Working Paper 5: Evaluation of Local Public Service Agreements

First Target Owners Survey Report

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The findings and recommendations in this report are those of the consultant authors and do not necessarily represent the views or proposed policies of the Office of the Deputy Prime Minister.

CONTENTS

1. INTRODUCTION

The Office of the Deputy Prime Minister has commissioned a major long term process and impact evaluation of Local Public Service Agreements (LPSAs). The objectives of the research are:

- To provide a robust and representative evaluation of the impact and outcome of LPSAs, and the extent to which they have delivered substantial improvements in key services over and above what otherwise would have been achieved; and,

- To evaluate the processes of negotiation and more particularly implementation of LPSAs, to enable central government and local authorities to better understand and, if necessary, modify their approaches to the ways in which they negotiate and implement LPSAs.

Work started in March 2003 and will continue until September 2007. The research draws on multiple strands of enquiry, including:

- Qualitative research in 18 case study local authorities;

- Interviews in the main central government departments involved; and

- An analysis of the robustness of all LPSA targets [1];

- A survey of all LPSA coordinators and target owners.

This report concentrates on the last of these enquiries. It provides an overview of the methods employed in the LPSA survey and a description of its findings. In particular, the report focuses on LPSA officers' perceptions of the processes behind the selection and development of a strategy for each target.

The report is structured as follows. Firstly, it describes the methodology, survey response rates and characteristics of the dataset. Secondly, it presents a statistical analysis of the survey outlining both descriptive data for survey questions and statistical differences between different groups within the dataset (e.g. types of local authority). Thirdly, it offers policy implications and conclusions.

2. METHODOLOGY - THE LPSA SURVEY

The LPSA survey is intended to be conducted in two parts, one administered as close to the beginning of an authority's LPSA as the research timetable allows, and the other to be administered at the end. This report presents data from the first part of the survey methodology.

The survey employed two types of questionnaire, one addressed to local authority LPSA coordinators to get a perspective on all of an authority's targets, and one addressed to individual target leads or 'owners' to get views on their particular target. However, each questionnaire focussed on the same two aspects of the LPSA process. Firstly, respondents were asked about the relative importance of various stakeholders in selecting the targets. Secondly, the survey asked about the existence of a strategy for delivering the target; the role of various stakeholders in developing this strategy; and the extent to which these plans represented significant innovation. Pilot authorities that had completed their first LPSA also answered a set of questions relating to the

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[1] Designing Performance Measurements to be Drawn on in the Second Generation of Local PSAs. G.Boyne and J. Law. 2004. unpublished

implementation of their LPSA. The low number of pilot authorities in the sample prevent any meaningful analysis of these questions within this report. It is anticipated that the data will be combined with future surveys of all authorities as first generation LPSAs are completed.

The majority of questions used within the survey required an answer along a seven point Likert scale. A rating of 1 would indicate that the respondent strongly disagreed with the statement, whereas a rating of 7 would indicate that the respondent strongly agreed with the statement. A response of 4 would suggest that the respondent was undecided or neutral. Rating above or below 4 would therefore indicate the level to which respondents either agreed or disagreed with the statements.

The survey was administered using a self-completion questionnaire sent to respondents via email. Respondents were identified by contacting LPSA coordinators in each local authority which had negotiated an LPSA. They were asked to supply contact details for all target owners for their LPSA. 140 local authorities complied with this request, out of a total of 147 which had negotiated or were in the process of negotiating an LPSA, including the 20 pilots. Of these, 2 authorities were used to pilot the questionnaire: responses from the pilot questionnaires have not been included in our analysis. A further 11 of the 140 were excluded because they had not yet completed their LPSA negotiations.

Of the remaining 127 local authorities, a further 2 requested that the questionnaires be sent directly to the LPSA coordinator who would distribute them amongst target owners. These questionnaires were returned directly to the researchers by the target owners themselves.

Complete contact details were therefore available for 125 local authorities, providing a total of 1500 respondents – an average of 12 per local authority. The most questionnaires sent to one authority was 20 and the least 6. In some authorities, LPSA targets were owned by more than one person [2]. Where contact details were provided, a questionnaire was sent to each of these owners. In other authorities, a number of targets were owned by a single respondent. In this case, the respondent was asked to complete a separate questionnaire for each of the targets they owned. Analysis of responses reveals that respondents did answer differently for different targets (for details see section 7).

3.   RESPONSE RATE

The survey began on 17th May and finished on July 16th 2004. Respondents were given 8 weeks to reply, after which the deadline was extended for a further 2 weeks. The local government election restrictions around research activity meant that only two reminders could be issued, during weeks four and seven. The breakdown of responses per survey week is shown in table 1.

