

## Senior Financial Officers Survey 2011

## 1) Following the Spending Review, by how much have you asked your CIO / senior IT staff to reduce their IT budget by over the next three years?

Base: All respondents

	Organisation Type							Region												Seniority		
	Total	Cent Gov/ Civil Srvice	Fur ther/ Higher Educ	Hous -ing Assoc	Local Gov	NHS	Reg Gov/ Quan gos	East Mids	East -ern	London	North East	North West	NI	Scot -land	South East	South West	Wales	West Mids	Yorks & Hum	Top	2nd	3rd
Total	102 100%	8 100%	17 100%	13 100%	55 100%	3 100%	6 100%	11 100%	10 100%	8 100%	2 100%	9 100%	5 100%	9 100%	18 100%	7 100%	5 100%	11 100%	7 100%	68 100%	16 100%	18 100%
1-5 (3.0)	19 19%	1 13%	5 29%	1 8%	9 16%	2 67%	1 17%	2 18%	3 30%	- -	- -	1 11%	2 40%	2 22%	5 28%	2 29%	- -	1 9%	1 14%	11 16%	5 31%	3 17%
6-10 (8.0)	16 16%	- -	1 6%	- -	14 25%	1 33%	- -	2 18%	4 40%	1 13%	1 50%	2 22%	- -	- -	3 17%	1 14%	1 20%	1 9%	- -	14 21%	1 6%	1 6%
11-15% (13.0)	5 5%	- -	- -	- -	5 9%	- -	- -	1 9%	- -	- -	- -	- -	1 11%	1 6%	1 14%	1 20%	- -	- -	5 7%	- -	- -	
16-20% (18.0)	6 6%	1 13%	- -	1 8%	4 7%	- -	- -	- -	1 10%	- -	- -	1 11%	- -	1 11%	3 17%	- -	- -	- -	4 6%	1 6%	1 6%	
More than 20% (23.0)	10 10%	- -	2 12%	- -	6 11%	- -	2 33%	2 18%	- -	2 25%	1 50%	- -	- -	- -	- -	1 14%	- -	3 27%	1 14%	8 12%	2 13%	- -
IT budget has been frozen	9 9%	2 25%	1 6%	2 15%	3 5%	- -	1 17%	- -	- -	- -	- -	2 22%	2 40%	- -	2 11%	1 14%	1 20%	- -	1 14%	7 10%	- -	2 11%
They do not have to make any cuts in the IT budget	37 36%	4 50%	8 47%	9 69%	14 25%	- -	2 33%	4 36%	2 20%	5 63%	- -	3 33%	1 20%	5 56%	4 22%	1 14%	2 40%	6 55%	4 57%	19 28%	7 44%	11 61%
Mean Score	10.50	10.50	8.63	10.50	10.89	4.67	16.33	11.57	7.38	18.00	15.50	9.25	3.00	9.25	8.83	10.00	10.50	16.00	13.00	11.10	9.67	7.00
Std Deviation	7.51	10.61	9.04	10.61	6.94	2.89	11.55	8.52	4.96	8.66	10.61	6.29	-	7.50	6.34	8.37	3.54	9.75	14.14	7.32	9.01	6.52
Std Error	1.003	7.500	3.196	7.500	1.126	1.667	6.667	3.221	1.752	5.000	7.500	3.146	-	3.750	1.829	3.742	2.500	4.359	10.00	1.130	3.005	2.915

