

CPA Progress Assessment

23 June 2005



# CPA Progress Assessment

**North East Derbyshire District Council**

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## Progress assessments

In 2002, Comprehensive Performance Assessment (CPA) was introduced at single-tier and county councils (ST&CCs) and at district councils in 2003/04, as a way of supporting councils to deliver improvements in services to local people.

CPA brought together existing information on service performance in councils with a corporate assessment of each council's ability to improve. This was used to reach an overall conclusion about whether a council was 'excellent', 'good', 'fair', 'weak' or 'poor'.

Those councils classified as 'poorly performing'<sup>1</sup>, were the subject of formal engagement by the Office of the Deputy Prime Minister (ODPM), and were required to produce a recovery/improvement plan following their CPA. Through its network of relationship managers, the Commission worked closely with the lead officials assigned by the ODPM in developing an appropriate monitoring programme for the recovery/improvement plan.

The progress assessment will measure the impact and sustainability of the Council's improvement activity. Where necessary, it will report on regress. The progress assessment is tailored to local circumstances, provides appropriate public assurance and contributes to improvement reporting. It will report an evidence based judgement on progress against the original corporate assessment criteria, but it will not give a score.

The progress assessment is part of the Commission's commitment to helping councils ensure continuous improvement to services for local people. It does this in the context of its strategic regulation principles which look to minimise the burden of regulation at the same time as maximising its impact. We are committed to working in partnership with other regulators and the ODPM in this aim.

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<sup>1</sup> 'Poorly performing' is defined as Councils that were classified as 'poor' or 'weak'.

## Introduction

- 1 In May 2004, the Audit Commission published a Comprehensive Performance Assessment of North East Derbyshire District Council. This assessment categorised the Council as 'weak'. The key strengths and weaknesses from this assessment are set out in Appendix 1.
- 2 This report presents an analysis of the Council's progress to date based on the Council's implementation of its improvement plan and comparison with the baseline position of the Comprehensive Performance Assessment.

## Summary and recommendations

- 3 North East Derbyshire District Council is committed to changing and improving, and it has made progress on some of its improvement priorities. However, it has made limited progress overall. There has been significant slippage in the development of the Council's corporate plan. The Council has made only limited progress in identifying clear and focused ambitions and priorities linked to the revised community strategy. A new interim acting Chief Executive is now bringing about progress on the corporate plan. The lack of an up-to-date corporate plan means the Council has not had a clear and consistent framework as the basis of its plans, targets, actions, monitoring and resource allocations.
- 4 Councillors are not clearly and consistently driving the agenda and not managing performance effectively. They have participated in developing the corporate vision, plan and priorities, but have not clearly driven their development. Councillors have not clearly identified non priorities. A new performance management framework has been introduced but it is not fully effective, and councillors are not robustly challenging underperformance. There is no medium-term financial strategy, and budgets have not been reviewed and linked to priorities.
- 5 The Council has made progress in many of its priority service areas, but not consistently in line with improvement plan targets. The Council has made improvements in e-government, with the opening of the customer contact centre, recycling, and street cleansing. It is progressing on its plans to undertake a full stock options appraisal to meet the decent homes standard – progress is slower than planned, but still within the overall timescale. It has not sustained improvement in benefits and has made little progress on waste minimisation.
- 6 Capacity has not been significantly developed since the CPA report. The Council has invested in programmes for councillors and officers to develop their skills and knowledge and to build capacity with government support. The programmes have either only just begun or not yet been delivered so their impact on capacity cannot be assessed. The Council has appointed an interim acting Chief Executive to enhance capacity and bring about progress on the improvement plan. An investigation into the previous Leader by the Standards Board for England and an independent person's inquiry into issues concerning the Chief Executive have clearly hindered progress, even though the Council has done its best to minimise the effect of these.
- 7 The Council is clearly committed to working in partnership. It is working with Chesterfield Borough Council on a joint building cleaning contract, a leisure options appraisal and some joint service delivery. There are also plans to develop partnership working with Chesterfield and Bolsover councils to share learning, maximise resources and improve services for local people. These are at an early stage of development.