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[2]   23 authorities had more than the standard 13 contacts (12 target owners and a coordinator). In some cases this was because more than 12 targets had been negotiated; in others it was because contact details were provided for different officers responsible for monitoring and implementation of individual targets.

Table 1: **Survey returns by survey week**		
Week	**N**	**%**
1	158	18.8
2	87	10.3
3	40	4.8
4	33	3.9
5	189	22.5
6	76	9.0
7	90	10.7
8	115	13.8
9	25	3.0
10	27	3.2
Total	**840**	**100.0**

In total 779 respondents returned a questionnaire. A total of 45 respondents were discounted from the overall population because: contact details were incorrect and could not be resolved (22); the questionnaire had been sent to an inappropriate person who failed to forward it to the correct person (20); respondents had left the authority (2); or the target was no longer valid (1)[3].

This provides a response rate of 53.5 % based on a total number of 1455 respondents (i.e 1500 questionnaires sent out less 45 discounted).

4.   RESPONDENT CHARACTERISTICS

The dataset comprises 840 data entries relating to either individual targets or perspectives on all of an authority's targets. Table 2 shows that responses were received from 89 LPSA coordinators and 643 owners of single targets. Surveys were also returned by LPSA target owners who were responsible for more than one target: 35 respondents were responsible for two targets; 10 for three; and 2 for four. Overall, this means that the total number of respondents was 779.

Table 2: **Types of Survey Respondent**		
Respondent	**Frequency**	**Percent**
1 Target	643	76.5
2 Targets	68	8.1
3 Targets	32	3.8
4 Targets	8	1.0
Coordinator	89	10.6
Total	**840**	**100.0**

Responses were received from 126 local authorities. This means that:

•   The average number of respondents per LA was 6.2

•   The average number of targets per LA was 6;

•   One local authority failed to return any questionnaires;

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3   Contact details were provided for a proposed target which was not successfully negotiated.

- The maximum number of respondents from an authority was 13[4];

- The maximum number of target owners responding from any LA was 12 .

Table 3 shows the breakdown of responses across different types of local authority and demonstrates that the responses we received provide a good match with types of local authority engaged in LPSA. Fifty-two responses were received from LPSA pilot authorities (6% of the total sample). These responses were all single target owners. No LPSA coordinators from LPSA pilot authorities completed a questionnaire.

Table 3: **Breakdown of Survey Respondents by Local Authority Type**						
	Respondents		**Local Authorities**			
	No.	%	All LAs (no.)	%	Participating LAs (no.)	%
County Council	233	27.7	34	23.0	29	23.0
London Borough Council	142	16.9	32	21.6	26	20.6
Metropolitan Council	196	23.3	36	24.3	30	23.8
Unitary Council	269	32.0	46	31.1	41	32.5
Total	**840**	**100.0**	**148**		**126**	**100.0**

The dataset also contains details on the types of targets negotiated by authorities. Overall, data was collected from 736 targets (47% of all targets within the LGPSA database held by ODPM) which could be identified as either local or national targets. Table 4 shows the breakdown of responses by target type. Nearly 58% of targets (425) are national targets, with 311 targets (42%) counting as local targets. These figures compare well to the distribution of agreed national (62%) and local targets in the LGPSA database. It has been impossible to corroborate the national/local status of 15 targets from either the LGPSA target database or signed LPSA agreements or because respondents answered for two targets at once – one local, one national – preventing coding. LPSA coordinators are not included in this table as they own neither a local or national target. Further data entry is required before accurate assessments of the types of services included in the survey responses can be made.

Table 4: **Comparison of local and national targets in the survey and ODPM databases**				
	ODPM database		**Survey Data**	
	No.	%	No.	%
National	964	62.0	425	57.7
Local	590	38.0	311	42.3
Total No Targets	1554		736	47.3
No. Authorities	144		126	87.5
Notes: (1) 15 targets missing due to lack of information (2) LPSA coordinators not included				

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[4] This includes two respondents – one from within the authority, the other from outside (the police force) – who assume joint ownership of the target.

5.   RESPONSE BIAS

The presence of significant differences in responses between early and late responders is a good indicator of non-response bias. An independent samples t-test was used to test for this. Responses from week 1 (n – 158) were compared to those from weeks 8 – 10 (n – 167). Only those questions all respondents answered were examined – that is, the sections of the questionnaire only answered by LPSA pilot authorities were excluded. Of the remaining 27 questions, only one[5] recorded a significant difference (p= 0.05). We can therefore assume the sample does not suffer from non-response bias.

6.   ANALYSIS

This section provides some brief frequency data for the survey questions. All analysis is at respondent level. Where questions have used a seven point scale from 1 to 7 with 1 being the least agreement and 7 the most, percentage data has been derived by combining the last three points of the scale (5,6,7). This provides a percentage of, for example, the degree to which respondents agree (slightly to extremely) to any question, or the extent to which they see different stakeholders as being influential (slightly to extremely). Frequency counts and percentages for all possible responses are included in tables A1 – A3 within the appendix.

