



CEDOS

Performance Indicators

for Local Authority Economic Development



Business Support

Inward Investment

Land & Premises

Training &
Employment



**“Not everything that counts
can be counted and not everything
that can be counted, counts.”**

Albert Einstein

CEDOS is a prime mover in promoting performance measurement for local authority economic development. Through an ongoing research programme supported by the CSS, we are playing a lead role in partnership with the Audit Commission, the Local Government Association, the Improvement & Development Agency and others in the development of a nationally accepted set of performance indicators.

Our latest initiative is to provide a benchmarking service for CEDOS members, the first stage of which covers four key economic development activity areas: business support, inward investment, land & premises, and training & employment. As part of this, we have developed key performance indicators that cover services delivered by local authorities as sole providers, through partnerships or through other agencies.

As part our commitment to improving economic development throughout local government, we are making the results of our work as widely available as possible including contributing it to the national performance indicator pilot programme now underway. This report provides economic development practitioners and their local authorities with a detailed guide to the performance indicators, their definition and measurement. It has been produced in the context of the principles that CEDOS believes should underpin any set of performance indicators – that they should be:

- few in number
- easy to collect
- easy to understand
- effective measures of performance

Throughout, our approach has been to keep the indicators as much as possible – simple but effective measures of performance – and to keep in mind that their essential purpose is as a tool to drive service improvement.

Daniel Dobson-Mouawad
Chairman, CEDOS



Performance Indicators – an Overview

The performance indicators used in this report, their definition and their measurement are the result of extensive research and consultation, including the national pilot exercise undertaken jointly by CEDOS, the Local Government Association and the Audit Commission. Most important of all, the guidance set out in this report has been shaped by the practical views and experience of CEDOS member Heads of Economic Development throughout the country.

Headline Performance Indicators

This publication covers four key areas of local authority economic development activity.

Business Support	Inward Investment	Land & Premises	Training & Employment
Enquiries for advice and information	Enquiries	Brownfield land reclaimed	Adults in employment gaining skills
Businesses assisted	Investments	Workspace occupancy rate	Unemployed people going into employment / full time education
Business start-ups supported	Companies assisted	Leverage of external funding	Customer satisfaction
Jobs created / safeguarded	Jobs created / safeguarded	Jobs supported	
Customer satisfaction	Cost per job	Cost per job / per sq. metre of floorspace	
	Customer satisfaction	Business survival	
		Business growth	
		Customer satisfaction	

Core Measurements

This section covers the core measurement issues for the performance indicators

measuring costs
measuring jobs created or safeguarded
measuring the outcomes of partnership actions
measuring customer satisfaction
surveys to acquire data
contextual indicators to enable comparison between areas

Business Support

Local authorities provide a wide range of assistance to businesses. Examples include general or specific advice and information, training & seminars, financial assistance through grants, loans and loan guarantees, sector/cluster support, technology, environmental awareness, competitiveness, marketing, and export initiatives. Whilst each specific service may need its own distinctive indicators – e.g. export support services can be measured in terms of markets penetrated and the value of exports achieved – overall performance indicators are needed for business support services as a whole.

Business enquiries

Measurement: The number of business enquiries for advice and information received per annum. For comparative purposes, the total number of enquiries received should be related to the total stock of businesses in the area.

Definition: A business enquiry is a request for advice or information by mail, telephone, e-mail or face-to-face contact on a business issue from a business or an individual. To be counted, an enquiry must result in specific advice or information being provided. Each enquiry should be counted even where it is on the same business issue as subsequent enquiries may be more detailed, involve more work and achieve a bigger outcome.

Businesses assisted

Measurement: The number of businesses assisted through business support initiatives and services during the year. In addition, to enable comparison between areas, the data should be related to the total stock of businesses in the local authority area.

Definition: Businesses assisted should be counted as equal regardless of differences in size and can include sole traders and the self-employed. Assistance is that provided through individual officer contact or through seminars, conferences networking groups etc. Individual businesses can be counted each time they receive assistance.

Business start-ups supported

Measurement: The number of new business start-ups supported in the local area per annum. In addition, to enable comparison between areas, the data should be related to the total stock of businesses in the local authority area.

Definition: A business start-up is a new business set up by a sole trader, a partnership, company, or as a social enterprise. It can include taking on a new franchise, starting a referral marketing operation, and management buy-outs/buy-ins. It does not include buying an existing business or franchise or subsidiary/associated operations set up by existing companies. The form and types of assistance covered are the same as for the businesses assisted indicator.

