



Local Government Efficiency Monitoring Self-Assessment Tool

Questions and Statements posed in the tool

Statement Set v16a-1 – 5th September 2019

Theoretical Model

Characteristics & Critical Success Factors Definitions

Pages 1 to 4

Characteristic Statement Set v16a-1 Clean 05/09/2019	Service	Customer	Community	Critical Success Factor	
Role of the Authority	<p>1. The council understands the need for and how to review the performance of services. 2. There are clear, signed off plans, for monitoring service performance and customer feedback. 3. Reviews of services have been conducted and feedback acted upon. 4. Planned improvements been realised.</p>	<p>1. The authority understands why customers want to engage with it and why it must engage with customers. 2. Customer contact and services have been redesigned around how the customer wants to engage. 3. Customer centred design has been implemented across the authority. 4. The authority checks that the implemented approach works for the customer and takes corrective action if required.</p>	<p>1. The authority understands community needs, current and future, as well as community capability. 2. The authority has clear, signed off plans, to grow and harness community capacity. 3. The authority actively engages with the community in deploying capacity to meet needs. 4. The authority monitors the impact of community capacity and takes corrective action if required.</p>	Leadership and Management	<p>1. The authority has a clear vision for its area (inc. residents and local business) and the role of the authority as the leader of place and has effective member/officer relationships and effective decision making processes. 2. The authority has created and agreed implementation plans for the authority role and has identified any improvements required to deliver the vision. 3. The authority is delivering its vision for the area and for itself. 4. The vision is owned by members, staff, residents and local business and all participants are delivering the desired outcomes.</p>
Managing Income	<p>1. The authority understands the range of income generation opportunities, the investment required, the risks to be managed, and the surplus potential. 2. The authority has signed off plans to generate the income required to support sustainable finances. 3. Income generation activities are delivering planned profitability and risks are well managed. 4. These activities are regularly reviewed and corrective action taken.</p>	<p>1. The authority understands its customers' needs. 2. The authority has signed off plans for new goods and services, alone, or with local businesses. 3. These are new services available via its customers' normal engagement channels. 4. These goods and services are delivering planned profitability and surpluses.</p>	<p>1. The authority understands the business opportunities that meet the needs of its customers, preventing public service demand and/ or growing economic activity. 2. The authority has signed off plans to use its available assets (financial and capacity) to build profitable business that diverts demand from public service if more beneficial outcomes might be achieved. 3. The authority manages established businesses that have diverted demand (from support by public bodies) and delivers a surplus to the authority. 4. The authority regularly reviews and quantifies the effects of demand diversion, taking action if targets are not met.</p>	Approach to Change	<p>1. The authority understands the resources, skills and capability required to effect the improvements and innovations that it requires. 2. The authority has put in place clear resource plans and governance arrangements required to deliver the change. 3. The approach to change is under way and planned changes are progressing. 4. Planned resources are proving sufficient (type and scale) to deliver the planned outputs.</p>

Characteristic Statement Set v16a-1 Clean 05/09/2019	Service	Customer	Community	Critical Success Factor	
Managing Expenditure	<p>1. The authority understands the resources required (at unit cost level) to deliver its services and functional areas (e.g. IT) and compares performance with other authorities. 2. The authority has processes to monitor variations in unit costs and performs comparisons with other authorities. 3. The authority takes action to understand the cause of variations and takes action where appropriate. 4. Unit costs have been managed and compared with other organisations in the sector (taking account of any justifiable variations).</p>	<p>1. The authority understands demand, how grouping services (front line and back office) can offer benefits to the organisation and its customers and where best to effect delivery (in home, locality, online, phone or on premises). 2. The authority has plans for redesign of the organisation and its ways of working to optimise the cost per unit of output delivered. 3. The authority has optimised its organisation and process design to reduce unit costs. 4. The redesign is delivering the planned improvements in expenditure.</p>	<p>1. The authority understands the cost of services and of alternative actions outside the authority to meet needs in the community and prevent service demand. 2. The authority has considered the whole life costs of prevention compared to the cost of service delivery. 3. The authority has a forward budget prediction of these costs over the next 3 years. 4. The authority monitors the actual expenditure reduction delivered by service prevention and takes corrective action if targets are not being met.</p>	Getting the Best from Staff	<p>1. The authority understands the role of behaviour change in delivering ways of working. 2. The authority has designed, with staff involvement, an appropriate behavioural framework for its way of working. 3. The authority has implemented a behavioural framework with monitoring and management of behaviours. 4. Staff understand and own the behaviours and they are driving the change.</p>