The low numbers of respondents whose authorities had completed their LPSA prevent any meaningful analysis of the questions concerning LPSA implementation (section D of the survey). This analysis therefore focuses only on the 27 questions answered by all respondents contained within sections B and C of the survey (see appendix 1). Section B deals with the selection of LPSA targets, whilst section C relates to the development of a strategy to meet the requirements of the target. Data for those questions answered only by pilot authorities are included in appendix 2.

6.1   Setting the LPSA Target

Figure 1 shows the relative influence of different groups and individuals in selecting targets within local authorities. The most influential stakeholders were the target owner and service's senior management team. The least influential were service users and other community stakeholders. There was widespread agreement that targets were consistent with existing plans (93.3%) and priorities (93.4%) regardless of type of authority or respondent. Respondents from pilot authorities were, however, less inclined to agree as strongly as those from the non-pilot authorities (see section 7).

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[5]   The question was "How influential were the following individuals and groups in the selection of the target? The Senior management team for the service"

Figure 1: **Influence of Groups and Indiviuals in the Selection of the Target**
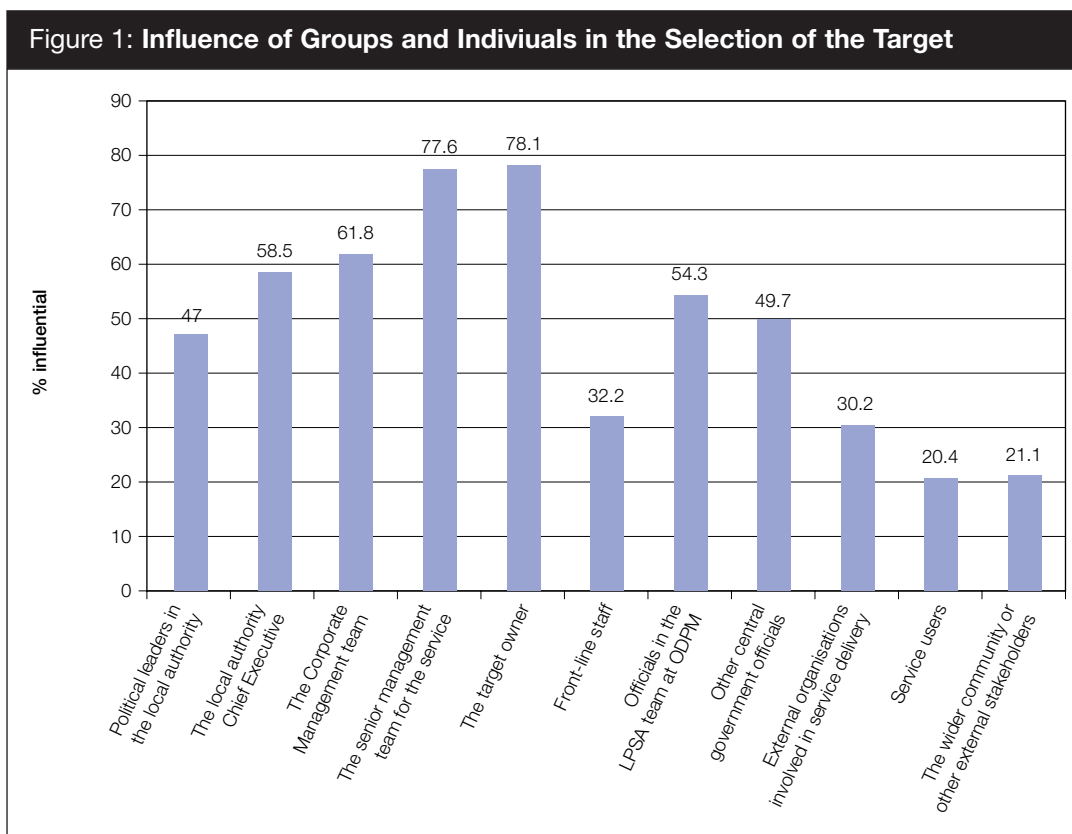
6.2   Developing a Strategy for Achieving the Target

Figure 2 at the end of this paper, shows the relative influence of different groups and individuals in developing a strategy for achieving the target. Those who were responsible for selecting the target were also seen as influential in developing the strategy for achieving it - the most influential stakeholders were the target owner and the service manager for the target's service. By contrast, officials from ODPM and other central government departments were seen as the least influential. Given that local authorities are free to implement any strategy to meet a target, these findings are unsurprising. Worth noting though is that while there was widespread agreement that local authorities had developed an explicit strategy for targets (86.4%), there was less agreement that these had been chosen following a thorough search of alternatives (63.2%).

