



The EM IEP would like to thank Leicestershire, Nottinghamshire, Lincolnshire, Northamptonshire and Derbyshire County Councils for supplying the images overleaf of:  
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EM IEP

# **Baselining EM IEP's Improvement Targets**

12<sup>th</sup> September 2008

# Agenda

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# Introduction

# Objectives

To baseline the targets laid out in the EMIES in order to:

- Act as a baseline against which to monitor progress
- Establish areas of relative strength and weakness across the region
- Inform the development of the region and sub region's work programmes

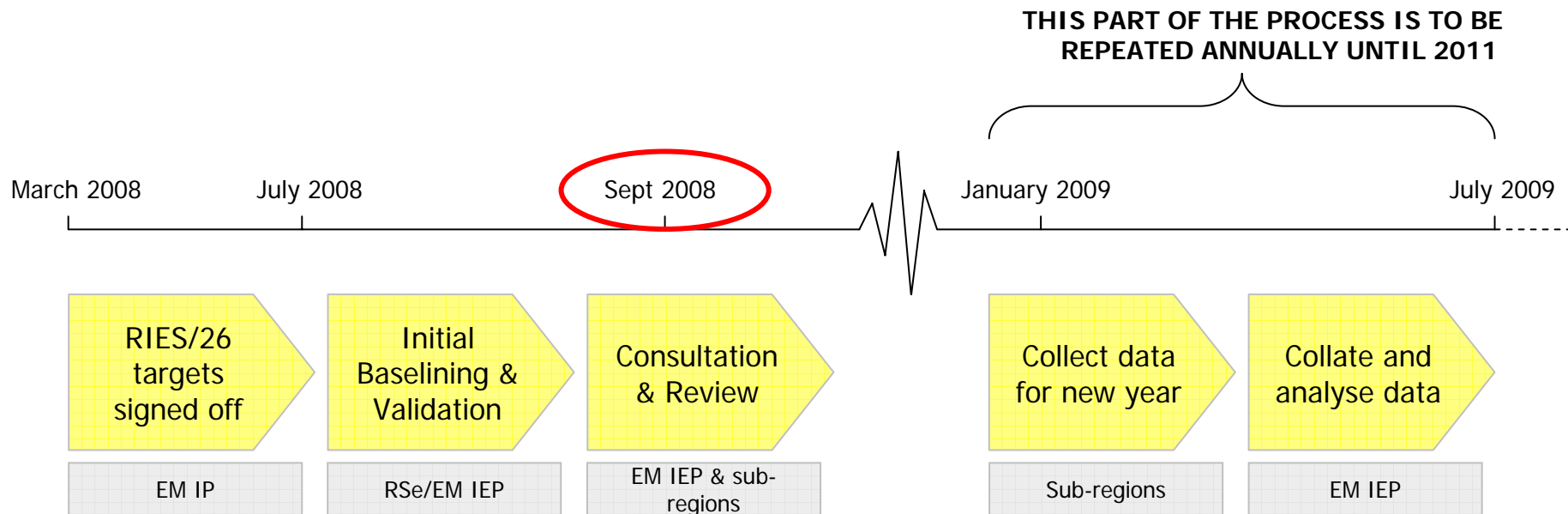
Today:

- Provide an overview of the report
- Use as a basis for discussion about the targets and how to make best use of funding
- Agree process for reviewing targets

# Introduction

# Methodology

This is part of an overall process



# Introduction

# Principles

There are a number of key principles behind the targets

Targets which:

- support the delivery of the improvement and efficiency agenda
- are not burdensome to administer
- are owned by the EM IEP (all 46 LAs and 5 F&R auths)