Characteristic Statement Set v16a-1 Clean 05/09/2019	Service	Customer	Community	Critical Success Factor	
Use of Data and Intelligence	<p>1. The authority understands the use of data and data standards to plan, manage and monitor the delivery of services. 2. The authority has agreed plans for the use of structured digital data to support its services. 3. The authority actively uses structured digital data for planning, managing and monitoring its services. 4. The authority's data use enables it to monitor and predict demand for service, the service to be delivered and its performance monitored. [Structured data is taken to refer to modern data practices where the organisation has data policies for governance, use of national standards, linking of data, sharing of data between departments and other organisations, open publishing].</p>	<p>1. The authority understands the use of data and data standards (operational and analytic) to support customer centred response. 2. The authority has signed off plans to link service data to customer data and to generate data on trends in customer activity. 3. The authority links service data to customer data and generates intelligence on customer engagement. 4. The authority has realised improvements in its customer engagement from the use of advance data practices involving good governance, transparency data standards, linking and sharing.</p>	<p>1. The authority understands the use and sources of data to understand the needs of its community and to harness community capacity. 2. Signed off plans have been formulated to regularly review the needs of localities, map community capacity and commission community response to customers. 3. The authority regularly produces and reviews locality profiles to understand need and use data on community capacity to commission support. 4. The use of data has enabled an understanding of need, availability of community capacity and delivery of community outcomes.</p>		
Use of Digital and Technology	<p>1. The authority understands the opportunity for digital and new technology to improve services. 2. There are signed off plans to use digital and new technology to improve services and their efficiency. 3. Digital and new technologies have been used to improve the service to customers and reduce its unit costs. 4. The service has been measurably improved for the customer and unit costs have been reduced.</p>	<p>1. There is an understanding of the role of digital in creating a customer centric authority. 2. There are signed off plans to use digital and new technology to redesign the authority around the customer. 3. Digital has been used to integrate services and provide a joined up response to the customer at the place and time of their choosing. 4. The authority's digital approach has reduced its unit costs.</p>	<p>1. There is an understanding of the role of digital and new technology in enabling resilient communities and connecting capacity with need. 2. There are signed off plans to use digital and technology to understand need and help build community capacity. 3. Digital and new technology has been implemented to understand need and support resilient communities. 4. Digital and technology has supported reduction in need for public service and generated greater resilience and independence in communities.</p>		

Characteristic Statement Set v16a-1 Clean 05/09/2019	Service	Customer	Community	Critical Success Factor	
Procurement and Commissioning	<p>1. Services understand their expenditure and supplier base. 2. Services have signed off plans for effective commissioning to shape future services capable of supporting demand, engaging markets, etc. 3. The services use procurement effectively to improve outcomes. 4. Services have used procurement to demonstrably minimise costs and improved services.</p>	<p>1. The authority understands the combined spend of the organisation. 2. The authority has planned procurements for all categories of expenditure. 3. The authority has used its buying power to reduce the cost for its services (inc. costs of suppliers or to take advantage of its supply chain's buying power). 4. Procurement has reduced the costs of services and costs for suppliers.</p>	<p>1. The authority understands the cost of living of vulnerable groups and long-term trends and short-term impacts that affect these costs. 2. The authority has signed off plans to maximise its procurement skills to mitigate these costs. 3. The authority has completed procurements that have reduced the cost of living for residents and businesses. 4. Reduction in costs for vulnerable groups has led to greater independence and reduction in demand for public service.</p>		