Table 5 shows the extent to which the LPSA targets were considered innovative. Taken together, responses show two distinct strategies for LPSA targets. Firstly, 43.3% of respondents suggest that the LPSA targets are innovative; either because the target does something completely new, or because the authority is believed to be a national leader in its approach. A further 56.7% judged their target not to be innovative – either because it was following existing best practice, or because it was not doing anything new. These figures provide limited support for the view that LPSAs challenge the way services are delivered and promote new solutions to existing problems.

Table 5: **Which of the following statements best describes how innovative, in activities and ways of working the target is**	
	% Agree
Trying something which we think has not been tried before anywhere	14.4
Amongst the leaders nationally in our approach	28.9
Applying recognised good practice	53.2
Not really doing anything different	3.5

7.   DIFFERENCES WITHIN THE SAMPLE

This section analyses the dataset for statistically significant responses between groups of respondents, types of Local Authority and LPSA characteristics. All analysis is at respondent level. Mean scores calculated from responses along the seven point scale are presented to provide an indication of the level agreement to a particular statement. For instance, an overall mean score of 2.2 would indicate that the majority of respondents *strongly disagreed* with the statement. A mean of 6.3 would indicate that the majority of respondents *strongly agreed* with the statement, whereas a mean of 4.1 would suggest that respondents were *neutral* (neither agreeing or disagreeing) with the statement.

The low numbers of respondents whose authorities had completed their LPSA prevent any meaningful analysis of the questions concerning LPSA implementation (section D of the survey). The analysis therefore focuses only on those 27 questions answered by all respondents contained within sections B and C of the survey (see appendix 1).

7.1   Coordinators and Target Owners

While LPSA coordinators may tell a different story to that provided by target owners because of their cross-cutting role, the large number of target owners in the sample for this survey may drown out any difference. However, statistical testing of the dataset suggests that in at least half of the questions LPSA coordinators and target owners had different views[6]. Table 6 shows those questions for which there were significant differences between the mean (average) rating along the 7 point scale of target owners and that of co-ordinators. In particular, coordinators placed greater emphasis on corporate actors in developing the target, whilst target owners emphasised the role of service officers. Target owners were also more likely to agree that the target reflected local plans[7].

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[6]   To detect any difference an independent samples t-test was run between coordinators and target owners for 26 of the core questions (see appendix 1). Question 27 is not included in this analysis because responses are coded in different categories. Analysis reveals that over half (14) of these questions were significantly different (p=0.05).

[7]   These differences suggest that care needs to be taken when combining target owners' and coordinators' responses in future aggregate analyses.

Table 6: **Questions with statistically significant differences between target owners and coordinators**			
	Target Owners (mean)	Co-ordinators (mean)	Sig.
Stakeholders influence in selecting the target			
Political leaders in the local authority	4.03	**4.75**	0.001
The local authority Chief Executive	4.53	**5.46**	0.000
The Corporate Management team	4.67	**5.44**	0.000
Front-line staff	**3.46**	2.81	0.005
External organisations involved in service delivery	3.07	**4.10**	0.000
Setting the Target			
The target is consistent with local plans	**6.33**	5.83	0.000
Strategy for achieving targets			
The local authority has an explicit strategy for achieving the target	**5.85**	5.48	0.012
The local authority developed the strategy after thorough evaluation of the alternative strategies	**4.94**	4.10	0.000
Influence of stakeholders in developing the strategy			
Political leaders in the local authority	3.28	**3.77**	0.017
The local authority Chief Executive	3.39	**4.70**	0.000
The Corporate Management team	3.49	**4.75**	0.000
Front-line staff	**4.71**	3.81	0.000
External organisations involved in service delivery	3.68	**4.30**	0.009
Service users	**3.16**	2.79	0.028
Key: Bold type indicates the respondent type with the greater levels of agreement on a particular statement			

7.2   Pilot and Main Batch Authorities

It is also possible that there will be differences between the LPSA pilots and those authorities in the main tranche. The sample is heavily weighted towards the main batch (only 52 responses are from the pilots). This reflects the number of pilots compared to main batch authorities rather than a poor response rate from pilots (response rates do not vary significantly between pilot and main batch authorities).

Statistical testing suggest that there were few differences between the groups – only 6 out of 26. In each case, main batch authorities agree more that targets reflected local priorities and were selected and developed by service officers (see table 7). This greater engagement, albeit limited, may reflect the ability of officers in non-pilot authorities to learn from the pilots and gauge the LPSA's true significance for their service.