To avoid double counting, business start-ups recorded under the inward investment set should not also be counted under business support.

Jobs created or safeguarded

Measurement: 1. The number of jobs that have been created or safeguarded per annum to which the business support provided has made a significant contribution. Jobs created and safeguarded should be recorded separately, each on the basis of:

- a) direct jobs only
- b) direct + indirect & induced jobs with appropriate deductions for leakage, deadweight, displacement and substitution [optional]

In addition, to enable comparison between areas, the data should be related to the total stock of businesses in the local authority area.

2. The quality of jobs created measured on the basis of the average income per job for the year under review. For comparative purposes the data should be related to the overall average income level for the local authority area.

Definition: See 'Measuring jobs created or safeguarded', page 12.

Customer satisfaction

Measurement: The percentage of customers expressing satisfaction with the business support services provided on the basis of the overall approach to measurement set out on page 13.

Inward Investment

For local authorities, inward investment is a crucial area of economic development. At the UK level, Invest UK regard inward investment as covering new projects, expansions, mergers and acquisitions, and joint ventures. As well as attracting new investors, an important part of inward investment work is looking after existing investors – usually referred to as aftercare.

Having considered approaches and definitions used at the national, regional and local authority level, the indicators that follow cover:

- first time direct investment in the local authority area from outside the area
- expansion of existing businesses in the local authority area by companies or persons located outside the area
- joint ventures and acquisitions in the local authority area where 50%+ stakes are held by businesses or individuals outside the area

Inward investment enquiries

Measurement: The total number of inward investment enquiries dealt with per annum:

- a) excluding web site hits not requesting information
- b) web site hits only

To enable comparison between areas, the data should be related to the total number of economically active persons in the local authority area. For this indicator, other possible contextual indicators will be investigated further by CEDOS.

Definition: Enquiries are those from existing and prospective inward investors that have the potential to result in new and additional investment in the local authority area and/or safeguard existing investment. They can be made in person, by telephone, by means of web form submissions and e-mail and should result in the provision of information and assistance to the enquirer. With the increasing use of searchable databases, the issue of web site hits that do not request information will be investigated further by CEDOS. In the meantime, they should be recorded as a separate category of enquiries.



Investments

Measurement: The total number of inward investments made in the local authority area that have primarily or to a significant extent occurred as a direct result of the inward investment promotion and support activities of the authority, in terms of:

- a) number of investments
- b) capital expenditure in £ million

To enable comparison between areas, the data should be related to the total number of economically active persons in the local authority area. For this indicator, other possible contextual indicators will be investigated further.

Companies assisted

Measurement: The number of existing and potential inward investing companies provided with direct assistance through personal contact e.g. through care and retention visits, arranging and participating in visits by potential investors, provision of advice, financial assistance etc. When assistance to a company is counted under this indicator, it should not be recorded under the equivalent business support indicator. To enable comparison between areas, data should be related to the total stock of businesses in the local authority area.

Jobs created/safeguarded

Measurement: 1. The number of jobs created and safeguarded annually to which the authority's inward investment promotional and support activity has made a significant contribution. Jobs created and safeguarded should be recorded separately, each on the basis of:

- a) direct jobs only
- b) direct + indirect & induced jobs with appropriate deductions for leakage, deadweight, displacement and substitution [optional]

For comparative purposes, the data should be related to the total number of economically active persons in the area.

2. The quality of jobs created measured on the basis of the average income per job for the year under review. For comparative purposes, the data should be related to the overall average income level for the local authority area.

Definition: See 'Measuring jobs created or safeguarded', page 12.

Cost per job created/safeguarded

Definition & Measurement: Cost per job created/safeguarded to which the authority's inward investment promotional and support activity has made a significant contribution. For definitions of jobs created/safeguarded, see core measurements on page 12. The approach to measuring costs should be that set out on page 11, with the total costs for economic development apportioned to the inward investment promotion and support activity.

Customer satisfaction

Measurement: The percentage of business customers using the inward investment services [including aftercare] expressing satisfaction with the services and support provided. The overall approach to measurement is set out on page 13.

Land & Premises

An important part of improving physical infrastructure for economic development is the provision of land and premises for businesses. This indicator set covers bringing forward land for business use and providing business units and managed workspace.

Brownfield land reclaimed

This indicator covers reclaiming and making available brownfield land for industrial and commercial use. It reflects an ODPM Public Service Agreement target and the Government's policy of using brownfield land first for all regeneration developments.