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Theoretical Model

Role of the Authority Statement Set

Pages 1 to 3

Role of the Authority	Service	Customer	Community
Question	<p>1. The council understands the need for and how to review the performance of services. 2. There are clear, signed off plans, for monitoring service performance and customer feedback. 3. Reviews of services have been conducted and feedback acted upon. 4. Planned improvements been realised.</p>	<p>1. The authority understands why customers want to engage with it and why it must engage with customers. 2. Customer contact and services have been redesigned around how the customer wants to engage. 3. Customer centred design has been implemented across the authority. 4. The authority checks that the implemented approach works for the customer and takes corrective action if required.</p>	<p>1. The authority understands community needs, current and future, as well as community capability. 2. The authority has clear, signed off plans, to grow and harness community capacity. 3. The authority actively engages with the community in deploying capacity to meet needs. 4. The authority monitors the impact of community capacity and takes corrective action if required.</p>

Role of the Authority	Service	Customer	Community
Best Case	<p>The authority has a clear delivery plan for each service, with a clear understanding of current volumes and predicted future volumes. A lean review of business processes within the service (or something similar) has been conducted and acted upon within the last 3 years. Opportunities to collaborate with similar services in neighbouring authorities have been explored and pursued where appropriate. The workforce is encouraged to contribute to service design and process improvements. There is an annual survey of service users as well as feedback gathered in service delivery.</p>	<p>The authority has evidence of the type and volume of contacts and how customers are likely to group services. Engagement with the customer has been redesigned to enable a one stop response to all the customers requirements. Services have been reorganised and business processes been redesigned to support corporate customer engagement. The authority records engagements enabling it to see the whole picture of a customer and revise its understanding of the range of customer engagement. The authority has remodelled engagement with public sector partners across tiers of local government and across the wider public sector.</p>	<p>Analysis of current and emerging need drives the authorities actions. There is a comprehensive mapping of community capacity and a clear plan to build community capability and resilience. Community support and solutions are mapped onto a single front door for the authority. The authority has developed a whole public sector approach ensuring support is easily accessed via a single engagement as community solutions are an integrated part of local public services.</p>
Competent	<p>Services have documented business processes using a structured process mapping methodology. Feedback from customers is gathered each year and used for service planning purposes.</p>	<p>Engagement with the customer has been redesigned to enable a one stop response to all the customers requirements. Service requests are initiated during this engagement. The authority records engagements enabling it to see the whole picture of a customer and revise its understanding of the range of customer engagement.</p>	<p>Analysis of current and emerging need drives the authorities actions. The authority is engaged with community groups and refers customer to them.</p>

Role of the Authority	Service	Customer	Community
Worst case	There is no documentation of business processes. There is no attempt to gather structured feedback from service users. There are no provisions to take inputs and contributions from the workforce to develop improvements and efficiencies.	The authority has a single point of contact for all services or does not involve wider groups of service specialists to consider feedback. Service requests are recorded at single point of contact but are passed on to services who initiate the service request.	There is little understanding of community capacity. Authority support is the default in all cases and there is no referral to support within the community.



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Managing Income Statement Set

Pages 1 to 2

Managing Income	Service	Customer	Community
Question	<p>1. The authority understands the range of income generation opportunities, the investment required, the risks to be managed, and the surplus potential. 2. The authority has signed off plans to generate the income required to support sustainable finances. 3. Income generation activities are delivering planned profitability and risks are well managed. 4. These activities are regularly reviewed and corrective action taken.</p>	<p>1. The authority understands its customers' needs. 2. The authority has signed off plans for new goods and services, alone, or with local businesses. 3. These are new services available via its customers' normal engagement channels. 4. These goods and services are delivering planned profitability and surpluses.</p>	<p>1. The authority understands the business opportunities that meet the needs of its customers, preventing public service demand and/ or growing economic activity. 2. The authority has signed off plans to use its available assets (financial and capacity) to build profitable business that diverts demand from public service if more beneficial outcomes might be achieved. 3. The authority manages established businesses that have diverted demand (from support by public bodies) and delivers a surplus to the authority. 4. The authority regularly reviews and quantifies the effects of demand diversion, taking action if targets are not met.</p>