Table 7: **Statements where LPSA pilots and LPSA main batch local authorities gave statistically different responses.**			
	Pilot Authorities (Mean)	**Main Batch Authorities (Mean)**	**Sig.**
Stakeholders influence in selecting the target			
The target owner	4.81	**5.49**	0.037
Setting the Target			
The target is consistent with local plans	5.87	**6.30**	0.003
The target reflects local priorities	6.04	**6.34**	0.045
Influence of stakeholders in developing the strategy			
The target owner	5.67	**6.15**	0.040
Front-line staff	4.00	**4.66**	0.017
Service users	2.63	**3.15**	0.023
Key: Bold type indicates the group with the greater levels of agreement with a statement			

There may be differences in the way authorities approached LPSA depending on when their LPSA officially began (that is negotiations were signed off and LAs began working towards achieving the targets). To check for this variance in responses to the survey, the dataset was divided into four quartiles based on the start date of their LPSA. The first quartile – labelled early adopters - began their LPSA between 5/2/2001 – 28/5/2002; the second quartile began between 31/05/2002 and 17/1/2003; the third quartile began between 20/1/2003 and 17/10/2003; and the final quartile – late adopters – began 20/10/2003 – 26/3/2004.

The following significant differences were detected:

- Late adopters (mean = 5.7) rated the role of target owners higher than early adopters (1st quartile; mean = 5.16) when it came to selecting the target (sig. = 0.029);

- Late adopters (mean = 4.84) rated the role of ODPM officials in selecting the target higher than both first and second quartile authorities (means = 4.23, 4.21; sig. = 0.031, 0.022);

- Late adopters (mean = 6.42) were more likely to say that their LPSA targets were consistent with local plans than 1st quartile authorities (mean = 6.08; sig. = 0.012).

These results suggest that as the LPSA process developed, target owners and ODPM officials were more important in selecting the target. These targets were also more likely to be consistent with local plans. These findings may reflect the opportunity that late adopters had to learn from mistakes by previous authorities (by consulting with ODPM – and vice versa) when selecting targets.

7.3   Local and National Target Owners

The dataset was tested for differences between local and national targets . Only eight out of 26 questions were found to have significantly different responses between local and national target owners (see table 8). As expected, national target owners suggested that officials from ODPM and central government were more influential in their selection whereas local target owners were more likely to suggest that the target owner was influential. Similarly, local stakeholders were adjudged to be more influential in developing a strategy for local targets.

Table 8: **Significant Differences Between Local and National Targets**			
	Sig.	**National**	**Local**
Stakeholders influence in selecting the target			
The target owner	0.004	5.264	**5.667**
Officials in the LPSA team at ODPM	0.007	**4.672**	4.245
Other central government officials	0.009	**4.381**	3.895
Service users	0.009	2.532	**2.902**
The wider community or other external stakeholders	0.005	2.598	**3.000**
Influence of stakeholders in developing the strategy			
Front-line staff	0.001	4.509	**4.963**
Service users	0.007	2.978	**3.368**
The wider community or other external stakeholders	0.000	2.741	**3.292**
Key: Bold type indicates the group with the greater levels of agreement with a particular statement.			

7.4   Type of Local Authority

There is also evidence of some significant differences between types of authority. Seventeen significant differences are found within eight questions and between different combinations of local authority (see table 9). In particular, London Boroughs and Metropolitan councils were more likely to involve the authority's chief executive, the corporate management team and other senior managers in selecting and developing the target, particularly when compared with County Councils and Unitary authorities. There is however, no other evidence to clarify the differences between types of local authority: all are subject to the same LPSA policy guidelines.

Table 9: **Significant Differences Between Local Authority Types**					
	F	**Sig.**	**LA Type Significant Differences**		
Stakeholders influence in selecting the target					
Political leaders in the local authority	4.342	0.005	Unitary – **Met**	Unitary – **County**	
The local authority Chief Executive	4.790	0.003	Unitary – **Met**	Unitary – **London**	
Influence of stakeholders in developing the strategy					
Political leaders in the local authority	7.024	0.000	**London** – Unitary	**London** – County	**Met** – Unitary
The local authority Chief Executive	6.076	0.000	County – **London**	County – **Met**	**London** – Unitary
The Corporate Management team	5.889	0.001	County – **London**	County – **Met**	
The senior management team for the service	3.357	0.018	County – **London**		
Front-line staff	5.014	0.002	**County** – London	**County** – Met	
Officials in the LPSA team at ODPM	4.923	0.002	County – **Met**	County – **Unitary**	
Key: Bold type indicates the group with the greater levels of agreement with a particular statement.					

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7.5   Innovation Within LPSA

Perceptions of levels of innovation within LPSA were compared with the way respondents judged their LPSA target to have been selected and developed. This was achieved by recoding responses from question 27 into two groups . The first group was labelled innovators because they agreed that their LPSA was either 'Trying something which we think has not been tried before anywhere'; or 'Amongst the leaders nationally in our approach'. The second category was labelled followers because they agreed that their LPSA was 'Applying recognised good practice'; or 'Not really doing anything different'. The two categories were then tested statistically to see if they had differing perceptions. Results are shown in table 10. They suggest a great deal of difference between innovators and followers. Overall, 22 significant differences are recorded out of a possible 26.