- 8 The Council's improvement plan is ambitious and addresses the key issues highlighted in the CPA report. It is regularly updated. New monitoring arrangements are being put in place to focus on priority areas. There is clear commitment from senior councillors and managers to moving forward and good recognition of the need to change.
- 9 It is recommended that the Council:
  - actively and promptly shares the findings of this progress assessment with staff;
  - takes it to an appropriate public committee meeting; and
  - uses the key findings as the basis for revising the improvement plan in conjunction with any direction from the roundtable meetings chaired by the ODPM link official.

## Context

### The locality

- 10 North East Derbyshire is a largely rural area at the eastern edge of the Peak District National Park in the East Midlands. It covers almost 258 square kilometres and has a population of 99,400 of which 2.04 per cent are from black and minority ethnic groups (2001 census).
- 11 The Council's administrative area surrounds the urban area of Chesterfield. The main population and retail areas are the towns of Clay Cross, Dronfield, Eckington and Killamarsh, together with a number of smaller villages and communities.
- 12 The traditional industries of coal mining, steel and heavy engineering declined in the 1980s resulting in high unemployment in some wards in the east of the district. The rural western areas have suffered from the decline in agriculture. Major employment sectors in the area are manufacturing (26 per cent) and the service sector. The Council has invested in new business and light industrial units and has town centre regeneration in Clay Cross, Eckington and Killamarsh. Over 70 per cent of retail activity takes place outside the district. There are significant pockets of deprivation. Eleven of the most deprived wards are in the 25 per cent most deprived wards in England (Index of Multiple Deprivation 2004).

### The Council

- 13 The Council is Labour controlled with 36 of the 53 seats. There are nine Conservative, five Liberal Democrats and three Independent councillors. It has a leader and cabinet system of governance. The cabinet was revised in 2004 to reduce the number of portfolio holders from the majority Labour party to nine from ten, and to create an executive seat for the leader of the opposition. There are five generic scrutiny committees, three chaired by the Labour group, one by the Conservatives and one by the Liberal Democrats.
- 14 The Council still has its housing stock and owns over 8,400 properties, of which over 40 per cent are of non-traditional construction. The estimated cost of repairing these is £195 million over the next 30 years.

## What is the Council trying to achieve?

- 15 The Council has made only limited progress overall in identifying clear and focused ambitions and priorities and linking service plans and resources to these. There has been significant slippage in the development of a new three-year corporate plan. Although a new vision with seven corporate aims and 19 priority objectives was developed in the autumn of 2004 as the basis of the corporate plan, at the time of the inspection the plan itself had not been completed. The Council approved its corporate plan 2005/08 in May 2005, in line with its revised timetable. The delay in producing a corporate plan means that the Council has not been able to link budgets with priorities, nor have a clear and consistent framework as the basis of its plans, actions and performance management arrangements.
- 16 The draft corporate plan is limited in scope. Although the plan is intended to cover 2005/08, it has a one-year focus. The priority objectives are identified as being for 2005/06 only and the majority of initiatives, actions and targets in the plan also only have a one-year timeframe. The priority objectives are not outcome-focused or quantified. This results in a short-term focus on inputs rather than measurable outcomes.
- 17 Councillors have not clearly identified non priorities, and it is left to officers to determine service priorities according to the budget available. The impact of consultation with residents in deciding priorities is limited. Four neighbourhood partnerships have been established to develop area plans, but these are in the early stages of development. This means resources may not link with community needs and priorities.
- 18 The Council and its partners have successfully revised and agreed a new community strategy, which aims to improve the quality of life for residents, workers and visitors. It has seven themes with detailed action plans. The Council chairs two of the action plan groups, and participates in all the others except lifelong learning. The community strategy was approved by partners in September 2004 in line with improvement plan timescales, and formally launched in December 2004. The strategy provides the framework and basis for the Council's plans and priorities. Five of the corporate plan aims link directly to the community strategy themes, and the other two, improving access to services for all and building a better Council support the achievement of the Council's vision.