## Senior Financial Officers Survey 2011

## 2) What percentage of these cuts have been achieved already?

Base: All who have to make cuts

	Total	Organisation Type						Region												Seniority		
		Cent Gov/ Civil Srvice	Fur ther/ Higher Educ	Hous -ing Assoc	Local Gov	NHS	Reg Gov/ Quan gos	East Mids	East -ern	London	North East	North West	NI	Scot -land	South East	South West	Wales	West Mids	Yorks & Hum	Top	2nd	3rd
Total	65 100%	4 100%	9 100%	4 100%	41 100%	3 100%	4 100%	7 100%	8 100%	3 100%	2 100%	6 100%	4 100%	4 100%	14 100%	6 100%	3 100%	5 100%	3 100%	49 100%	9 100%	7 100%
We have not made any cuts yet	(0.0) 35 54%	3 75%	5 56%	2 50%	20 49%	2 67%	3 75%	4 57%	4 50%	- -	- -	5 83%	4 100%	2 50%	6 43%	4 67%	2 67%	3 60%	1 33%	24 49%	5 56%	6 86%
1-5%	(6.0) 13 20%	- -	2 22%	- -	10 24%	1 33%	- -	1 14%	2 25%	1 33%	- -	- -	- -	- -	6 43%	- -	1 33%	2 40%	- -	12 24%	1 11%	- -
6-10%	(8.0) 6 9%	1 25%	1 11%	- -	4 10%	- -	- -	1 14%	- -	1 33%	1 50%	- -	- -	1 25%	- -	1 17%	- -	- -	1 33%	5 10%	1 11%	- -
11-15%	(13.0) 1 2%	- -	- -	- -	1 2%	- -	- -	- -	- -	- -	1 50%	- -	- -	- -	- -	- -	- -	- -	- -	1 2%	- -	- -
16-20%	(18.0) 4 6%	- -	- -	1 25%	3 7%	- -	- -	- -	1 13%	1 33%	- -	1 17%	- -	1 7%	- -	- -	- -	- -	- -	3 6%	- -	1 14%
21-35%	(28.0) -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
36-50%	(43.0) 1 2%	- -	- -	- -	- -	- -	1 25%	1 14%	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1 11%	- -
More than 50%	(65.0) 5 8%	- -	1 11%	1 25%	3 7%	- -	- -	- -	1 13%	- -	- -	- -	- -	1 25%	1 7%	1 17%	- -	- -	1 33%	4 8%	1 11%	- -
Mean Score	8.91	2.00	9.44	20.75	8.63	2.00	10.75	8.14	11.88	10.67	10.50	3.00	-	18.25	8.50	12.17	2.00	2.40	24.33	8.96	13.56	2.57
Std Deviation	17.74	4.00	21.09	30.70	16.86	3.46	21.50	15.73	22.34	6.43	3.54	7.35	-	31.39	16.99	26.08	3.46	3.29	35.44	17.59	23.77	6.80
Std Error	2.200	2.000	7.030	15.35	2.634	2.000	10.75	5.946	7.898	3.712	2.500	3.000	-	15.70	4.541	10.65	2.000	1.470	20.46	2.514	7.923	2.571

## Senior Financial Officers Survey 2011

## 3) To what extent do you feel the cuts you are having to make are impacting your ability to deliver front-line services?

Base: All who have to make cuts

	Organisation Type						Region													Seniority		
	Cent Gov/ Civil Srvce	Fur ther/ Higher Educ	Hous -ing Assoc	Local Gov	NHS	Reg Gov/ Quan gos	East Mids	East -ern	London	North East	North West	NI	Scot -land	South East	South West	Wales	West Mids	Yorks & Hum	Top	2nd	3rd	
Total	65 100%	4 100%	9 100%	4 100%	41 100%	3 100%	4 100%	7 100%	8 100%	3 100%	2 100%	6 100%	4 100%	4 100%	14 100%	6 100%	3 100%	5 100%	3 100%	49 100%	9 100%	7 100%
They are having no impact	27 42%	3 75%	4 44%	3 75%	16 39%	- -	1 25%	3 43%	2 25%	1 33%	- -	2 33%	3 75%	2 50%	5 36%	2 33%	2 67%	2 40%	3 100%	22 45%	3 33%	2 29%
They are having some impact	27 42%	1 25%	4 44%	1 25%	18 44%	3 100%	- -	3 43%	5 63%	1 33%	1 50%	3 50%	- -	1 25%	8 57%	2 33%	1 33%	2 40%	- -	21 43%	2 22%	4 57%
They are having a major impact	11 17%	- -	1 11%	- -	7 17%	- -	3 75%	1 14%	1 13%	1 33%	1 50%	1 17%	1 25%	1 25%	1 7%	2 33%	- -	1 20%	- -	6 12%	4 44%	1 14%