Measurement: Brownfield land reclaimed as a percentage of all land made available for industrial, commercial and leisure purposes. Looking at all land earmarked for development (i.e. has current planning permission) for industrial, commercial and leisure purposes (as identified in the local plan), calculate the area of this which is brownfield land, as a percentage of the total land identified.

Definition: Brownfield land is as defined in PPG3 and includes previously developed land, which is or was occupied by a permanent structure [excluding agriculture or forestry buildings], and associated fixed surface infrastructure. The definition includes defence buildings and land used for mineral and waste disposal where provision for restoration has not been made through development control procedures. For the purposes of the indicator, brownfield land reclaimed is defined as that which has become available during the year [i.e. reclamation work to make the land fit for development has been completed]. The area of land should be calculated in hectares and only included where reclamation has been completed during the year.

Leverage of external funding

An important aspect of a local authority's leadership role in the provision of business sites and premises is the extent to which its investment is instrumental in levering in funding from other sources – both public and private sector. This indicator seeks to capture this aspect.

Definition & Measurement: The extent to which the local authority's investment in bringing forward the development of land and premises for economic development purposes has been instrumental in levering funds from other public and private sector sources, including EU grant aid. For measurement, this should be expressed as a leverage index of X i.e. £X of external funding levered for every £1 put in by the authority. Leverage of external funding should only be claimed where the authority has taken a lead or very significant role in securing the external funding. To enable effective comparison between local authorities, consideration will need to be given to the overall availability of external funding in their local authority area.



Business Units (excluding Managed Workspace)

The following indicators cover the provision of business units, except managed workspace which, because of its distinctive characteristics, is dealt with separately. Often, business units are provided in partnership with other public sector organisations and/or the private sector. The information collected for the indicators should cover both units the local authority provides and carries out the letting/management function and those which it owns or part owns but does not let/manage. For most authorities these are equally important to their economic development strategies.

Business unit occupancy rate

Definition & Measurement: The proportion of local authority provided non-managed business units that have been occupied on average during the year under review. To assist comparison between local authorities, the data will need to be related to the:

- number of units provided
- workspace area [sq.m.] provided

Jobs supported in business units

Measurement:

1. The number of jobs provided by businesses occupying local authority business units on average during the year under review. For comparative purposes, the data should also be related to the total floorspace of business units provided on the basis of jobs per sq.m.
2. The quality of jobs provided measured on the basis of the average income per job for the year under review. For comparative purposes the data should be related to the overall average income level for the local authority area.

Definition: See 'Measuring jobs created or safeguarded', page 12.

Cost per job/per sq. metre of floorspace

Measurement: The annual cost of providing the business units in relation to:

- a) jobs provided
- b) floorspace of the units [square metres].

For each, two calculations should be made:

1. gross cost
2. net cost [i.e. net of income]

Costs should be calculated in accordance with BVACOP principles [see page 11]. In addition to the revenue costs of operating the units [including overheads, support services and service management costs], they should also include capital charges – depreciation and capital financing charges, loss on impairment of assets etc.

Managed Workspace

Managed Workspace covers business units that are accommodated within a single site and usually within a single building. They are aimed at assisting start-ups and very small businesses to develop and grow. Typically they will have a common reception area with shared services and equipment. They may also have business support and advice on site. Business incubators follow the same principle but with more intensive support services provided for tenant companies. As with non-managed business units, performance indicator information is intended to cover both managed workspace the local authority provides and lets/manages, as well as workspace which it owns or part owns but does not let/manage.

Occupancy rate

Measurement: The proportion of local authority provided managed workspace units that have been occupied on average during the year under review. To assist comparison, the following information should also be provided:

- number of units provided
- workspace area [sq.m.] provided

Jobs supported

Measurement: 1. The number of jobs provided by businesses occupying local authority managed workspace units on average during the year under review. For comparative purposes, as well as providing the total number of jobs, the data should be related to the total floorspace of managed workspace units provided.

2. The quality of jobs provided measured on the basis of the average income per job for the year under review. For comparative purposes the data should be related to the overall average income level for the local authority area.

Definition: See 'Measuring jobs created or safeguarded', page 12.

Business survival

Measurement: The percentage of businesses supported in managed workspace, which remain in operation two years from first taking up occupancy, including those that started in the managed workspace and have subsequently moved out. This can be identified through a survey of businesses whose occupancy start date was two or more years previous to the year for which this indicator is reported. The practicality of including those that started in the managed workspace and have subsequently moved out will be reviewed in the light of CEDOS' experience in collecting its first years benchmarking data.