- 19 The Council's CPA improvement plan is ambitious and addresses the key issues highlighted in the CPA report. There are four themes: managing performance, building capacity, re-thinking service delivery, and delivering better services, with nine priority areas for improvement. These include service improvements (e-government, recycling and waste minimisation, revenues and benefits, decent homes) and corporate improvements (clear and focused ambitions, performance management, aligning resources with priorities, driving change by developing strategic leadership and planning, and procurement). The plan has key milestones, timescales, and responsibilities. The improvement plan is integrated into the draft corporate plan. This provides a framework for the Council to focus on the key improvement issues.

## How has the Council set about delivering its priorities?

- 20 The Council has had variable success in how it has set about delivering its priorities.
- 21 The lack of strategic leadership and management skills, particularly among senior councillors, has slowed the rate of progress. Councillors are not taking a sufficiently strong lead in setting and managing the corporate agenda, and are not fully effective in key aspects of performance management. Councillors have participated in the development of the corporate vision, plan and priorities, but have not clearly driven their development. They have also had limited involvement in determining how services should be addressing corporate priorities. They have increased delegations to officers, which has increased capacity and enabled a more strategic focus at senior levels. The Change and Improvement (CHIMP) Board is not effectively tackling failure to meet improvement plan milestones, and so the Council has not met key target dates.
- 22 Two major issues have had an impact on the Council's ability to move forward as effectively as it could have, even though it has tried to compartmentalise these to minimise the impact. The previous Leader of the Council has been banned from holding public office for three years following an investigation by the Standards Board for England. The Chief Executive is the subject of an independent person's procedure. This has tested relationships between councillors and officers in certain areas and has led to a recent change in the management team. The Council has had three acting chief executives in the last year, with a full-time Acting Chief Executive being appointed in January 2005. He is facilitating change, particularly in the development of the corporate plan, where significant progress has been made since February 2005. However, the Council recognises that it needs a stable and permanent management team to enable it to address issues and to maintain its ability to improve in the medium-term.
- 23 Capacity has not been significantly developed since the original CPA inspection. The Council has recently begun a programme to develop the skills of councillors and officers, although the impact of this is limited because of the significant time it has taken to set up the support programmes. A modern member development programme is underway. This is run by the IDeA and is a joint programme with Chesterfield and Bolsover councils. Member peers have been appointed and have begun to provide mentor support and guidance to councillors. Six places have been booked on the next leadership academy for councillors, as well as four places on the advanced leadership programme and eight places the ODPM's future leadership programme for officers.

## 12 CPA Progress Assessment | How has the Council set about delivering its priorities?

- 24 The Council's future financial standing is under pressure. It has high general fund balances but it is planning to reduce these over the next three years to support revenue spending. Its base budget review is now planned to begin with IDeA support in May 2005 to link financial planning to service planning from 2006/07. It has reviewed the capital programme budget and withdrawn the planned development of a new leisure centre at Dronfield to align the budget with resources. The lack of a medium-term financial strategy means the Council cannot demonstrate a sustainable approach to financial management.
- 25 Performance management is improving, but is not fully effective. A performance management framework was introduced in June 2004 and new software is being used to collect performance data with quarterly reporting to the executive. The impact of this is limited as the Council is not monitoring progress against its priority objectives because of the delay in producing the corporate plan.
- 26 Service plans have improved. New guidance and templates for managers have resulted in plans which are a significant advance on the service profiles that were produced. There are early signs of a culture change in service managers in their commitment to build a stronger corporate planning framework. The service plans have been developed using the draft vision and priorities, and so broadly reflect the Council's priorities but are not fully integrated with the corporate plan aims and objectives. Service plans have not been completed in all areas. The Council cannot ensure that cross cutting issues are addressed or monitor progress against targets and priorities effectively across all services.
- 27 The Council is clearly committed to working in partnership with Chesterfield and Bolsover councils although in practice the arrangements are at an early stage. It has joint working projects with Chesterfield, for example on a home improvement agency and a building cleaning contract. The leaders and chief executives of all three councils have set up a joint steering group to develop collaborative working. They are looking to establish joint working on building control, internal audit and procurement and have put in a joint bid to the regional centre of excellence to support this.
- 28 Progress on addressing human resources (HR) issues has been slower than planned, due to staff shortages and the absence of the HR manager. The HR function has been reviewed, staffing levels increased and new staff have been appointed to enable the function to operate more strategically. A HR strategy has been written, and the Council is reviewing and updating its HR policies. The purpose of these HR initiatives is to ensure that the Council has an effective up-to-date approach to HR.