## Senior Financial Officers Survey 2011

## 4) What are the top three areas to which you are looking to make savings in your IT budgets?

Base: All respondents

	Organisation Type						Region													Seniority		
	Total	Cent Gov/ Civil Srvc	Fur ther/ Higher Educ	Hous -ing Assoc	Local Gov	NHS	Reg Gov/ Quan gos	East Mids	East -ern	London	North East	North West	NI	Scot -land	South East	South West	Wales	West Mids	Yorks & Hum	Top	2nd	3rd
Total	102	8	17	13	55	3	6	11	10	8	2	9	5	9	18	7	5	11	7	68	16	18
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Staff reduction	41	4	8	-	28	-	1	5	4	5	2	6	-	2	8	1	1	6	1	29	6	6
	40%	50%	47%	-	51%	-	17%	45%	40%	63%	100%	67%	-	22%	44%	14%	20%	55%	14%	43%	38%	33%
Estate / buildings	10	1	3	1	3	1	1	1	2	1	-	1	-	1	-	1	-	2	1	5	2	3
	10%	13%	18%	8%	5%	33%	17%	9%	20%	13%	-	11%	-	11%	-	14%	-	18%	14%	7%	13%	17%
Travel costs	6	-	3	-	3	-	-	-	-	-	-	1	-	2	2	1	-	-	-	4	2	-
	6%	-	18%	-	5%	-	-	-	-	-	-	11%	-	22%	11%	14%	-	-	-	6%	13%	-
Cutting citizen-facing websites	2	-	1	-	1	-	-	1	-	-	-	-	-	-	1	-	-	-	-	1	1	-
	2%	-	6%	-	2%	-	-	9%	-	-	-	-	-	-	6%	-	-	-	-	1%	6%	-
Negotiating better supplier contracts	37	1	8	3	21	1	3	6	2	3	-	4	1	2	11	2	2	3	1	21	8	8
	36%	13%	47%	23%	38%	33%	50%	55%	20%	38%	-	44%	20%	22%	61%	29%	40%	27%	14%	31%	50%	44%
Outsourcing	23	4	4	2	12	1	-	2	1	1	-	4	-	2	5	4	-	3	1	16	1	6
	23%	50%	24%	15%	22%	33%	-	18%	10%	13%	-	44%	-	22%	28%	57%	-	27%	14%	24%	6%	33%
Consultancy fees	17	2	2	3	7	2	1	2	2	1	-	2	-	3	5	1	-	1	-	11	3	3
	17%	25%	12%	23%	13%	67%	17%	18%	20%	13%	-	22%	-	33%	28%	14%	-	9%	-	16%	19%	17%
Looking at other technologies	24	2	3	4	13	2	-	3	4	2	-	1	1	2	4	2	-	3	2	17	2	5
	24%	25%	18%	31%	24%	67%	-	27%	40%	25%	-	11%	20%	22%	22%	29%	-	27%	29%	25%	13%	28%
Other non-IT	21	-	4	4	13	-	-	3	3	-	1	1	2	1	4	1	2	1	2	18	2	1
	21%	-	24%	31%	24%	-	-	27%	30%	-	50%	11%	40%	11%	22%	14%	40%	9%	29%	26%	13%	6%
N/A - not looking at making savings	13	-	1	2	8	-	2	1	-	1	-	-	3	1	1	1	1	2	2	8	2	3
	13%	-	6%	15%	15%	-	33%	9%	-	13%	-	-	60%	11%	6%	14%	20%	18%	29%	12%	13%	17%

## Senior Financial Officers Survey 2011

## 5) If you are looking at shared services as a cost cutting measure, how important will IT be / is IT in enabling you to deliver on this strategy?