# Introduction

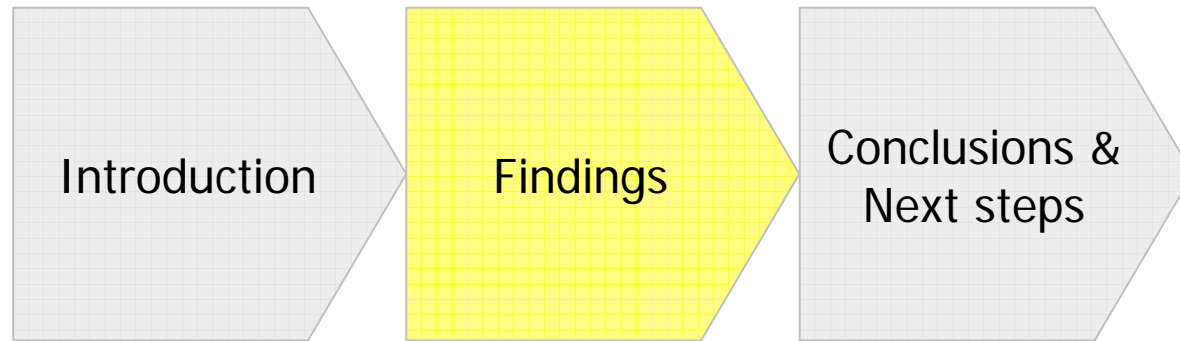
# Challenges

And a number of challenges we faced base-lining them

- Unclear definitions
- 'Moving targets'
- Lack of data to benchmark/baseline

# Agenda

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# Findings

# Regional Summary

There is an accompanying spreadsheet with all the data

## 2008 Sub regional Comparison

	Target	Derbyshire	Leicestershire & Rutland	Lincolnshire	Northamptonshire	Nottinghamshire
<b>Better outcomes for people and places</b>						
1	All stretch targets established under the LAA/MAA regime need to demonstrate a minimum level of 80% achievement across the range for each LAA/MAA by 2011					
2	All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.	100%	100%	100%	100%	100%
3	All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11	100%	100%	100%	100%	100%
4	All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011.	10%	50%	25%	38%	11%
5	Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11	31%	28%	27%	27%	28%
6	Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils	42%	43%	37%	39%	42%
7	Improve regional performance against an agreed sub set of national targets set (the region will agree this sub set and the targets - a self assessment performance target to be developed by each sub regional partnership)					
<b>Capacity Building</b>						
8	All authorities at Equalities Standard Level Three or better by 2010/11.	17%	27%	0%	22%	30%
9	All authorities to have achieved full authority IIP status, and retained it, by 2010/11.	80%	60%	38%	75%	80%
10	60% of councils will have achieved the member development charter by 2010/11	0%	0%	25%	11%	0%
11	The average number of days lost through sickness will be best quartile	40%	18%	27%	18%	18%
<b>Efficiency</b>						
12	Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum	£ 67,855	£ 54,943	£ -	£ -	£ 223,290
13	Each authority to have made significant contributions to efficiency as evidenced by NI 179	100%	100%	100%	100%	100%
14	80% of authorities to have over achieved this target as described in NI 179	100%	100%	100%	100%	100%
15	By 2011 75% of local and fire authorities will be in the top two ratings for value for money under the use of resources judgement. No Authority will receive the lowest rating. This outcome will need to be revisited following the publishing of final guidance on the new use of resource judgement.	82%	45%	33%	22%	70%
<b>Driving Self Improvement of Authorities and Partnership</b>						
16	No failing authorities by the end of 2008/09 as measured by the new CAA regime so reducing the gap between the poorer and the best	91%	82%	67%	56%	90%
17	More authorities on average than other regions in the top two categories*	C/U - 100%; D - 63%	C/U - 67%; D - 14%	C/U - 0%; D - 14%	C/U - 0%; D - 29%	C/U - 50%; D - 71%
18	All authorities will have a positive rating attached to LAA partnership working, as assessed by CAA.					
19	No authority scoring less than 3 overall on use of Resources by the end of 2010/11.	82%	91%	67%	67%	90%

# Findings

# Regional Summary

And details on every single target

#	Target	Definition of target	Baseline	
Better outcomes for people and places				
1	All stretch targets established under the LAA/MAA regime need to demonstrate a minimum level of 80% achievement across the range for each LAA/MAA by 2011	Amber		
2	All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.	Green	100%	
3	All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11	Green	100%	
4	All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011.	Green	27%	
5	Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11	Amber	28%	
6	Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils	Green	61% counties	39% district / unitaries
7	Improve regional performance against an agreed sub set of national targets set (the region will agree this sub set and the targets - a self assessment performance target to be developed by each sub regional partnership)	Red		