## What has the Council achieved/not achieved to date?

- 29 Progress overall is limited and variable, with significant slippage against many improvement plan timescales. The Council has made progress in many of its priority service areas, but not consistently across all services. In 2003/04, 58 per cent of performance indicators showed improvement, but the latest unaudited Council data to December 2004 shows only 44 per cent of indicators improved. The Council has made improvements in e-government and recycling. It has carried out a full stock options appraisal and set up a stock option appraisal steering group but progress is slower than planned. It has not sustained improvement in benefits and has made little progress on waste minimisation. There has been slippage on a significant number of corporate actions in the improvement plan, so progress has not been achieved as planned.
- 30 Overall satisfaction with the Council remains high, and it is in the top 25 per cent of all English councils (BVPI satisfaction survey 2003/04). Ten satisfaction indicators are above the median and nine are below. Satisfaction has not improved on any of the benefits indicators, all of which are below the median and satisfaction with contact facilities at the benefits office is in the bottom 25 per cent of all councils.
- 31 There has been clear progress in recycling. The kerbside recycling scheme now covers 95 per cent of the district, and bring sites have been increased from 10 to 25, which includes plastics recycling at Dronfield. It has introduced a charge for bulky waste, which has reduced demand by 70 per cent. The Council has not addressed waste minimisation issues adequately, partly due to a delay in developing a county-wide strategy, and waste minimisation is not well promoted. Unaudited council data indicates it is on track to meet its recycling target of 14 per cent for 2005/06 and officers project that its target of 18 per cent will be achieved with the roll-out of a further 12,000 twin bins in July 2005.
- 32 There has also been a marked improvement in street cleansing. It has increased the number of sweepings and is achieving a good standard of cleanliness against the national standard. The Council has adopted a more proactive approach to enforcement, issuing fixed penalty notices, plus prosecutions for littering and dog fouling. Fly tipping has also reduced by 11 per cent. These improvements have been recognised by residents and are reflected in increased satisfaction.
- 33 The Council has made clear progress on e-government. With IDeA support, the Council has gained Local Government on Line funding of around £449,000, which has enhanced capacity to move forward on a number of different e-government issues. It has opened its customer contact centre on time on 4 April 2005. This has extended opening hours and staff have been trained in revenue and benefits to give service at the first point of contact. Residents can also make telephone payments, and book and pay for collection of bulky items and pest control visits. It has also launched its intranet, which is helping to improve internal communications.

## 14 CPA Progress Assessment | What has the Council achieved/not achieved to date?

- 34 There is variable progress overall in housing issues. The Council is making progress on its stock options appraisal, although this has been slower than planned. It has completed its stock condition survey. There is greater involvement of tenants in work on meeting the decent homes standard and a local housing standard and the stock options appraisal. Unaudited data shows that it is above target in reducing the number of non-decent homes. There was a nine-week delay in getting a new housing management system operational which impacted on service delivery and the level of rent arrears which has increased.
- 35 There has been little improvement overall in benefits. There was some improvement in speed of processing new claims in the second quarter of 2004/05, but this has not been sustained due to the impact of the housing management system. Performance on the number of days taken to process a change in circumstances has improved from an average of 12 days in 2003/04 to nine days. There is not much difference in performance of the percentage of cases processed accurately between 2003/04 and 2004/05. Accuracy levels fluctuate between 95 per cent and 100 per cent with an average for the year of 97 per cent for both years. The Council has successfully bid for around £40,000 from the Performance Standards Fund to support improvements in the benefits service, as residents are not receiving a high level of service which meets national standards.
- 36 Although most building blocks are in place or are being put in place, these have not consistently led to improvement. There is a detailed improvement plan and the key issues are being addressed. External help and support is in place to enhance capacity. A performance management system is in place to monitor progress, but is not linked to council priorities. A HR strategy has been developed and policies are being reviewed. There has been slow progress on procurement, but an officer champion has now been appointed to develop the Council's approach in line with national policies and targets. The Leader and acting Chief Executive have published a joint statement on creating excellent relationships between councillors and officers. A consultant has been appointed to work with the Council to undertake mentoring work with heads of services in response to concerns about the impact of the independent person's procedure.