Base: All respondents

	Organisation Type							Region												Seniority		
	Total	Cent Gov/ Civil Srvc	Fur ther/ Higher Educ	Hous -ing Assoc	Local Gov	NHS	Reg Gov/ Quan gos	East Mids	East -ern	London	North East	North West	NI	Scot -land	South East	South West	Wales	West Mids	Yorks & Hum	Top	2nd	3rd
Total	102 100%	8 100%	17 100%	13 100%	55 100%	3 100%	6 100%	11 100%	10 100%	8 100%	2 100%	9 100%	5 100%	9 100%	18 100%	7 100%	5 100%	11 100%	7 100%	68 100%	16 100%	18 100%
It's absolutely vital (5.0)	39 38%	1 13%	6 35%	5 38%	26 47%	-	1 17%	5 45%	4 40%	1 13%	-	4 44%	1 20%	4 44%	10 56%	2 29%	2 40%	3 27%	3 43%	28 41%	4 25%	7 39%
It's important (4.0)	29 28%	3 38%	3 18%	2 15%	17 31%	2 67%	2 33%	3 27%	4 40%	3 38%	2 100%	-	-	2 22%	6 33%	2 29%	2 40%	4 36%	1 14%	19 28%	6 38%	4 22%
It will play some part (3.0)	17 17%	2 25%	2 12%	4 31%	9 16%	-	-	2 18%	1 10%	3 38%	-	3 33%	1 20%	3 33%	1 6%	1 14%	-	1 9%	1 14%	14 21%	1 6%	2 11%
It won't play any part (2.0)	3 3%	-	1 6%	-	1 2%	-	1 17%	-	1 10%	-	-	-	1 20%	-	-	-	-	-	1 14%	1 1%	1 6%	1 6%
We do not have a shared services strategy (1.0)	14 14%	2 25%	5 29%	2 15%	2 4%	1 33%	2 33%	1 9%	-	1 13%	-	2 22%	2 40%	-	1 6%	2 29%	1 20%	3 27%	1 14%	6 9%	4 25%	4 22%
Mean Score	3.75	3.13	3.24	3.62	4.16	3.00	2.83	4.00	4.10	3.38	4.00	3.44	2.40	4.11	4.33	3.29	3.80	3.36	3.57	3.91	3.31	3.50
Std Deviation	1.36	1.46	1.71	1.45	1.01	1.73	1.72	1.26	.99	1.19	-	1.67	1.67	.93	1.03	1.70	1.64	1.63	1.62	1.22	1.58	1.62
Std Error	.135	.515	.416	.401	.137	1.000	.703	.381	.314	.420	-	.556	.748	.309	.243	.644	.735	.491	.612	.148	.395	.381