# Findings

# Regional Summary

The targets have been grouped around 5 themes

Theme	Derbyshire	Leicestershire and Rutland	Lincolnshire	Northamptonshire	Nottinghamshire
Better outcomes for people and places (7 targets)	Orange circle	Orange circle	Orange circle	Orange circle	Orange circle
Capacity Building (4 targets)	Red circle	Red circle	Red circle	Red circle	Red circle
Efficiency (4 targets)	Orange circle	Orange circle	Orange circle	Orange circle	Orange circle
Driving Self Improvement of Authorities and Partnership (8 targets)	Green circle	Green circle	Green circle	Orange circle	Green circle
Innovation and transformation (3 targets)	Red circle	Red circle	Red circle	Red circle	Red circle

Although 2 targets have already been met and 2 provide a starting position only, one of the three is particularly ambitious (voter turnout)

No targets met and significant progress in all targets required

This may not look so red when 2 of the 3 targets have been more clearly defined

## Findings

## Three key areas

A bit more detail on the three key areas within the targets

- Local Area Agreement targets
- Efficiency
- Overall service improvement (CPA/CAA)

## LAAs give an interesting insight into priorities

### 1. Comparison of EM targets with LAAs

#### Just four EM targets overlap with LAAs:

- NI 5 – Overall / general satisfaction with the area
- NI 179 – Value for Money (ongoing, cashable)
- NI 191 - Residual waste per household
- NI 192 - Percentage of household waste sent for reuse, recycling and composting

Very few areas shared priorities with those set in the East Mids RIES – this is because East Mids RIES priorities were more wide-ranging than the national indicators that LAAs chose from

### 2. Comparison of LAAs with other LAAs

#### Most popular shared targets between EM areas:

- NI 1 – Percentage of those who believe people of different backgrounds get on in their area
- NI 8 – Adult participation in sport and recreation
- NI 20 – Assault with injury crime rate
- NI 117 – 16- 18 yr olds not in education, employment or training

Although most areas have not put a value down for this, those that have, set it at around **80%**

Target figures for this priority are consistent across areas – except for **Rutland** which appears to be **more ambitious** than its peers

Most popular LAA priority in England

Historic data suggests efficiency is unlikely to be a problem

## Measure 12

- Few efficiencies can be taken forward into the CSR 2007 period as they have to be **surplus cashable and ongoing** efficiencies
- EM IEP can collectively carry through £346,089 into CSR 2007

## Measures 13 and 14

- All East Midlands authorities met and exceeded their efficiency targets for CSR 2004 – this bodes well for the CSR 2007 period