Managing Income	Service	Customer	Community
Best case	<p>The authority has a clear approach for the scale of income being targeted. There is a realistic expectation and understanding of the true surplus generated and robust plans (including risk management) for the generation of income. Plans will likely include property investment, investment interest, and the sale of surplus capacity as appropriate (fees and charges are covered in expenditure). Where income generation is conducted jointly with other authorities the overall performance as well as the performance for each authority is understood and optimised.</p>	<p>The authority looks for opportunities to join its services up in a way that adds value and / or uses its 'customer contact' to join up local businesses offers to enhance the range of services that it can provide.</p>	<p>The authority has developed or commissioned new services that meet a need within the community that would otherwise lead to a demand on public service. The authority looks to promote economic growth which generate sustainable tax income</p>
Competent	<p>The authority has income generation plans for its surplus resources and a clear understanding of the true costs of delivery and the surplus generated.</p>	<p>The authority redesigns its services in a way that creates added value to residents and local businesses.</p>	<p>The authority has developed new income that funds community capacity that supports service delivery within the community.</p>
Worst case	<p>The authority has no management of commercial income, it does not understand the true cost of commercial services, does not understand their commercial performance and is unaware of the risks associated with each.</p>	<p>The authority has joined up its services as they exist and, other than digitalising the service and joining up with other services, has not changed what the authority delivers.</p>	<p>None of the authority's income streams divert demand for services.</p>



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Managing Expenditure Statement Set

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Managing expenditure	Service	Customer	Community
Question	<p>1. The authority understands the resources required (at unit cost level) to deliver its services and functional areas (e.g. IT) and compares performance with other authorities. 2. The authority has processes to monitor variations in unit costs and performs comparisons with other authorities. 3. The authority takes action to understand the cause of variations and takes action where appropriate. 4. Unit costs have been managed and compared with other organisations in the sector (taking account of any justifiable variations).</p>	<p>1. The authority understands demand, how grouping services (front line and back office) can offer benefits to the organisation and its customers and where best to effect delivery (in home, locality, online, phone or on premises). 2. The authority has plans for redesign of the organisation and its ways of working to optimise the cost per unit of output delivered. 3. The authority has optimised its organisation and process design to reduce unit costs. 4. The redesign is delivering the planned improvements in expenditure.</p>	<p>1. The authority understands the cost of services and of alternative actions outside the authority to meet needs in the community and prevent service demand. 2. The authority has considered the whole life costs of prevention compared to the cost of service delivery. 3. The authority has a forward budget prediction of these costs over the next 3 years. 4. The authority monitors the actual expenditure reduction delivered by service prevention and takes corrective action if targets are not being met.</p>

Managing expenditure	Service	Customer	Community
Best Case	<p>Resources are clearly aligned with local priorities . An understanding of unit costs (and related unit prices) is not an end in itself but prompts further questions to understand cost drivers, and prioritisation (demand, demographics etc.). Accordingly, the organisation monitors up-to-date unit costs regularly for every service. Up-to-date analysis of time spent and processes exist to identify the true cost of the transaction. Costs of support services are identified separately to enable comparison with other organisations for the same services. The unit costs of support services are similarly identified to compare with the same services in other organisations. For services operated partnership with other authorities the cost effectiveness of the joint service and for the individual partners is understood.</p>	<p>Up-to-date unit costs are available for every service. Up-to-date activity analysis and process maps exist to identify the true cost of the transaction. Costs of all functional areas (locality work, case handling, professional support, support services) are identified separately to enable comparison with the same services in other organisations of the same type and delivery strategy. Where joining up across the public sector collective and individual expenditure is optimised.</p>	<p>Up-to-date unit costs are available for every preventative action and combined with an understanding of the total net cost to serve. Modelling of lifetime costs of traditional services are maintained and compared to the lifetime costs of preventative actions. The value and variation in unit cost of 'cost shunting', whether to a future point in time or to other public sector partners, of removing the preventative measures are maintained</p>

Managing expenditure	Service	Customer	Community
Competent	The authority has approximate unit costs generated from total cost divided by the number of units (which might be a proxy measure, for example the number of households or residents in an age group). The authority is part of a benchmarking group of authorities with comparable data.	The authority has approximate unit costs for services and for functional areas, generated from total cost divided by the number of units (which might be a proxy measure, for example the number of households or residents in an age group). The authority is part of a benchmarking group of authorities with comparable data.	The authority understands the nature and costs of engaging with the community and can estimate of the impact of this in preventing demand for services - cost reduction, prevention and (where appropriate) income generation. Estimates may be based on references to developing research in the field.
Worst case	The authority has no information on alignment with priorities or on unit costs. Expenditure is purely addressed through incremental change. Fees and charges are uprated in line with inflation.	The authority has no information on unit costs.	The authority has no measure of the value of preventative actions.