## In the light of what the Council has learned to date, what does it plan to do next?

- 37 There is recognition of the need to change and strong commitment from senior councillors and managers to moving forward. There is a willingness to address issues and embrace culture change to become a modern council in line with national policy.
- 38 There is a clear commitment to learning. Development programmes are in place to develop the knowledge and skills of councillors and officers. A joint member development programme with five training modules is being run in partnership with Bolsover and Chesterfield councils. The modules include performance management, and there has been a good level of participation. It is too early to judge whether the evident commitment will lead to increased capacity and thus enable the Council to move forward.
- 39 There is growing awareness of councillors and managers of the wider corporate agenda and the importance of a clear vision and priorities as the basis of plans and budgets. The Council plans to begin the corporate plan and service planning process again in June 2005 to integrate financial and service planning with corporate priorities. The Council is planning to review the role and responsibilities of portfolio holders so that they link with priorities and are more strategic and cross cutting, rather than having an operational focus as in the past.
- 40 The Council recognises that it needs to be more open and inclusive. It has increased the involvement of tenants in the work on stock options appraisal, and has agreed to involve trade unions at an early stage to improve engagement and communication.
- 41 There is good self-awareness about what has been achieved, and the Council recognises that it still has a lot to do, and is planning to address this. The improvement plan covers the key issues to address, and is updated regularly. The Council agreed to change the format of the round table and CHIMP board monitoring of the improvement plan from April 2005. It will cover specific elements of the improvement plan, beginning with ambitions, priorities and performance management (priority 1), medium-term financial strategy (priority 2) and decent homes (priority 9) at their meetings rather than simply update the whole plan. This is to aid focus and enable detailed monitoring and challenge on the priority areas.
- 42 There are plans to develop partnership working with Chesterfield and Bolsover councils to share learning, maximise resources and improve services for local people.

## Appendix 1 – Summary of theme scores and strengths/weaknesses as reported in the Comprehensive Performance Assessment in 2004

Theme	Grade	Strengths	Weaknesses
Ambition	2	<ul style="list-style-type: none"> <li>• Community leadership to regenerate deprived areas.</li> <li>• Community consultation via community strategy and housing strategy.</li> <li>• LSP – CHART builds on previous regeneration partnership.</li> <li>• PFI schemes for housing give longer-term plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Key objectives not long-term and resourcing plans reflect status quo.</li> <li>• Key objectives are very broad and outcomes not explicit, eg IT and e-government strategies lack outcomes.</li> <li>• Community strategy not leading Council plans and activity.</li> <li>• DHS based on 'ifs'.</li> <li>• Lack of mutual leadership of the organisation at political and senior management level.</li> </ul>

CPA progress assessment | Appendix 1 – Summary of theme scores and strengths/weaknesses as reported in the Comprehensive Performance Assessment in 2004 17