## Measure 15

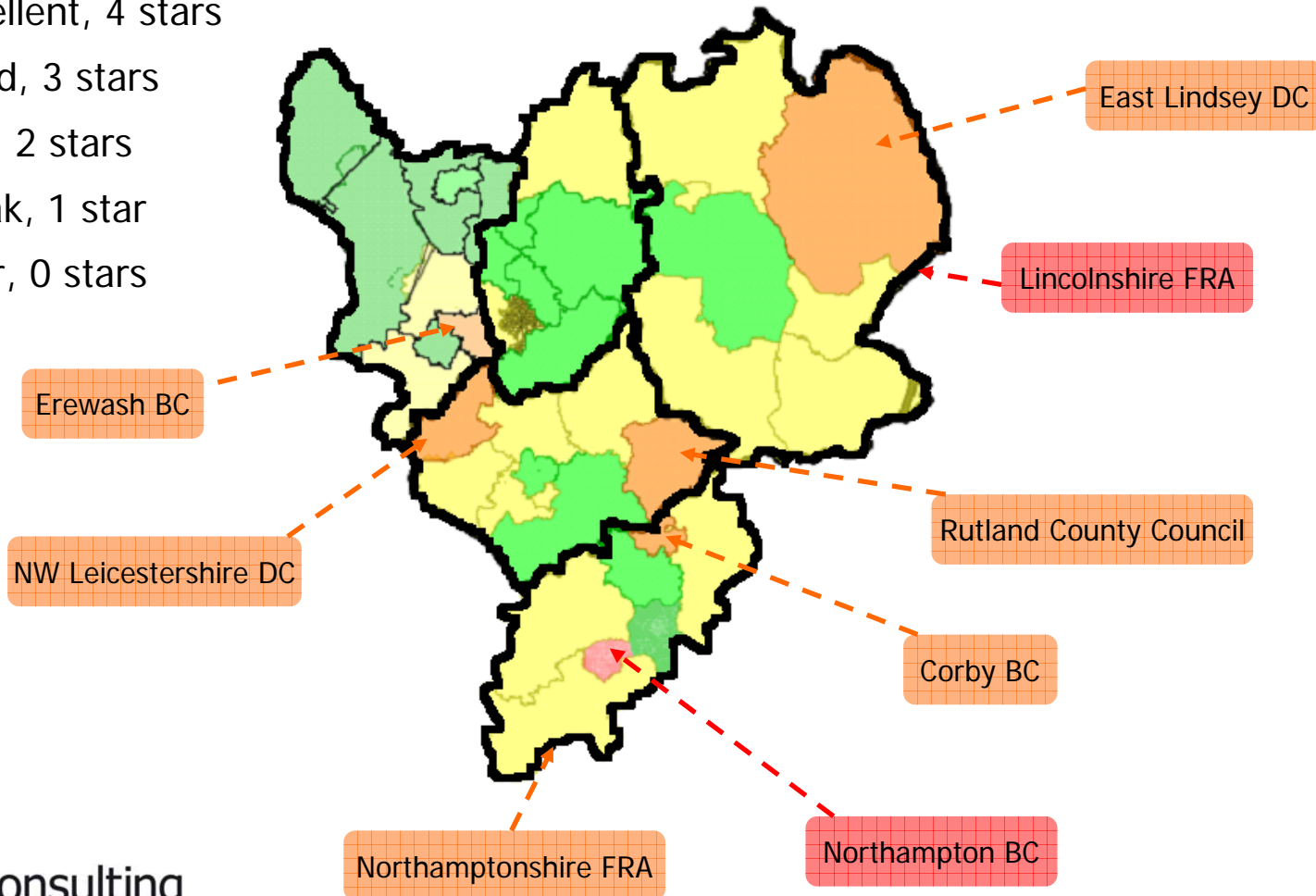
- 51% of East Midlands authorities are in the top two ratings for VfM under the use of resources judgement; this is below the regional target of 75%