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Use of Data and Intelligence Statement Set

Pages 1 to 3

Use of Data and Intelligence	Service	Customer	Community
Question	<p>1. The authority understands the use of data and data standards to plan, manage and monitor the delivery of services. 2. The authority has agreed plans for the use of structured digital data to support its services. 3. The authority actively uses structured digital data for planning, managing and monitoring its services. 4. The authority's data use enables it to monitor and predict demand for service, the service to be delivered and its performance monitored. [Structured data is taken to refer to modern data practices where the organisation has data policies for governance, use of national standards, linking of data, sharing of data between departments and other organisations, open publishing].</p>	<p>1. The authority understands the use of data and data standards (operational and analytic) to support customer centred response. 2. The authority has signed off plans to link service data to customer data and to generate data on trends in customer activity. 3. The authority links service data to customer data and generates intelligence on customer engagement. 4. The authority has realised improvements in its customer engagement from the use of advance data practices involving good governance, transparency data standards, linking and sharing.</p>	<p>1. The authority understands the use and sources of data to understand the needs of its community and to harness community capacity. 2. Signed off plans have been formulated to regularly review the needs of localities, map community capacity and commission community response to customers. 3. The authority regularly produces and reviews locality profiles to understand need and use data on community capacity to commission support. 4. The use of data has enabled an understanding of need, availability of community capacity and delivery of community outcomes.</p>

Use of Data and Intelligence	Service	Customer	Community
Best Case	<p>The authority holds digital records that enable it to predict service demand and minimise the number of times the customer needs to present data. Where the service is operated in partnership with other authorities digital records an analysis serve the partners individually and collectively.</p>	<p>The authority holds digital records on its customers enabling it to understand how best to join up its services in the interests of the customer. Standards for common data such as names are universally adopted. Common data are held only once and linked to service data. The authority actively designs its engagement to reduce the need for the customer to provide data.</p>	<p>The authority maintains profiles of its localities that support the understanding of need and information on community groups that help it understand community capacity current and any gaps. It shares these with public partners and works with them to create a common view of the needs of localities and key customer groups.</p>
Competent	<p>The authority holds data on current demand and trends in demand and uses these to inform service plans and budgets.</p>	<p>The authority holds digital records on its customers enabling it to understand how best to join up its services in the interests of the customer. There is some duplication in legacy applications of common data but the central customer service can read from and write to these applications. There is a clear plan to replace these legacy applications.</p>	<p>The authority maintains profiles of its localities that support the understanding of need and information that help it understand current community capacity and any gaps.</p>

Use of Data and Intelligence	Service	Customer	Community
Worst case	The authority does not understand the scale of current and future demand and does not link this to service plans and budgets.	The authority holds digital records on its customers enabling it to understand how best to join up its services in the interests of the customer. There is duplication of common information in service applications but the central customer service can read from and write to these applications. There is no plan to remove this duplication.	The authority only uses data about localities for predicting demand for services and budgeting purposes. No information on community capacity is gathered nor is there any analysis of gaps between current capacity and that required to meet need.



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Use of Digital and Technology Statement Set