Theme	Grade	Strengths	Weaknesses
Focus	2	<ul style="list-style-type: none"> <li>• AMWP gives good focus on plans.</li> <li>• Kept a focus on development of business and mechanism to do so, ie leader's briefing.</li> <li>• Scrutiny adding focus.</li> </ul>	<ul style="list-style-type: none"> <li>• Not keeping strategic focus across objectives at executive and management team level – reviews progress per 'service/discipline'.</li> <li>• PH responsibilities not outcome-focused encouraging detailed operational focus.</li> <li>• Halted single status with no contingent plan and several outstanding pay agreements not resolved.</li> </ul>
Prioritisation	1	<ul style="list-style-type: none"> <li>• Some assessment of area; urban capacity study, housing needs.</li> <li>• Key objectives reflect areas of national targets, and some community need.</li> </ul>	<ul style="list-style-type: none"> <li>• Overall low public consultation on Council direction and priorities since 1999.</li> <li>• Overall not clear what are not priorities and improvement goals are often 'to review'.</li> <li>• No review of base budgets against priorities.</li> <li>• Housing priorities not clear – stock condition information not robust, stock options appraisal not yet done.</li> <li>• Low customer involvement in capital housing schemes and not including hard-to-reach groups.</li> <li>• Lack of communication/unclear direction repeatedly raised by staff.</li> </ul>

18 CPA progress assessment | Appendix 1 – Summary of theme scores and strengths/weaknesses as reported in the Comprehensive Performance Assessment in 2004

Theme	Grade	Strengths	Weaknesses
Capacity	2	<ul style="list-style-type: none"> <li>• Partnerships used to attract external funding: regeneration, sports development, community safety.</li> <li>• Adequate reserves and capital strategy supports plans.</li> <li>• Ethical framework – standards board providing guidance.</li> <li>• Examples of collaboration; Chesterfield – trickle transfer, S106.</li> <li>• Management development programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Mixed capacity of members to operate at strategic level and lack of clarity of respective roles of portfolios and officers.</li> <li>• Insufficient coordination and visible leadership of key investments/ change.</li> <li>• Traditional working restricts customer service – eg housing and repairs teams.</li> <li>• No examination of alternative delivery of major services and current IT not matching business need.</li> <li>• Mixed HR with no corporate strategy and difficult employment negotiations slowing improved working, eg benefits, construction.</li> <li>• Latest staff survey findings repeat concerns over internal communication and member involvement.</li> </ul>

CPA progress assessment | Appendix 1 – Summary of theme scores and strengths/weaknesses as reported in the Comprehensive Performance Assessment in 2004 19

Theme	Grade	Strengths	Weaknesses
Performance management	2	<ul style="list-style-type: none"> <li>• Aspects of services monitored – housing, planning leisure.</li> <li>• Addressing poor performance; relets, missed bins.</li> <li>• High-level monitoring of capital and revenue schemes in housing.</li> <li>• Monitoring of community safety against objectives.</li> <li>• Interpretation service offered across all services.</li> </ul>	<ul style="list-style-type: none"> <li>• Weak strategic planning with no pmf in place – short-term plans, lack of service planning, objectives not smart, eg housing.</li> <li>• Absence of outcomes makes it difficult to assess impact and measure performance.</li> <li>• Risk management framework not operational/applied in major projects.</li> <li>• VFM of repairs service, leisure and waste can not be demonstrated.</li> <li>• VFM of lifetime homes v DHS not demonstrated.</li> </ul>
Achievement in quality of service	3	<ul style="list-style-type: none"> <li>• Fifty-six per cent of key PI's above average.</li> <li>• Good quality business unit provision.</li> <li>• Disability access and employment performance good.</li> <li>• Some good performing services, eg two-star leisure, planning.</li> <li>• DH 41 per cent reduction in non-decents.</li> <li>• Overall good public satisfaction and high in some areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Mixed performance in housing and community services.</li> <li>• BFI 'fair' and low performance in important services in 'improving services' priority; NNDR.</li> <li>• Environment priority shows mixed performance.</li> </ul>

20 CPA progress assessment | Appendix 1 – Summary of theme scores and strengths/weaknesses as reported in the Comprehensive Performance Assessment in 2004

