

## Proposed Use of Resources KLOE compared to current Corporate Assessment KLOE

Proposed Use of Resources KLOE	Current Corporate Assessment KLOE
<p><b>2.1 The organisation has strong leadership with a clear vision and fosters partnership working to make better use of available resources.</b></p> <p>Evidence that the organisation's leadership:</p> <ul style="list-style-type: none"> <li>• has a clear vision of what it wants to deliver for its local communities founded on local needs;</li> <li>• promotes effective working across partners;</li> <li>• establishes clarity in the respective roles and responsibilities between board members, officers and partners; and</li> <li>• has open and transparent decision making based on good quality information.</li> </ul>	<p>1.3 Evidence</p> <ul style="list-style-type: none"> <li>• the council is effective in ensuring that partnership working is productive and sustainable and that accountability in partnerships is clear and robust</li> </ul> <p>2.1 Evidence</p> <ul style="list-style-type: none"> <li>• priorities reflect the findings of needs assessment</li> </ul> <p>3.1 Evidence</p> <ul style="list-style-type: none"> <li>• the roles and responsibilities of officers and councillors for taking decisions are clear</li> <li>• decision-making processes are transparent and result in relevant actions; and decisions are made in time for action to be taken to meet priorities</li> </ul> <p>5.1 Evidence</p> <ul style="list-style-type: none"> <li>• improvements are being developed, implemented and delivered in partnerships to sustain current and future improvement in national, shared priorities. The improvements are in line with local need and local priorities</li> <li>• the council is working in partnership to improve areas local people say are important to their communities.</li> </ul>
<p><b>2.2 The organisation uses performance management to ensure that it delivers its priorities and intended outcomes for local people.</b></p> <p>Evidence that the organisation:</p> <ul style="list-style-type: none"> <li>• sets corporate performance targets which are linked to strategic objectives and cascaded;</li> <li>• monitors performance against its priorities and targets using good quality information and addresses under-performance; and</li> <li>• is self-aware, learns from others and shares good practice.</li> </ul>	<p>4.3 Evidence</p> <ul style="list-style-type: none"> <li>• targets for improvement are set in line with priorities, performance and satisfaction levels are monitored and analysed, and under-performance is identified and addressed</li> </ul> <p>4.2 Evidence</p> <ul style="list-style-type: none"> <li>• providers work together to develop and consider relevant performance information, including trends over time and comparisons with both similar areas and the national picture</li> </ul> <p>4.1 Evidence</p> <ul style="list-style-type: none"> <li>• councils and partner organisations individually and collectively review performance within a culture of open debate and constructive challenge</li> </ul>

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<p><b>2.3 The organisation commissions and procures quality services, tailored to local needs, to deliver sustainable outcomes and value for money.</b></p> <p>Evidence that the organisation's commissioning:</p> <ul style="list-style-type: none"> <li>• is shaped by its priorities and a good analysis and understanding of local need;</li> <li>• includes local people, partners, staff and suppliers in the design of services and the appraisal of options;</li> <li>• understands the supply market and seeks to influence and develop the market;</li> <li>• aims to reduce the need for services through preventative measures where appropriate such as education and support; and</li> <li>• evaluates different options (external and internal) for providing goods and services and chooses the best option for meeting need, wider social economic and environmental objectives, and providing value for money.</li> </ul>	<ul style="list-style-type: none"> <li>• the council and its partners invite external evaluation where this may add materially to their own internal processes</li> </ul> <p>3.2 Evidence</p> <ul style="list-style-type: none"> <li>• there is a clear and sustained focus on value for money</li> <li>• workforce planning is undertaken as a collaborative exercise by all partner organisations including voluntary and community organisations</li> <li>• The council ensures projects are properly resourced and rigorously managed</li> <li>• there is a strategic approach to partnering, procurement and commissioning services</li> </ul> <p>1.2 Evidence</p> <ul style="list-style-type: none"> <li>• service users, staff and other stakeholders, including voluntary and community and private sector organisations, are encouraged to give their views and supported where necessary in doing so</li> <li>• consultation recognises the range and complexity of service user needs and makes provision for choice</li> </ul>
<p><b>2.4 The organisation has a robust approach to managing its risks and a sound system of internal control.</b></p> <p>Evidence that the organisation:</p> <ul style="list-style-type: none"> <li>• has effective risk management which covers partnership working;</li> <li>• has a sound system of internal control; and</li> <li>• provides for effective challenge and internal audit.</li> </ul>	<p>3.1 Evidence</p> <ul style="list-style-type: none"> <li>• reviewing risks and opportunities is a continuing strand of planning, delivering and reviewing services</li> </ul>
<p><b>2.5 The organisation promotes and demonstrates ethical behaviour and manages the risk of fraud both for itself and working in partnership with others.</b></p> <p>Evidence that:</p> <ul style="list-style-type: none"> <li>• board members and officers are working within a published ethical framework, promoting a strong ethical culture, and upholding values of good governance;</li> <li>• arrangements are in place to receive and investigate allegations of breaches of proper standards of conduct and there is an accessible complaints process and whistle blowing arrangements;</li> </ul>	<p>3.1 Evidence</p> <ul style="list-style-type: none"> <li>• there are protocols and procedures for conflict resolution within and between partner organisations</li> <li>• councillors and officers work effectively within the ethical framework</li> </ul>

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<p>and</p> <ul style="list-style-type: none"> <li>• there is a clear strategy and effective arrangements to manage the risk of fraud and corruption with allocation of appropriate resources.</li> </ul>	
<p><b>3.1 The organisation is making effective use of natural resources.</b> Evidence that the organisation:</p> <ul style="list-style-type: none"> <li>• understands and can quantify its use of natural resources and the main influencing factors;</li> <li>• manages performance to reduce its impact on the environment; and</li> <li>• manages the environmental risks it faces, working effectively with partners.</li> </ul>	<p>5.2 Evidence that the council, with its partners, coordinates its work on economic development, the housing market, the environment and transport to improve quality of life and deliver a more sustainable future for it's communities</p>
<p><b>3.2 The organisation manages its assets effectively and sustainably to help deliver its strategic priorities and service needs.</b> Evidence that the organisation:</p> <ul style="list-style-type: none"> <li>• has a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes;</li> <li>• manages its asset base to ensure that assets are fit for purpose and provide value for money; and</li> <li>• works with partners to maximise the use of its assets for the benefit of the local community.</li> </ul>	<p>3.3 Evidence</p> <ul style="list-style-type: none"> <li>• the council works with partnerships to enhance its financial and other capacity so as to achieve its ambitions and priorities</li> </ul>
<p><b>3.3 The organisation is forward looking as it plans, organises and develops its workforce and information technology to support the achievement of its strategic priorities.</b> Evidence that the organisation:</p> <ul style="list-style-type: none"> <li>• has a skilled, productive workforce;</li> <li>• knows in the medium to longer term what staff it will need, with what skills and technology, and has plans to achieve this;</li> <li>• uses technology to provide information to improve the quality of decision making and secure efficiencies; and</li> <li>• uses technology to support transformational change of services.</li> </ul>	<p>3.2 Evidence</p> <ul style="list-style-type: none"> <li>• staff recruitment, retention and development activities are designed to ensure current and future needs are met</li> <li>• workforce planning is undertaken as a collaborative exercise by all partner organisations including voluntary and community organisations</li> </ul> <p>3.3 Evidence</p> <ul style="list-style-type: none"> <li>• ICT resources and e-government are used to support delivery of priorities and greater choice for service users</li> </ul>