Business growth

Measurement: The growth of businesses in managed workspace units to be measured annually by survey of tenants in terms of:

- a) percentage increase in number of jobs
- b) percentage increase in turnover

Customer satisfaction

Measurement: The percentage of tenants expressing satisfaction with the workspace units and the management services provided. This should be assessed by using a standard question as part of an annual survey of tenants. For the overall approach to measuring customer satisfaction see page 13.



Training and Employment

The achievement of full employment is a key aim of Government and Local Government economic development policies and programmes. Equally, skills development is one of the key drivers of improving productivity and economic performance. The following indicators cover local authority involvement in the provision of training and employment programmes aimed at improving skills for both employed and unemployed people in terms of formal qualifications and other 'employability' outcomes.

Adults in employment gaining skills

Measurement: The percentage of adults in employment receiving training that have gained qualifications or other outcomes [e.g. improvements in confidence and self-esteem] intended through workforce training programmes in which the local authority is involved as either sole provider, lead partner or supporting partner. This should be measured by a count of qualifications actually achieved and/or course tutor assessments in relation to the measurable objectives of the training programmes.

Unemployed people going into employment/full time education

Measurement: The percentage of unemployed people participating in training and employment programmes that have gone into employment or full time education or part time education combined with part time employment (a) six months, and (b) twelve months after registering on New Deal and other vocational and basic skills training and employment programmes in which the local authority is involved as either sole provider, lead partner or supporting partner. For the purposes of this indicator the Job Centre Plus definition of an employed person should be used i.e. a person who has been off benefits for 13 weeks and employed in a job of not less than 16 hours per week.

Customer satisfaction:

Measurement: The percentage of people expressing satisfaction with the training and employment programmes they have participated in. The overall approach to measurement is given on page 13. Trainees should be asked for satisfaction ratings at the conclusion of each course and the results aggregated to provide an overall satisfaction rating for training and employment programmes during the year under review.



Core Measurements

There are several core measurement issues for the performance indicators covered:

- measuring costs
- measuring jobs created or safeguarded
- measuring the outcomes of partnership actions
- measuring customer satisfaction
- surveys to acquire data
- contextual indicators to enable comparison between areas



Measuring costs

Measuring the cost of an individual economic development service or activity should be in accordance with the total cost principle laid down in the Best Value Accounting Code of Practice [BVACOP] issued by Cipfa – the Chartered Institute of Public Finance and Accountancy – and endorsed by Government. Cipfa expects all local authorities to adopt the BVACOP mandatory requirements and the detailed recommendations in the code. The requirements include calculating and reporting on costs for the economic development service in accordance with the total cost principle – “the total cost of a service or activity must reflect all costs associated with that service/activity, wherever in the management structure they arise”.

Thus all overheads, support services and service management costs are required to be apportioned and fully recharged to individual services, including economic development. The main components of total cost are: employee costs, premises-related expenditure, transport-related expenditure, supplies and services, third party payments, transfer payments, support services, and capital charges. For full details, consult BVACOP.

On this basis, the measurement of costs for economic development performance indicators should cover:

- direct costs of delivering the activity including staff and programme costs
 - pro-rata apportionment of overheads, support services and service management costs etc. to the individual activity
-

Measuring jobs created or safeguarded

Definition of a job

Except for training and employment indicators, the basic unit of account is defined as a permanent 'full time equivalent' [FTE] job. A full time job is defined as involving a standard 30 hour week or longer. Part time jobs [i.e. less than 30 hours per week] should be converted to FTE jobs on a pro rata basis. If the necessary detailed information is not available the European Commission rule of thumb approach of two part time jobs equal a full time job, should be adopted. In the case of training and employment, the Job Centre Plus definition should be used i.e. a person who has been off benefits for 13 weeks and employed in a job of not less than 16 hours per week.

Counting a job as being created or safeguarded

A job can be counted as being created or safeguarded when this has primarily or to a significant extent occurred as a result of the direct economic development action or intervention. A job that is created should be counted when a post is actually filled. To be treated as permanent, the job should have a life expectancy of at least one year at the time it is counted. Construction jobs, temporary jobs to set up a project and seasonal jobs incidental to a business operation should be omitted. However, if the business relies heavily on seasonal jobs [e.g. in the tourist sector], they should be included, again on a pro rata basis, for example a three month job being counted as 0.25 of an FTE.

To be counted as safeguarded, a job must be forecast to be lost to the area normally within one year in the absence of economic development intervention [although a longer time period might be allowed in the case of interventions relating to sectors in long-term decline] and where, as a result of economic development action or intervention, it is still in existence and is no longer at risk of being lost within [normally] a year.