# Findings

# Service improvement

There are eight poor or weak authorities in the region

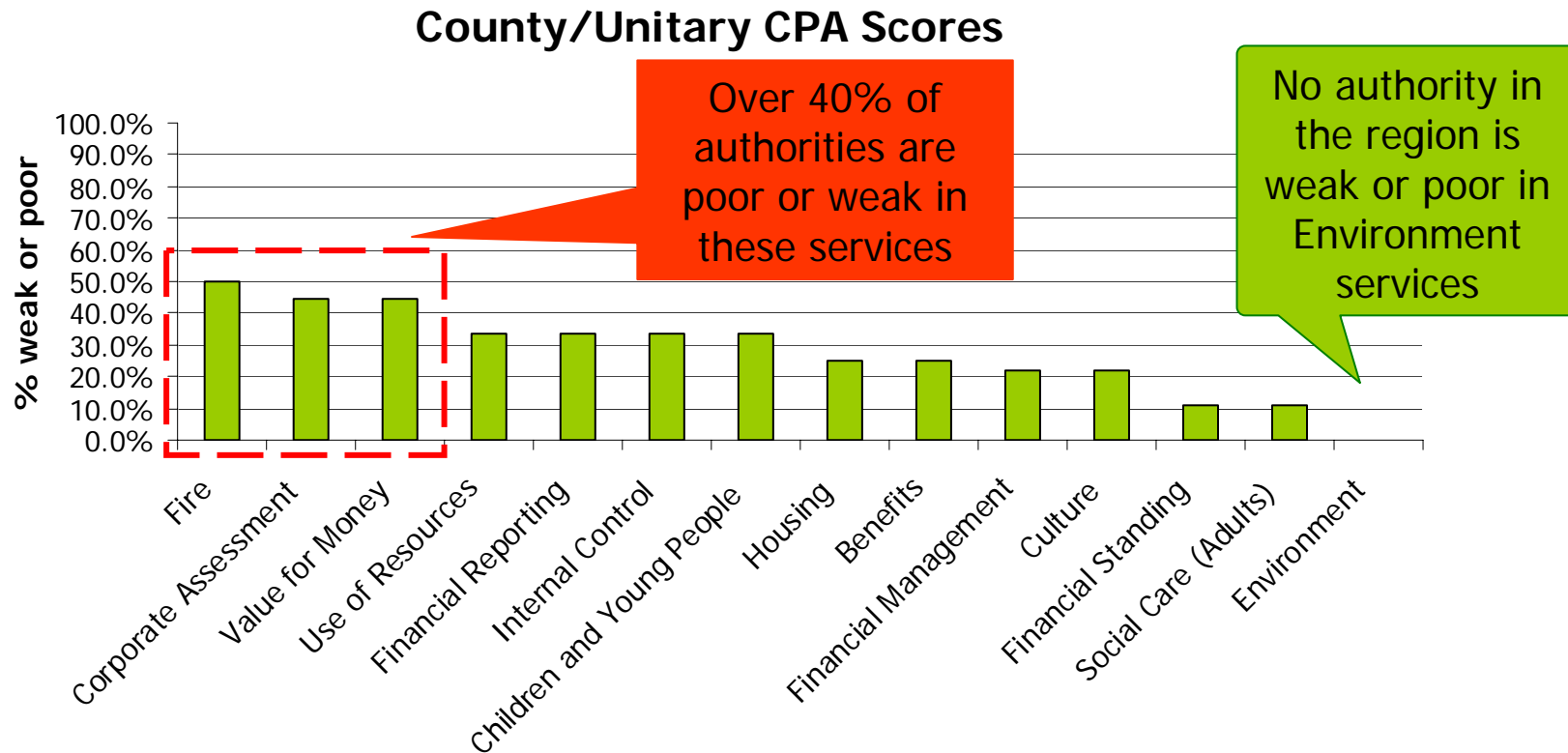
- Excellent, 4 stars
- Good, 3 stars
- Fair, 2 stars
- Weak, 1 star
- Poor, 0 stars