Theme	Grade	Strengths	Weaknesses
Achievement of improvement	2	<ul style="list-style-type: none"> <li>• Positive trend in recycling.</li> <li>• Regeneration improvement; brownfield, business facilities, neighbourhoods, eg Killamarsh.</li> <li>• Leisure enhancements.</li> <li>• Partnerships to enhance health, eg affordable warmth.</li> </ul>	<ul style="list-style-type: none"> <li>• Sixty per cent of PIs have not improved, including examples of moving to worst quartiles.</li> <li>• Services trend not improving; benefits and improvement capacity questioned, NNDR to worst quartile.</li> <li>• Housing slow and slight improvement.</li> </ul>
Investment	2	<ul style="list-style-type: none"> <li>• Significant IT and ISB investment.</li> <li>• Securing resources for investment; DEFRA, regeneration, invest to save.</li> <li>• Work on tenant participation showing progress.</li> </ul>	<ul style="list-style-type: none"> <li>• PMF key decisions not yet taken on corporate priorities and linked work difficult, eg develop medium-term financial plan.</li> <li>• Not investing in improving mutual leadership and common purpose.</li> <li>• Many areas of review and investment not yet showing tangible results, eg consultation.</li> <li>• Not responded to external challenge; councillor involvement, inspection reports.</li> <li>• Examples of gaps in investment; IT training plan, local agreements, child protection policy.</li> </ul>

CPA progress assessment | Appendix 1 – Summary of theme scores and strengths/weaknesses as reported in the Comprehensive Performance Assessment in 2004 **21**

Theme	Grade	Strengths	Weaknesses
Learning	2	<ul style="list-style-type: none"> <li>• Self-awareness through evaluation of community safety strategy.</li> <li>• Awareness of need to develop people.</li> <li>• Can learn from others – PFI and tenant involvement, Eckington development company.</li> </ul>	<ul style="list-style-type: none"> <li>• Self-awareness of problems not clearly shared.</li> <li>• No systematic way of learning across the Council – learning has department focus.</li> <li>• Not evaluated economic development strategy involving significant investment for success and learning.</li> <li>• Tendency to see problems caused by external environment.</li> </ul>
Future plans	2	<ul style="list-style-type: none"> <li>• Regeneration plans, eg MEGZ, key towns.</li> <li>• Asset and capital plans ‘good’.</li> <li>• Community safety strategy.</li> <li>• Draft local plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of specific plans not clearly prioritised and linked to support strategic objectives.</li> <li>• Some gaps in longer-term direction, some lack outcomes, eg waste.</li> <li>• BVPP not robust – many items of review/consideration and lack of realistic plans to improve.</li> <li>• Decent homes standard plans uncertain.</li> <li>• Staff not engaged in planning – neighbourhood partnerships embryonic.</li> <li>• No overall programme of management of change in the Council.</li> </ul>

**22 CPA progress assessment | Appendix 1 – Summary of theme scores and strengths/weaknesses as reported in the Comprehensive Performance Assessment in 2004**

**Scoring key**

- 1 – Weak
- 2 – Weaknesses outweigh strengths
- 3 – Strengths outweigh weaknesses
- 4 – Strong

## **Appendix 2 – Progress monitoring against the findings of the Comprehensive Performance Assessment**

- 43** The original comprehensive performance assessment was carried out under the Local Government Act 1999 and published in 2004.
- 44** Under section 3 of the Local Government Act 1999 ('the Act'), best value authorities have a duty to make arrangements to secure continuous improvement in the exercise of their functions, having regard to the principles of economy, efficiency and effectiveness. By virtue of sections 10 and 13 of the Act, the Audit Commission may carry out inspection activity to ensure that a best value authority is complying with this duty, and may issue a report as to its findings. This progress monitoring activity and reporting to assess improvement falls within sections 3, 10 and 13.
- 45** The main elements of this progress monitoring report were collation and analysis of evidence from:
- self-assessments of progress made, completed by the Council;
  - appointed auditor evidence from performance and financial audit activity;
  - audited performance indicators, inspection reports and plan assessments;
  - reviews of key corporate documents including performance reports, committee papers and management reports; and
  - observations, interviews and focus groups with managers, staff, customers and partner organisations.
- 46** This progress monitoring report for North East Derbyshire District Council was collated by the Audit Commission and reflects evidence gathered over the period from January 2004 to April 2005.
- 47** This report has been discussed with the Council, which has been given the opportunity to examine the Audit Commission's assessment. This report will be used as the basis for reporting progress to the ODPM-chaired round table meetings and updating and improving the improvement plan.