The issue of whether to count direct jobs only

An important issue for economic development performance measurement is whether to:

- a) count direct jobs only
- b) count direct jobs and use multipliers to calculate additional indirect & induced jobs as well as taking account of leakage, deadweight, displacement and substitution

Whilst acknowledging the value of option (b), consultations with CEDOS members showed a majority preference for focusing on direct jobs only to "retain simplicity and take guesswork out of the equation". It is therefore recommended that for each relevant indicator, the focus should be on counting jobs that have been directly created or safeguarded. However, those authorities that feel able to, should provide an additional data set on the option [b] basis with an explanation of the approach to calculating the figures as a contribution to continuing research into the use of multipliers, leakage, displacement and other factors.

Quality of jobs

The quality of jobs created is an increasingly important issue for local authorities. Whilst acknowledging that there may be some data collection difficulties, CEDOS recommends the use of a quality of jobs indicator to measure the average income levels of new jobs created. For comparative purposes data on the overall average income level for the local authority area from the New Earnings Survey should be used.

Measuring outcomes of partnership and other joint actions

This is a key issue for most local authorities, many of whose services and initiatives are delivered in partnership with other organisations. In this context, identifying an individual authority's share of outcomes is complex – so much so that some might say that it is unrealistic to even make the attempt. Indeed with regard to joint working, there is an argument that what matters is the outcomes attributable to partnerships as a whole and that a focus on attributing outcomes to individual partners is unnecessary and might be divisive.

Nevertheless, the fact remains that local authority economic departments and units are under increasing pressure – both internally and externally – to measure the outcomes of their actions. There is likely to be an increasing need to identify the share of outcomes attributable to local authority involvement in partnerships and measure the results of indirect actions.

The simplest approach would be for all partners to claim the outcomes but make it clear who the others that were involved were and their respective roles in the partnerships. The problem with this is that it risks double counting – for which economic development has often been criticised. Following the consultation with CEDOS members on measurement options, the recommended approach, is:

- a) where the authority is the lead partner, count all outcomes resulting from partnership action
- b) where the authority is a supporting partner, count a proportion of outcomes to reflect its direct cash contribution expressed as a percentage of total partner direct cash inputs.

The possibility of covering situations where in-kind as well as financial contributions are made was considered. However, in the interests of practicality and consistency, this was rejected at this stage.

Measuring customer satisfaction

Customer satisfaction is an important component of performance measurement for economic development. A key issue is the difficulty for clients/customers in recognising the input made by an individual authority where services are provided in partnership with other agencies – as one CEDOS member put it “the value added by an authority might not equate to a company's perception of the service”.

To avoid confusion and ambiguity, customer satisfaction indicators should only be used where the authority is the sole provider of a service, the lead agency in delivering partnership action, or where a single organisation delivers a service on the basis of a service level agreement with the authority, as a major funding partner.

This guide covers specific service areas and not the economic development service as a whole. Customer satisfaction should relate to these areas, with customers surveyed being the businesses and individuals who are the direct recipients of the services provided. The broader issue of customer satisfaction for economic development services as a whole will be looked at in the next stage of the CEDOS performance measurement project, which will cover strategic level indicators.

For individual service areas, confusion can also arise where customer satisfaction surveys are carried out on too broad a basis e.g. annually on business support as a whole. To minimise uncertainty and ambiguity of response, a standard customer satisfaction question should be asked as part of customer feedback sought as soon as possible after an individual service has been delivered. Where possible, it should be addressed to a named individual. For performance measurement, responses will need to be aggregated to the relevant broad service areas on an annual basis.

Clearly, there are alternative ways of framing questions to ascertain the level of customer satisfaction but agreeing on a standard question is important for comparison and benchmarking. The following standard question is recommended:

“With regard to [state service provided] are you
[a] Very satisfied [b] satisfied [c] neither satisfied or dissatisfied [d] dissatisfied, or [e] very dissatisfied,
with the service provided?”

Surveys to acquire data

For a number of indicators e.g. jobs created/safeguarded, business survival and customer satisfaction, surveys of business clients will be required to provide data. Ideally this will be on the basis of a 100% survey. Where this is not practical, a stratified sample survey of businesses can be carried out, providing the sample is representative of the range of businesses (size and nature of business) supported.