Innovators were more likely to see themselves as setting targets consistent with local plans and priorities, as well as perceiving that they considered and developed strategies for delivering the target. Innovating authorities also believed that the role of the target owner was enhanced in terms of selecting and developing the target.

Table 10: **Innovation and LPSA targets**			
	Sig	**Innovators**	**Followers**
Stakeholders influence in selecting the target			
Political leaders in the local authority	0.001	**4.312**	3.811
The local authority Chief Executive	0.036	**4.711**	4.397
The Corporate Management team	0.026	**4.832**	4.535
The target owner	0.000	**5.761**	5.232
Front-line staff	0.000	**3.761**	3.231
External organisations involved in service delivery	0.002	**3.360**	2.875
Service users	0.000	**3.059**	2.444
The wider community or other external stakeholders	0.000	**3.086**	2.539
Setting the Target			
The target is consistent with local plans	0.017	**6.434**	6.258
The target reflects local priorities	0.005	**6.442**	6.227
Strategy for achieving targets			
The local authority has an explicit strategy for achieving the target	0.000	**6.119**	5.649
The local authority developed the strategy after thorough evaluation of the alternative strategies	0.000	**5.231**	4.700
Influence of stakeholders in developing the strategy			
Political leaders in the local authority	0.000	**3.651**	2.979
The local authority Chief Executive	0.002	**3.631**	3.188
The Corporate Management team	0.007	**3.701**	3.325
The senior management team for the service	0.011	**5.586**	5.274
The target owner	0.000	**6.348**	5.946
Front-line staff	0.000	**4.990**	4.480
Officials in the LPSA team at ODPM	0.045	**2.674**	2.394
External organisations involved in service delivery	0.001	**3.983**	3.443
Service users	0.000	**3.516**	2.868
The wider community or other external stakeholders	0.000	**3.435**	2.634
Key: Bold type indicates the group with the greater levels of agreement with a particular statement.			

8. POLICY IMPLICATIONS

It is too early to offer any clear policy implications from the results of this survey. However, completion of all LPSA1 targets will allow data from this survey (and the planned second survey) to be used to assess whether performance improvement is affected by different approaches to target selection and the formulation and implementation of strategies. For example, analysis will focus on the performance of targets according to which actors were influential in their selection; which actors were influential in developing a strategy for meeting the target; and which factors were influential in achieving the target. This analysis should therefore provide greater insight into the nature of target setting in local government and offer policy lessons for their future use.

9. CONCLUSION

This report provides descriptive results from the first LPSA evaluation survey. These results indicate that respondents believed that:

- Targets reflected local plans and priorities;

- Local service managers were influential in selecting and developing a strategy for the target; and

- Targets reflected the application of good practice.

Statistical tests revealed the presence of differences within the data. These included significant differences between:

- **Target owners and LPSA coordinators:** co-ordinators were more likely to emphasise the role of corporate officers in selecting and developing the target while target owners emphasised their role in these activities. Target owners were also more likely to agree that targets reflected local priorities and had clear strategies.

- **Authorities with early and late LPSAs:** the later an authority began its LPSA, the more likely it was to agree targets were selected by target owners and ODPM officials, whilst the targets were more likely to reflect local priorities and plans.

- **Services with 'innovating' and 'following' strategies for achieving targets.** Targets with more innovative strategies were more likely to correspond with local plans and priorities, involve local stakeholders and have a thought out delivery plan.

- **Types of councils.** Metropolitan Councils and London Boroughs were more likely to involve members of their corporate management team in the selection and development of LPSA targets.

- **Local and national target owners.** As expected, local stakeholders were more influential in the selection and development of a strategy for local targets whilst national stakeholders were influential in the selection of national targets.