Pages 1 to 2

Use of Digital and Technology	Service	Customer	Community
Question	<p>1. The authority understands the opportunity for digital and new technology to improve services. 2. There are signed off plans to use digital and new technology to improve services and their efficiency. 3. Digital and new technologies have been used to improve the service to customers and reduce its unit costs. 4. The service has been measurably improved for the customer and unit costs have been reduced.</p>	<p>1. There is an understanding of the role of digital in creating a customer centric authority. 2. There are signed off plans to use digital and new technology to redesign the authority around the customer. 3. Digital has been used to integrate services and provide a joined up response to the customer at the place and time of their choosing. 4. The authority's digital approach has reduced its unit costs.</p>	<p>1. There is an understanding of the role of digital and new technology in enabling resilient communities and connecting capacity with need. 2. There are signed off plans to use digital and technology to understand need and help build community capacity. 3. Digital and new technology has been implemented to understand need and support resilient communities. 4. Digital and technology has supported reduction in need for public service and generated greater resilience and independence in communities.</p>
Best Case	<p>The authority adopts lean strategies or something similar to its business processes and uses service applications to simplify the engagement for the customer and to analyse customer demand. The authority actively explores (alone or through its contractor) the opportunities for new technology to radically reduce costs and improve quality. Where the service is operated in partnership with other authorities there is a joint approach to the adoption of new Digital and Technology solutions</p>	<p>The authority redesigns its business processes to support a customer centric approach and implements digital applications and technology (resident, business, place, and asset) that support this. The authority actively explores patterns of customer engagement to continuously improve its ability to resolve enquiries. Where working in partnership across the public sector there is a joint approach to the adoptions of new Digital and Technology solutions</p>	<p>The authority actively develops systems that support analysis of need, community engagement, building community capacity and community referral. The authority actively explores the use of new digital and new technology that meets need and prevents demand for public service either by its own use, with public partners or by the community.</p>

Use of Digital and Technology	Service	Customer	Community
Competent	The authority 'leans' its business processes and uses service applications to digitalise these.	The authority redesigns its business processes to support a customer centric approach and implements applications (resident, business, place, asset) that support this.	The authority actively develops systems that support analysis of need and planning of community engagement.
Worst case	The authority uses silo legacy systems to manage its service and has no improvement plan for service management or delivery.	The authority implements applications without redesigning its business processes around the customer.	The authority engages with the community as a stand-alone activity and systems are not in place for the analysis of need in localities or customer groups. There are systems to support for community groups.



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Procurement and Commissioning Statement Set

Pages 1 to 2

Procurement & Commissioning	Service	Customer	Community
Question	<p>1. Services understand their expenditure and supplier base. 2. Services have signed off plans for effective commissioning to shape future services capable of supporting demand, engaging markets, etc. 3. The services use procurement effectively to improve outcomes. 4. Services have used procurement to demonstrably minimise costs and improved services.</p>	<p>1. The authority understands the combined spend of the organisation. 2. The authority has planned procurements for all categories of expenditure. 3. The authority has used its buying power to reduce the cost for its services (inc. costs of suppliers or to take advantage of its supply chain's buying power). 4. Procurement has reduced the costs of services and costs for suppliers.</p>	<p>1. The authority understands the cost of living of vulnerable groups and long-term trends and short-term impacts that affect these costs. 2. The authority has signed off plans to maximise its procurement skills to mitigate these costs. 3. The authority has completed procurements that have reduced the cost of living for residents and businesses. 4. Reduction in costs for vulnerable groups has led to greater independence and reduction in demand for public service.</p>
Best Case	<p>The authority has a continuously updated contracts register and spend analysis. It monitors prices and has an evidenced based approach to calculating the fair price for all goods and services. It has processes in place to ensure that contracts are properly monitored, renewed and that all spend is on contract.</p>	<p>The authority has coordinated activity for categories of spend across the council. It uses the combined spend of the council to optimise the cost and quality of goods and services. It collaborates with suppliers to reduce their costs with a resultant saving to the council. Where the supplier has better prices it accesses these to reduce costs to the council. The authority seeks to collaborate with its public partners to manage categories of expenditure.</p>	<p>The authority has modelled long term trends (such as rises in fuel poverty) and the impact of short term events (such as storm damage on elderly residents' properties) and has a procurement programme in place to reduce the impact of cost increases resulting from these trends and events, particularly on vulnerable groups.</p>