## Senior Financial Officers Survey 2011

## 6) In the light of budget cuts, do you think any of the following will have an impact on your IT strategy

Base: All respondents

	Organisation Type							Region												Seniority		
	Total	Cent Gov/ Civil Srvc	Fur ther/ Higher Educ	Hous -ing Assoc	Local Gov	NHS	Reg Gov/ Quan gos	East Mids	East -ern	London	North East	North West	NI	Scot -land	South East	South West	Wales	West Mids	Yorks & Hum	Top	2nd	3rd
Total	102 100%	8 100%	17 100%	13 100%	55 100%	3 100%	6 100%	11 100%	10 100%	8 100%	2 100%	9 100%	5 100%	9 100%	18 100%	7 100%	5 100%	11 100%	7 100%	68 100%	16 100%	18 100%
<b>Implementing new technologies will mean we can reduce budgets by cutting IT staff</b>																						
Yes	38 37%	3 38%	7 41%	- -	23 42%	2 67%	3 50%	5 45%	4 40%	2 25%	1 50%	4 44%	1 20%	2 22%	9 50%	2 29%	2 40%	5 45%	1 14%	25 37%	7 44%	6 33%
No	64 63%	5 63%	10 59%	13 100%	32 58%	1 33%	3 50%	6 55%	6 60%	6 75%	1 50%	5 56%	4 80%	7 78%	9 50%	5 71%	3 60%	6 55%	6 86%	43 63%	9 56%	12 67%
<b>We will have to deliver front line IT services at lower cost</b>																						
Yes	78 76%	5 63%	16 94%	9 69%	42 76%	3 100%	3 50%	9 82%	9 90%	7 88%	2 100%	6 67%	3 60%	8 89%	18 100%	5 71%	3 60%	3 27%	5 71%	54 79%	12 75%	12 67%
No	24 24%	3 38%	1 6%	4 31%	13 24%	- -	3 50%	2 18%	1 10%	1 13%	- -	3 33%	2 40%	1 11%	- -	2 29%	2 40%	8 73%	2 29%	14 21%	4 25%	6 33%
<b>We will have to explore a shared IT services strategy to reduce costs</b>																						
Yes	68 67%	4 50%	9 53%	9 69%	40 73%	3 100%	3 50%	7 64%	6 60%	7 88%	2 100%	6 67%	4 80%	6 67%	16 89%	3 43%	2 40%	7 64%	2 29%	50 74%	11 69%	7 39%
No	34 33%	4 50%	8 47%	4 31%	15 27%	- -	3 50%	4 36%	4 40%	1 13%	- -	3 33%	1 20%	3 33%	2 11%	4 57%	3 60%	4 36%	5 71%	18 26%	5 31%	11 61%
<b>We will explore shared IT services as a revenue generating program</b>																						
Yes	40 39%	1 13%	10 59%	4 31%	22 40%	1 33%	2 33%	5 45%	1 10%	3 38%	- -	3 33%	1 20%	5 56%	12 67%	1 14%	2 40%	4 36%	3 43%	25 37%	10 63%	5 28%
No	62 61%	7 88%	7 41%	9 69%	33 60%	2 67%	4 67%	6 55%	9 90%	5 63%	2 100%	6 67%	4 80%	4 44%	6 33%	6 86%	3 60%	7 64%	4 57%	43 63%	6 38%	13 72%
<b>We plan to invest in virtualization technologies to reduce costs</b>																						
Yes	52 51%	2 25%	12 71%	7 54%	29 53%	1 33%	1 17%	5 45%	5 50%	3 38%	1 50%	4 44%	3 60%	6 67%	12 67%	4 57%	1 20%	5 45%	3 43%	37 54%	8 50%	7 39%

## Senior Financial Officers Survey 2011

## 6) In the light of budget cuts, do you think any of the following will have an impact on your IT strategy

Base: All respondents

	Organisation Type							Region												Seniority		
	Total	Cent Gov/ Civil Srvc	Fur ther/ Higher Educ	Hous -ing Assoc	Local Gov	NHS	Reg Gov/ Quan gos	East Mids	East -ern	London	North East	North West	NI	Scot -land	South East	South West	Wales	West Mids	Yorks & Hum	Top	2nd	3rd
Total	102 100%	8 100%	17 100%	13 100%	55 100%	3 100%	6 100%	11 100%	10 100%	8 100%	2 100%	9 100%	5 100%	9 100%	18 100%	7 100%	5 100%	11 100%	7 100%	68 100%	16 100%	18 100%
No	50 49%	6 75%	5 29%	6 46%	26 47%	2 67%	5 83%	6 55%	5 50%	5 63%	1 50%	5 56%	2 40%	3 33%	6 33%	3 43%	4 80%	6 55%	4 57%	31 46%	8 50%	11 61%
<b>We plan to invest in cloud computing technologies to reduce costs</b>																						
Yes	29 28%	- -	8 47%	4 31%	14 25%	2 67%	1 17%	1 9%	6 60%	2 25%	1 50%	1 11%	2 40%	3 33%	10 56%	1 14%	- -	2 18%	- -	21 31%	4 25%	4 22%
No	73 72%	8 100%	9 53%	9 69%	41 75%	1 33%	5 83%	10 91%	4 40%	6 75%	1 50%	8 89%	3 60%	6 67%	8 44%	6 86%	5 100%	9 82%	7 100%	47 69%	12 75%	14 78%
<b>We plan to use technology as an enabler to reduce costs in other areas of the organisation</b>																						
Yes	88 86%	5 63%	14 82%	11 85%	50 91%	3 100%	5 83%	9 82%	9 90%	7 88%	2 100%	8 89%	5 100%	9 100%	17 94%	4 57%	4 80%	8 73%	6 86%	59 87%	14 88%	15 83%
No	14 14%	3 38%	3 18%	2 15%	5 9%	- -	1 17%	2 18%	1 10%	1 13%	- -	1 11%	- -	- -	1 6%	3 43%	1 20%	3 27%	1 14%	9 13%	2 13%	3 17%