Figure 2: **Influence of Groups and Individuals in Developing a Strategy for the Target**
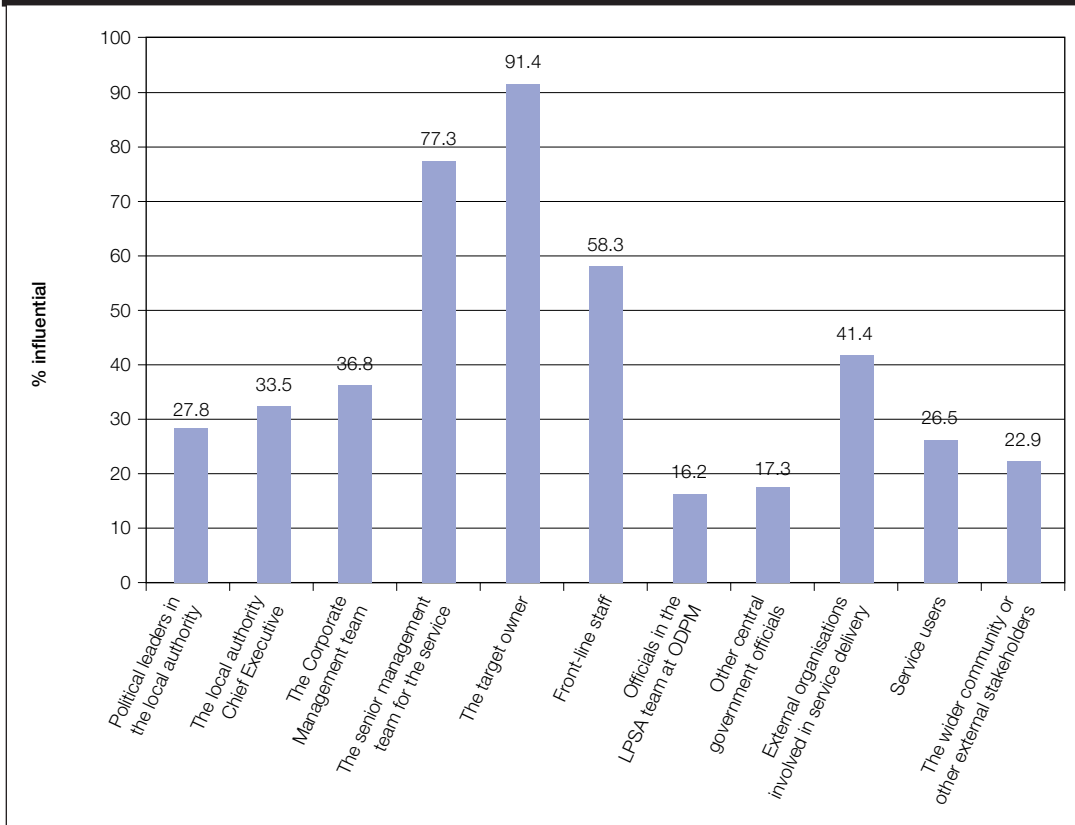
APPENDICES

Appendix 1 – Survey Questions in Sections B and C used in analysis

Q1 To what extent were the following groups influential in selecting the target?

- Political leaders in the local authority

- The local authority Chief Executive

- The Corporate Management team

- The senior management team for the service

- The target owner

- Front-line staff

- Officials in the LPSA team at ODPM

- Other central government officials

- External organisations involved in service delivery

- Service users

- The wider community or other external stakeholders

Q2 How far do you agree that:

- The target is consistent with local plans

- The target reflects local priorities

- The local authority has an explicit strategy for achieving the target

- The local authority developed the strategy after thorough evaluation of the alternative strategies

Q3 To what extent were the following groups influential in developing a strategy for achieving the target?

- Political leaders in the local authority

- The local authority Chief Executive

- The Corporate Management team

- The senior management team for the service

- The target owner

- Front-line staff

- Officials in the LPSA team at ODPM

- Other central government officials

- External organisations involved in service delivery

- Service users

- The wider community or other external stakeholders

Q4 Which of the following statements best decribes how innovative, in activities and ways of working the target is:*

- Trying something which we think has not been tried before anywhere

- Amongst the leaders nationally in our approach

- Applying recognised good practice

- Not really doing anything different

Question 27 is not included in the analysis when calculating significant differences between groups due to nominal categories.

Appendix 2 – Survey Questions: Descriptive Data

Table A1: **Influence of groups and individuals in selecting the target (%)**							
All Respondents							
	Disagree						Agree
	1	2	3	4	5	6	7
Political leaders in the local authority	10.97	12.12	12.55	17.32	20.63	18.76	7.65
The local authority Chief Executive	7.18	10.00	9.44	14.93	18.31	24.08	16.06
The Corporate Management team	4.67	7.69	8.93	16.90	23.21	25.27	13.32
The senior management team for the service	3.60	4.76	4.76	9.38	17.87	31.88	27.76
The target owner	6.83	3.16	3.79	8.09	16.31	26.30	35.52
Front-line staff	22.90	17.56	12.85	14.50	14.38	11.83	5.98
Officials in the LPSA team at ODPM	8.02	10.69	9.59	17.45	21.38	18.40	14.47
Other central government officials	14.29	11.53	8.61	15.83	18.24	17.21	14.29
External organisations involved in service delivery	30.57	17.26	8.97	12.91	13.04	11.14	6.11
Service users	39.14	15.86	12.48	12.09	11.31	6.63	2.47
The wider community or other external stakeholders	33.20	19.38	12.74	13.55	11.25	7.18	2.71

