	1. Advised that budget issues will be addressed.	1. Whilst consultation has improved eg. joint citizens panel with Health and stakeholder conference, budget issues remain unclear.	1. No evidence that specific consultation budget has been agreed.	1. Uncertain

Year 2 performance summary – Sheffield City Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PLANNING AND REVIEW

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for service strategies to be aligned with/flow from corporate strategy.	1. Positive action	1. Review of Service Plans and Best Value reviews will flow from Corporate Plan and core priorities.	1. Best Value programme now flows from priorities which are driven from public consultation. Better alignment. Service Plans are being used to monitor performance.	1. Evidence that the linkages and processes were becoming more aligned but not all Service Plans show direct links.	1. Improvement
2. Weaknesses in evaluation and monitoring.	2. No action	2. Best Value reviews will ‘force’ evaluation and monitoring to take place.	2. Internal Audit been tasked to monitor Best Value reviews.	2. Corporate recognition, albeit latterly, of need for effective monitoring and review.	2. Positive action
3. Need to link policy and budget.	3. Uncertain	3. Develop 3 year policy led financial strategy.	3. Corporate working group been tasked to look at policy-budget alignment but budget still driven by big service departments.	3. Belated recognition and action in a key area but too early to confirm outcome.	3. Positive action

Year 2 performance summary – Sheffield City Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PEOPLE MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Blockage at middle manager level in terms of managing poor performance.	1. Positive action	1. No further action indicated.	1. New management performance competency framework introduced.	1. Evidence of further support to address area of concern.	1. Improvement
2. Need to accelerate development of personnel policies and procedures.	2. Definite outcome	2. Continuous review	2. All policies and procedures now 'over hauled'.	2. Evidence of continuing commitment to review and implement effective policies.	2. Definite outcome Improved
3. Need for personnel and organisational development strategy to support change performance.	3. Positive action	3. Submit whole Council IIP bid	3. IIP submission made in July 2000 (and commended in national competition).	3. Action completed – whole authority IIP accreditation achieved.	3. Definite outcome

Year 2 performance summary – Sheffield City Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: PROJECT MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Project leaders not given the time/skills to do the job.	1. Positive action	1. Target Social services department initially as gap identified.	1. Project management now one of 10 competencies for all senior managers. No evidence that Social Services managers were being addressed as a priority group.	1. Evidence that major projects – IIP, One Stop Shop and externalising waste management – are being progressed effectively, but still gaps in key service areas.	1. Improvement

Year 2 performance summary – Sheffield City Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: SYSTEMS AND PROCESSES MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need for corporate information technology strategy to support data and systems development.	1. Positive action	1. Possible PFI for major IT developments.	1. No PFI for IT but corporate IT strategy now in place and significant investment (PFI funded) in One Stop Shop and schools.	1. Further investment in one of original 10 key core priorities although whole Council PFI proposals were withdrawn.	1. Improvement

Year 2 performance summary – Sheffield City Council

THEME: PERFORMANCE MANAGEMENT

COMPETENCY: FINANCIAL MANAGEMENT

AREA OF CONCERN	YEAR 1 PERFORMANCE	PROPOSED ACTION – YEAR 2	ACTION TAKEN – YEAR 2	OUTCOMES	YEAR 2 PERFORMANCE
1. Need to move away from centralised financial system to ‘cost centre’ control.	1. Uncertain	1. Three year financial strategy being introduced, with implied delegation.	1. Financial strategy very broad and still driven centrally.	1. No evidence that the centralised financial system is being addressed in detail or with urgency.	1. Uncertain
2. No budget mechanism for focusing on key priorities.	2. Uncertain	2. Financial strategy linked to best Value and Corporate Priority process.	2. As above, strategy is very broad.	2. No evidence that either Best Value or the Corporate Plan is driving the financial planning process.	2. No action
3. Need for more stable budget position, possibly to be achieved by: <ul style="list-style-type: none"> - out-sourcing - efficiency/benchmarking - asset review - link financial and strategic planning 	3. Positive action	3. Possible waste management outsourcing and further improvements will be rolled out as part of Best Value reviews.	3. No additional funding yet, and financial problems in Education Department (SEN and referrals).	3. Whilst the financial position had improved in 1998 and 1999, there was still no medium term financial stability.	3. No action