Contextual indicators for comparison

To provide a good basis for benchmarking, there has to be a meaningful basis for comparison between, for example, areas of different sizes and different populations. Many of the performance indicators involve counting numbers of enquiries, jobs created, investments, businesses assisted etc. To enable effective comparison, the data collected needs to be linked to appropriate contextual indicators.

There are many indicators that could be used, but to keep data collection as simple as possible and provide a realistic basis for comparison, the following are recommended:

- For relevant business support indicators, use the stock of businesses derived from the Inter-Departmental Business Register [IDBR] for local authority areas annually in the VAT registrations and de-registrations statistics published by the Small Business Service + an estimate of self employed from the Labour Force Survey Annual Local Area Database [LADB].
- For other indicators, use the total number of economically active persons [which includes the unemployed as well as those in work]. The preferred data source for this is the LADB.

The use of these is referred to under the individual PIs concerned. Some, by the nature of their definitions, do not require the use of contextual information to enable comparison. In a few cases, there are additional contextual indicators related to specific performance indicators. The use of other contextual indicators will be considered further as part of CEDOS' ongoing development and review of performance indicators for economic development.

Sources and Links

CEDOS is working with the CSS and a range of agencies to improve performance measurement for local authority economic development and regeneration. It has an extensive research programme delivered in partnership with the CSS and is working with the Audit Commission, IDeA, the Local Government Association and others in steering a process of piloting economic regeneration performance indicators.

In addition to research carried out by CEDOS, for further information on a number of performance measurement issues, the following will be useful:

Audit Commission www.audit-commission.gov.uk has an important role in promoting and providing guidance on the use of performance indicators. It has developed the 'Library of Local Performance Indicators' for local authorities to use on a voluntary basis.

Chartered Institute of Public Finance & Accountancy [Cipfa] www.cipfa.org.uk the only professional accountancy body in the UK specialising in the public services, it has responsibility for setting accounting standards for local government and influences practice in audit, financial management and governance arrangements. It publishes and reviews annually the Best Value Accounting Code of Practice.

Improvement and Development Agency [IDeA] www.idea.gov.uk established to support self-sustaining improvement from within local government, the Agency jointly provides the Library of Local Performance Indicators with the Audit Commission.

Local Government Association [LGA] www.lga.gov.uk represents the local authorities of England and Wales and works with and for member authorities to promote better local government. The LGA chairs the Economic Regeneration PI Steering Group.

Office of Project Appraisal Training [OffPAT] www.offpat.info set up by the Regional Development Agencies, the London Development Agency and English Partnerships to support their joint effort on developing and disseminating best practice in project appraisal, delivery and evaluation, it produces a range of best practice and guidance documents.

Public Sector Benchmarking Service [PSBS] www.benchmarking.gov.uk developed as a partnership between the Cabinet Office and HM Customs & Excise with the key aim of promoting effective benchmarking and sharing good practices across the public sector. A message board has been established on the PSBS web site to support those interested in economic regeneration performance indicators.

Scottish Executive www.scotland.gov.uk – the Executive and its central research has produced input-output data for Scotland and useful research on employment multipliers and accounting for factors such as displacement and substitution.

As the Audit Commission has pointed out “one of the pitfalls in defining indicators is making this an end in itself: defining indicators to compare performance at an excessively detailed level, or continually refining the definition to achieve perfect comparability”.

A balance has to be struck – to achieve an acceptable level of accuracy and, at the same time, to ensure the process is manageable and cost-effective. We hope we have achieved the right balance in this report. Of course, the development of performance indicators is an ongoing process. For this, we welcome your views.

CEDOS is the Chief Economic Development Officers’ Society providing a national forum for Heads of Economic Development of strategic County and Unitary authorities in England to meet, network and exchange best practice. It influences national and European policy working closely with organisations such as the CSS, Institute of Economic Development, Local Government Association, Improvement & Development Agency and the Audit Commission. It carries out and publishes research and provides guidance and advice on key economic development issues.

CSS represents local authority chief officers with responsibility for Strategic Planning, Transportation, the Environment, Waste Management and Economic Development. Its aims are the representation of members’ interests, by responding to European and Central Government initiatives and consultations, by promoting initiatives aimed at influencing government policy and the development and dissemination of best practices. In taking forward the society’s contribution to economic development and regeneration matters, the Strategic Planning and Research Committee [SPARC] has developed joint working arrangements with CEDOS.

This report has been developed for CEDOS by Derek Walker Consultancy Ltd, which provides specialist economic development services for the public sector. The support and input from CEDOS members who have taken part in the consultation exercises is gratefully acknowledged.