## Senior Financial Officers Survey 2011

## 7) What is your perception of IT within your organisation? Do you think.....

Base: All respondents

	Organisation Type							Region												Seniority		
	Total	Cent Gov/ Civil Srvc	Fur ther/ Higher Educ	Hous -ing Assoc	Local Gov	NHS	Reg Gov/ Quan gos	East Mids	East -ern	London	North East	North West	NI	Scot -land	South East	South West	Wales	West Mids	Yorks & Hum	Top	2nd	3rd
Total	102 100%	8 100%	17 100%	13 100%	55 100%	3 100%	6 100%	11 100%	10 100%	8 100%	2 100%	9 100%	5 100%	9 100%	18 100%	7 100%	5 100%	11 100%	7 100%	68 100%	16 100%	18 100%
<b>It's a drain on our resources</b>																						
Yes	11 11%	1 13%	2 12%	1 8%	6 11%	-	1 17%	2 18%	-	-	-	4 44%	1 20%	-	1 6%	-	2 40%	-	1 14%	6 9%	1 6%	4 22%
No	91 89%	7 88%	15 88%	12 92%	49 89%	3 100%	5 83%	9 82%	10 100%	8 100%	2 100%	5 56%	4 80%	9 100%	17 94%	7 100%	3 60%	11 100%	6 86%	62 91%	15 94%	14 78%
<b>It's a necessary expense, but I wish we could reduce its cost</b>																						
Yes	81 79%	6 75%	15 88%	10 77%	43 78%	3 100%	4 67%	8 73%	8 80%	8 100%	2 100%	8 89%	3 60%	7 78%	14 78%	5 71%	5 100%	7 64%	6 86%	54 79%	13 81%	14 78%
No	21 21%	2 25%	2 12%	3 23%	12 22%	-	2 33%	3 27%	2 20%	-	-	1 11%	2 40%	2 22%	4 22%	2 29%	-	4 36%	1 14%	14 21%	3 19%	4 22%
<b>It's a major expense to operate, but it delivers the organisation value</b>																						
Yes	89 87%	6 75%	15 88%	11 85%	50 91%	3 100%	4 67%	9 82%	9 90%	7 88%	1 50%	9 100%	4 80%	9 100%	16 89%	6 86%	5 100%	10 91%	4 57%	59 87%	12 75%	18 100%
No	13 13%	2 25%	2 12%	2 15%	5 9%	-	2 33%	2 18%	1 10%	1 13%	1 50%	-	1 20%	-	2 11%	1 14%	-	1 9%	3 43%	9 13%	4 25%	-
<b>It's integral to our cost-cutting efforts</b>																						
Yes	74 73%	5 63%	12 71%	8 62%	42 76%	2 67%	5 83%	8 73%	6 60%	7 88%	2 100%	4 44%	4 80%	8 89%	15 83%	3 43%	5 100%	8 73%	4 57%	50 74%	14 88%	10 56%
No	28 27%	3 38%	5 29%	5 38%	13 24%	1 33%	1 17%	3 27%	4 40%	1 13%	-	5 56%	1 20%	1 11%	3 17%	4 57%	-	3 27%	3 43%	18 26%	2 13%	8 44%
<b>It enables us to deliver services to the organisation much more effectively</b>																						
Yes	94 92%	6 75%	16 94%	12 92%	52 95%	3 100%	5 83%	10 91%	10 100%	7 88%	2 100%	7 78%	4 80%	9 100%	18 100%	7 100%	5 100%	10 91%	5 71%	62 91%	14 88%	18 100%
No	8 8%	2 25%	1 6%	1 8%	3 5%	-	1 17%	1 9%	-	1 13%	-	2 22%	1 20%	-	-	-	-	1 9%	2 29%	6 9%	2 13%	-