Table A2: **Influence of groups and individuals in developing a strategy for the target (%)**							
All Respondents							
	Disagree ←					→	Agree
	1	2	3	4	5	6	7
Political leaders in the local authority	20.44	17.08	16.56	18.11	14.49	9.18	4.14
The local authority Chief Executive	19.15	17.08	13.71	16.56	16.17	10.35	6.99
The Corporate Management team	15.26	19.62	11.92	16.41	18.97	12.31	5.51
The senior management team for the service	3.34	4.58	4.46	10.27	17.82	29.21	30.32
The target owner	2.09	0.86	1.23	4.31	10.84	31.03	49.63
Front-line staff	8.14	8.39	10.76	14.39	19.90	21.40	17.02
Officials in the LPSA team at ODPM	39.80	22.50	9.28	12.24	8.02	5.49	2.67
Other central government officials	39.77	19.45	12.05	11.47	8.27	6.10	2.90
External organisations involved in service delivery	21.58	11.50	11.37	14.08	17.44	16.02	8.01
Service users	27.94	17.07	13.91	14.66	12.77	9.86	3.79
The wider community or other external stakeholders	28.13	18.67	15.22	15.09	12.40	8.31	2.17

Table A3: **Local priorities and strategies for LPSA targets (%)**							
All Respondents							
	Disagree ←					→	Agree
	1	2	3	4	5	6	7
The target is consistent with local plans	0.24	0.84	1.68	3.96	10.19	27.82	55.28
The target reflects local priorities	0.13	1.07	1.47	3.89	9.12	26.54	57.77
The local authority has an explicit strategy for achieving the target	1.81	2.17	2.05	7.48	18.94	28.23	39.32
The local authority developed the strategy after thorough evaluation of the alternative strategies	5.07	7.48	8.87	15.34	22.18	21.04	20.03

Table A4: **How helpful were the following aspects of the LPSA process in making progress towards the target (%)**							
Respondents from Pilot Authorities Only							
	Disagree ←					→	Agree
	1	2	3	4	5	6	7
Focus on a stretching target	3.90	3.90	2.60	14.29	31.17	29.87	14.29
The pump-priming grant	9.09	3.90	6.49	5.19	12.99	27.27	35.06
Extra freedoms and flexibilities	35.14	16.22	17.57	13.51	9.46	2.70	5.41
The prospect of a performance reward grant	2.56		6.41	12.82	23.08	25.64	29.49
Dialogue with local partners	5.48	2.74	9.59	21.92	16.44	30.14	13.70
Dialogue with central government officials	13.89	18.06	19.44	25.00	13.89	8.33	1.39
Progress towards achieving the target was monitored regularly	1.33		1.33	8.00	8.00	22.67	58.67
The performance of the LPSA target was actively managed	1.32	1.32		10.53	18.42	22.37	46.05
Extra resources, in addition to any pump priming grant were allocated to help meet the target	10.53	2.63	7.89	1.32	11.84	19.74	46.05

Table A5: **Positive and negative influences in making progress towards the target.**							
Respondents from Pilot Authorities Only							
	Disagree ←					→ Agree	
	1	2	3	4	5	6	7
Political leaders in the local authority		2.78		31.94	23.61	25.00	16.67
The local authority Chief Executive				25.35	14.08	40.85	19.72
The Corporate Management team				25.71	24.29	35.71	14.29
Other corporate performance management			1.45	27.54	26.09	31.88	13.04
The senior management team for the service				9.59	10.96	38.36	41.10
The target owner				1.37	6.85	27.40	64.38
Front-line staff			1.41	18.31	8.45	40.85	30.99
Officials in the LPSA team at ODPM	6.06	6.06	1.52	66.67	10.61	7.58	1.52
Other central government officials	3.17	6.35		65.08	15.87	7.94	1.59
External organisations involved in service delivery	1.41		2.82	32.39	19.72	25.35	18.31
Central Government Policy	4.41	7.35	7.35	26.47	23.53	22.06	8.82
Other factors beyond the control of the authority (e.g.social and economic circumstances of the LA)	13.24	13.24	14.71	38.24	14.71	5.88	

Table A6: **Positive and negative influences on the target**							
Respondents from Pilot Authorities Only							
	Disagree ←					→ Agree	
	1	2	3	4	5	6	7
working within the local authority across departmental/directorate boundaries in relation to this target			1.35	27.03	25.68	28.38	17.57
working with external partners in relation to this target				22.37	21.05	35.53	21.05
Improved performance against this target is likely to be maintained		1.61		11.29	22.58	46.77	17.74

Table A7: **Contributions to sustained performance improvement**		
Respondents from Pilot Authorities Only		
	No	%
New systems or infrastructure	31	59.62
Different ways of working by the local authority or other main service provider	39	75.00
Better understanding of how to approach problems	32	61.54
Closer involvement of partners	39	75.00
Increased resources	28	53.85