# Findings

# Service improvement

Poor and weak services – Counties & Unitaries

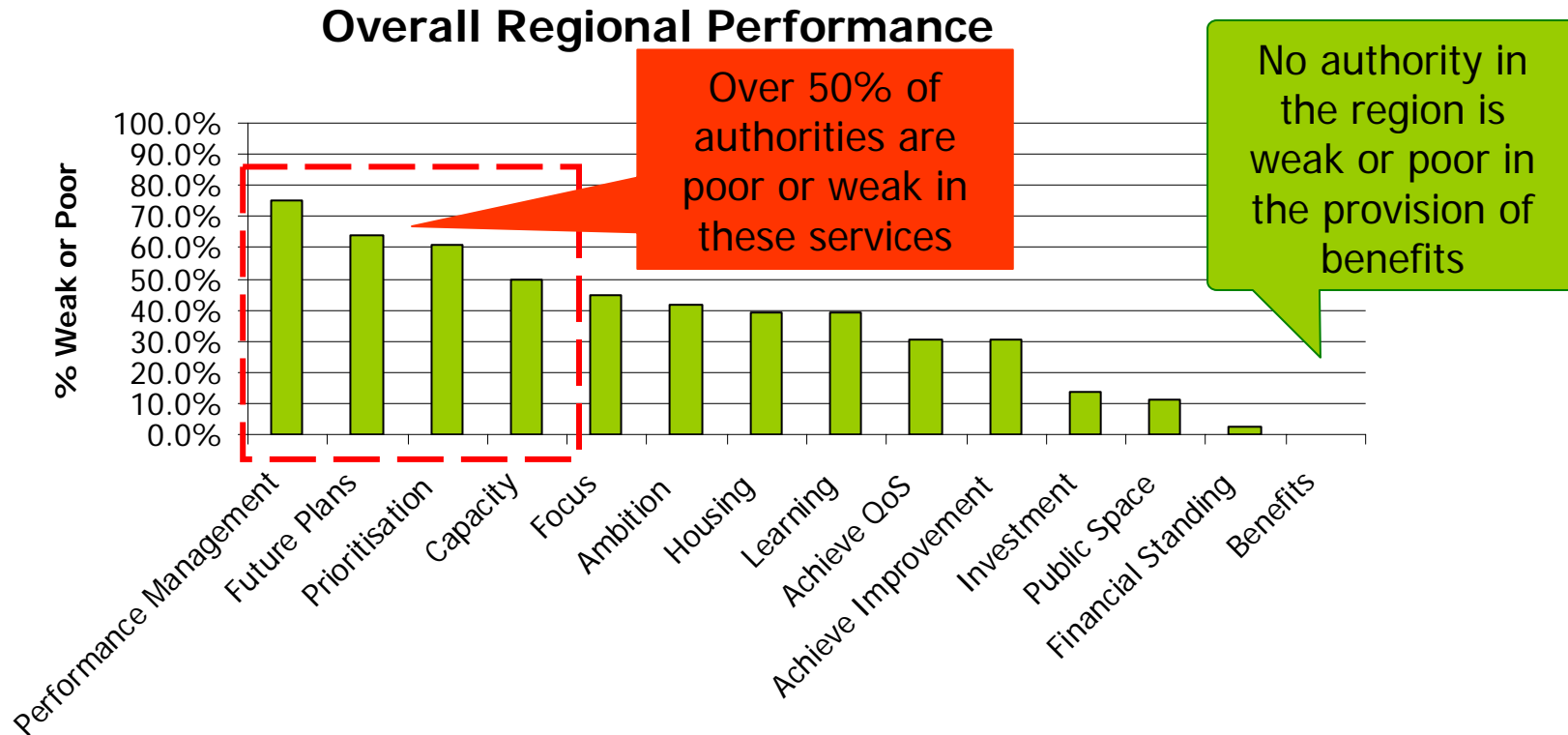


There are 33 poor or weak services across the region; 26% of all services

# Findings

# Service improvement

## Poor and weak services – Districts



There are 188 poor or weak services across the region; 35% of all services

# Agenda

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## Conclusions & next steps

## Overview

Further progress is needed across the board

- Useful insights emerging, particularly around poor/weak performance, regional and sub-regional priorities, and relative performance/target setting
- But targets are inconsistent and incomplete
- And there remain unknowns in two key areas for target setting – CAA and LAAs

## Conclusions & next steps

## Targets

There are specific issues to resolve with many targets

Target	You need to work out
2/3. All relevant authorities should be at level 2 or better in Adult / Children's Services by the end of 2010/11	Should we make the target more challenging? How do we set a target?
6. Improvement in voter turnout	Are we being too ambitious?
7. Improve performance against a sub set of the national indicators	Which indicators are you going to use?
8. Equalities Standard	How does the new definition affect the target?
13. Making significant contributions to efficiency	How will you decide what is 'significant'?

## Conclusions & next steps

## Targets

There are specific issues to resolve with many targets

Target	You need to work out
14. 80% of authorities to have over achieved this target as described in NI 179	What does this add to existing efficiency and/or LAA targets?
16. No failing authorities as measured by CAA	The CAA won't give an overall rating – how will you decide what 'failing' is?
17. More authorities in the top 2 categories than the other regions	What categories do authorities need to be 'top 2' in, given there's no overall rating?
20. All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011	The CAA won't give a specific direction of travel – how will you measure this?

# Conclusions & next steps

# Targets

There are specific issues to resolve with many targets

Target	You need to work out
21. Authorities to have had a peer review	Does this simply relate to IDeA's Peer Review or does it also include others e.g. 4Ps Gateway reviews or more informal reviews?
22. Each authority to offer at least one peer officer and peer member to be accredited	What counts as accreditation?
25. Business Improvement training programmes	We have included BIT NVQs and SPRINT training – what else should be included? And does 1 person from 1 authority attending 1 training session count?
26. £142m of business improvement savings over three years?	What is a business improvement saving? How is it different from any other efficiency saving? If it's not different, why is there a separate target?

# Key questions

## Areas for discussion and action

- Are these the right targets?
- How would you like to use them to inform:
  - Regional planning
  - Sub-regional planning
  - Regional collaboration?
- What needs to happen next and who is going to do it?