## Senior Financial Officers Survey 2011

## 7) What is your perception of IT within your organisation? Do you think.....

Base: All respondents

	Organisation Type						Region													Seniority		
	Total	Cent Gov/ Civil Srvce	Fur ther/ Higher Educ	Hous -ing Assoc	Local Gov	NHS	Reg Gov/ Quan gos	East Mids	East -ern	London	North East	North West	NI	Scot -land	South East	South West	Wales	West Mids	Yorks & Hum	Top	2nd	3rd
Total	102 100%	8 100%	17 100%	13 100%	55 100%	3 100%	6 100%	11 100%	10 100%	8 100%	2 100%	9 100%	5 100%	9 100%	18 100%	7 100%	5 100%	11 100%	7 100%	68 100%	16 100%	18 100%
<b>Provisioned and managed smartly, it has the power to transform the way we operate</b>																						
Yes	93 91%	6 75%	16 94%	13 100%	49 89%	3 100%	6 100%	10 91%	9 90%	7 88%	2 100%	8 89%	5 100%	9 100%	16 89%	7 100%	5 100%	9 82%	6 86%	60 88%	15 94%	18 100%
No	9 9%	2 25%	1 6%	- -	6 11%	- -	- -	1 9%	1 10%	1 13%	- -	1 11%	- -	- -	2 11%	- -	- -	2 18%	1 14%	8 12%	1 6%	- -

## Senior Financial Officers Survey 2011

## 8) Which of the following best describes your current situation with regards to making these cuts?

Base: All who have to make cuts

	Organisation Type						Region												Seniority			
	Total	Cent Gov/ Civil Srvce	Fur ther/ Higher Educ	Hous -ing Assoc	Local Gov	NHS	Reg Gov/ Quan gos	East Mids	East -ern	London	North East	North West	NI	Scot -land	South East	South West	Wales	West Mids	Yorks & Hum	Top	2nd	3rd
Total	65 100%	4 100%	9 100%	4 100%	41 100%	3 100%	4 100%	7 100%	8 100%	3 100%	2 100%	6 100%	4 100%	4 100%	14 100%	6 100%	3 100%	5 100%	3 100%	49 100%	9 100%	7 100%
We have already executed our cost-cutting plan	9 14%	- -	2 22%	- -	5 12%	- -	2 50%	- -	1 13%	1 33%	- -	- -	- -	1 25%	3 21%	1 17%	- -	2 40%	- -	6 12%	2 22%	1 14%
We are in the process of implementing our plan but have not completed it yet	33 51%	1 25%	5 56%	2 50%	22 54%	2 67%	1 25%	5 71%	3 38%	2 67%	1 50%	2 33%	2 50%	3 75%	6 43%	3 50%	1 33%	2 40%	3 100%	25 51%	5 56%	3 43%
We have a clear plan and strategy ready to roll out	6 9%	- -	- -	- -	4 10%	1 33%	1 25%	- -	2 25%	- -	1 50%	1 17%	1 25%	- -	- -	- -	1 33%	- -	- -	5 10%	1 11%	- -
We are still developing our plan	13 20%	3 75%	1 11%	- -	9 22%	- -	- -	2 29%	1 13%	- -	- -	3 50%	1 25%	- -	4 29%	2 33%	- -	- -	- -	10 20%	1 11%	2 29%
We are yet to determine where the cuts will come from	4 6%	- -	1 11%	2 50%	1 2%	- -	- -	- -	1 13%	- -	- -	- -	- -	- -	1 7%	- -	1 33%	1 20%	- -	3 6%	- -	1 14%