Procurement & Commissioning	Service	Customer	Community
Competent	The authority carries out analysis annually. It compares its prices with other councils. It has an evidenced-based approach to calculating the price for critical services. It ensures that contracts are up-to-date. It communicates the way to use contracts effectively.	The authority has a coordinated programme of procurement across the council. It makes available the prices it has secured to its suppliers to reduce their costs of operation and has negotiated a reduction in price to the authority as a result.	The authority conducts procurements on behalf of residents and business for some commodities such as energy. It uses its procurement to increase capacity of partner organisations and groups.
Worst case	The authority does not know if contracts are in compliance (e.g. out-of-date). The service has no means to check off-contract spend. There is no evidence to support prices in complex services and the authority could be paying too much or be open to challenge for paying too little.	The authority has no combined view of its expenditure and is unaware of the prices paid by its suppliers and the opportunities to engage with them to reduce costs. The authority does not make available its prices to its suppliers.	The authority is unaware of the impact of long term trends or short term events on the cost of living residents and businesses. It does not use procurement to support the building of capacity in the community or mitigate the effects of trends on vulnerable groups or more generally for residents and businesses.



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Critical Success Factors Statement Set

Pages 1 to 2

Critical Success Factors	Leadership and Management	Approach to Change	Getting the Best from Staff
Question	<p>1. The authority has a clear vision for its area (inc. residents and local business) and the role of the authority as the leader of place and has effective member/officer relationships and effective decision making processes. 2. The authority has created and agreed implementation plans for the authority role and has identified any improvements required to deliver the vision. 3. The authority is delivering its vision for the area and for itself. 4. The vision is owned by members, staff, residents and local business and all participants are delivering the desired outcomes.</p>	<p>1. The authority understands the resources, skills and capability required to effect the improvements and innovations that it requires. 2. The authority has put in place clear resource plans and governance arrangements required to deliver the change. 3. The approach to change is under way and planned changes are progressing. 4. Planned resources are proving sufficient (type and scale) to deliver the planned outputs.</p>	<p>1. The authority understands the role of behaviour change in delivering ways of working. 2. The authority has designed, with staff involvement, an appropriate behavioural framework for its way of working. 3. The authority has implemented a behavioural framework with monitoring and management of behaviours. 4. Staff understand and own the behaviours and they are driving the change.</p>
Best Case	<p>Members and senior staff have actively developed a clear vision for the area, based upon evidence of need and future aspiration. It is owned by local residents and businesses, council staff and members, public and voluntary sector partners alike. There are clear roles for all of these stakeholders and plans to achieve the vision with all stakeholders involved including effective governance arrangements and strong oversight by members. Tangible progress has been made and monitoring evidences progress in outcome as well as output terms.</p>	<p>The authority has a robust approach to programme management, delivery and monitoring. There are clear plans that evidence the resources required and the authority has a balance of internal and external resources sufficient to deliver its improvement and innovation plans. Resources are continually under review and resources are clearly adjusted to deliver upon the programmes objectives and timeframes.</p>	<p>The authority understands the science of behavioural change and has devised a behavioural framework that is linked to its improvement and innovation journey. The authority understands how to monitor and manage behaviours throughout the year. Monitoring shows that behaviours are continuously improving / becoming more effective.</p>

Critical Success Factors	Leadership and Management	Approach to Change	Getting the Best from Staff
Competent	There is a clear vision for the area. Council staff and members and public and third sector partners are aware of the vision. The authority has made progress in delivering the vision and is engaging with stakeholders as a part of the process. There are clear governance arrangements and oversight by members. There is progress in terms of outputs as well as outcomes is being made.	There is a clear capacity (internal and external) to deliver the improvement programme. The level of resource is not monitored against the scale and pace of change required.	The authority understands behaviours and has devised a behavioural framework. The authority is developing its ability to manage by behaviours. Monitoring of behaviour change is yet to be put into place. Staff performance is managed in a traditional annual appraisal environment.
Worst case	There is a vision for the area but this is not based upon an evidenced understanding of current need and future aspiration. Governance arrangements are unclear and there is no oversight by members or awareness of the vision by local residents and business, nor local partners in third and public sectors. There is no monitoring of progress on delivery of the vision.	There is inadequate resource to deliver the programme. Improvement is in addition to business as usual. There is no evidence that the effectiveness of the resource is being monitored.	There is no understanding of the role of behaviours and / or the behavioural frameworks. Managers are not able or incentivised to manage by behaviours. There is no monitoring of performance by behaviour.