## Senior Financial Officers Survey 2011

## 9) How easy or difficult do you think it will be to implement the cuts in the proposed timescales (3 years)?

Base: All who have to make cuts

	Organisation Type							Region											Seniority			
	Total	Cent Gov/ Civil Srvce	Fur ther/ Higher Educ	Hous -ing Assoc	Local Gov	NHS	Reg Gov/ Quan gos	East Mids	East -ern	London	North East	North West	NI	Scot -land	South East	South West	Wales	West Mids	Yorks & Hum	Top	2nd	3rd
Total	65 100%	4 100%	9 100%	4 100%	41 100%	3 100%	4 100%	7 100%	8 100%	3 100%	2 100%	6 100%	4 100%	4 100%	14 100%	6 100%	3 100%	5 100%	3 100%	49 100%	9 100%	7 100%
Very difficult (-2.0)	13 20%	1 25%	2 22%	1 25%	7 17%	1 33%	1 25%	- -	1 13%	1 33%	1 50%	2 33%	1 25%	1 25%	2 14%	1 17%	1 33%	1 20%	1 33%	9 18%	2 22%	2 29%
Fairly difficult (-1.0)	32 49%	2 50%	5 56%	2 50%	21 51%	2 67%	- -	3 43%	5 63%	2 67%	1 50%	2 33%	- -	3 75%	7 50%	4 67%	2 67%	3 60%	- -	24 49%	4 44%	4 57%
Fairly easy (1.0)	16 25%	1 25%	2 22%	- -	11 27%	- -	2 50%	4 57%	1 13%	- -	- -	2 33%	3 75%	- -	4 29%	1 17%	- -	- -	1 33%	13 27%	2 22%	1 14%
Very easy (2.0)	4 6%	- -	- -	1 25%	2 5%	- -	1 25%	- -	1 13%	- -	- -	- -	- -	- -	1 7%	- -	- -	1 20%	1 33%	3 6%	1 11%	- -
Mean Score	-.52	-.75	-.78	-.50	-.49	-1.33	.50	.14	-.50	-1.33	-1.50	-.67	.25	-1.25	-.36	-.83	-1.33	-.60	.33	-.47	-.44	-1.00
Std Deviation	1.24	1.26	1.09	1.73	1.21	.58	1.73	1.07	1.31	.58	.71	1.37	1.50	.50	1.28	.98	.58	1.52	2.08	1.24	1.42	1.00
Std Error	.154	.629	.364	.866	.188	.333	.866	.404	.463	.333	.500	.558	.750	.250	.341	.401	.333	.678	1.202	.178	.475	.378

## Senior Financial Officers Survey 2011

## 10) Why do you say that? Is it because....

Base: All who say it will be difficult to make cuts

	Organisation Type						Region													Seniority		
	Total	Cent Gov/ Civil Srvce	Fur ther/ Higher Educ	Hous -ing Assoc	Local Gov	NHS	Reg Gov/ Quan gos	East Mids	East -ern	London	North East	North West	NI	Scot -land	South East	South West	Wales	West Mids	Yorks & Hum	Top	2nd	3rd
Total	45 100%	3 100%	7 100%	3 100%	28 100%	3 100%	1 100%	3 100%	6 100%	3 100%	2 100%	4 100%	1 100%	4 100%	9 100%	5 100%	3 100%	4 100%	1 100%	33 100%	6 100%	6 100%
The cuts are too deep	24 53%	1 33%	4 57%	2 67%	13 46%	3 100%	1 100%	1 33%	2 33%	1 33%	1 50%	4 100%	1 100%	3 75%	3 33%	4 80%	1 33%	2 50%	1 100%	18 55%	3 50%	3 50%
The timescales are too short	8 18%	2 67%	-	-	6 21%	-	-	1 33%	1 17%	1 33%	-	-	-	1 25%	2 22%	1 20%	1 33%	-	-	6 18%	1 17%	1 17%
We don't get enough support from central government in developing and implementing our cost-cutting strategy	5 11%	-	2 29%	-	3 11%	-	-	-	1 17%	1 33%	1 50%	-	-	-	2 22%	-	-	-	-	4 12%	-	1 17%
Other	8 18%	-	1 14%	1 33%	6 21%	-	-	1 33%	2 33%	-	-	-	-	-	2 22%	-	1 33%	2 50%	-	5 15%	2 33%	1 17%