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EM IEP

Baselining EM IEP's Improvement Targets

10th July 2008

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2 Executive summary

The East Midlands Improvement and Efficiency Partnership asked RSe Consulting to baseline the improvement targets they had set out in their Regional Strategy for the period 2008 – 2011. This report provides an overview of the key findings for the region and its sub regions from the baselining exercise.

It is worth noting that this baseline represents a snapshot of the data at June 2008. It is likely that some of this data may be out of date and individual authorities may have more up to date information and we have suggested in the main body of the report how this data should be obtained going forward.

Currently, two out of the twenty six targets have been achieved (as measured by 2007 CPA scores):

- All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11 (as measured by 2007 CPA scores)
- All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11 (as measured by 2007 CPA scores).

There is significant variation in how well each of the sub regions is progressing towards meeting the remainder of the targets. The biggest variation between sub regions lies in the following targets (ranked according to the size of the variation):

- 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.
- All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.
- 100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement
- All authorities to have achieved full authority IiP status, and retained it, by 2010/11
- 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.

Looking at the targets by theme, we have made an assessment of how likely it is that the targets in each of the themes will be met as follows:

Theme	Current progress against targets
Better outcomes for people and places (7 targets)	Amber
Capacity Building (4 targets)	Red
Efficiency (4 targets)	Green
Driving Self Improvement of Authorities and Partnership (8 targets)	Green
Innovation and transformation (3 targets)	Red

3 Introduction and context

The East Midlands Improvement and Efficiency Partnership (EM IEP) asked RSe Consulting to support an exercise to baseline the targets laid out in the East Midlands Improvement and Efficiency Strategy, which cover the period 2008 – 2011. We have collected data against these targets for each authority in the East Midlands (where available); this data, along with an explanation of the sources of that data can be found in the spreadsheet that accompanies this report.

This data will be used to:

1. Act as a baseline against which to monitor progress against these targets over the next three years
2. Provide a clear picture of the region's starting position for the new 2008 - 2011 Local Area Agreements
3. Establish areas of relative strength and weakness across the region
4. Inform the development of the each sub region's work programmes.

4 The baselining process

This baseline represents a snapshot of the data at June 2008. It is likely that some of this data may be out of date and individual authorities may have more up to date information that they would like to use as a baseline. The section below provides guidance on how this data should be updated and collected in the future.

4.1 Gaps and issues

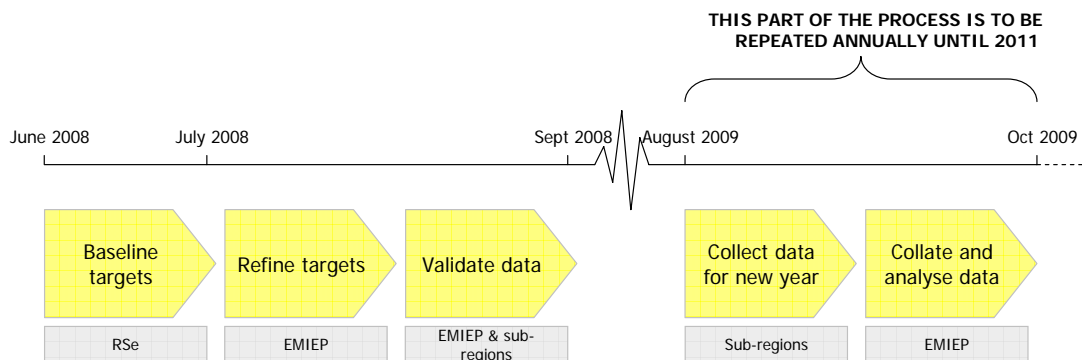
We were faced with a number of issues when collecting data for the baselining exercise. These we resolved as follows:

Issue	Mitigated by	Likely to be an issue in the future?
At the start of the exercise, some of the targets were yet to be fully defined or agreed	We have used a working definition of the targets for this baselining exercise and have indicated below which targets will need further clarification in the future	Some measures will need to be fleshed out and agreed by relevant parties in the future. These have been indicated in the relevant sections of the regional summary below
Some targets only come into effect from April 2009 with the new CAA and national indicators	Where possible, we have used measures from the outgoing CPA to baseline these targets. The sources are clearly stated in the accompanying spreadsheet	From April 2009, the CAA and national indicators will be used. However, two targets (16 and 17) will need further definition given the absence of an overall

		rating in the new CAA
Calculating the baseline for efficiencies requires Backward Look Annual Efficiency Statements for 2007-08 which are not yet available	We have used the Forward Look AES for 2007-08 to estimate the gains for this year and added them to those identified in the Backward Look AES for 2006-07	No – the Backward Look AES 2007-08 will be available from September/October 2008 and the national indicators will subsequently be used

4.2 The process for collecting data

The diagram below provides a summary of the process for collecting the data needed to measure progress against the targets:



- 1. Baseline targets:** During June 2008, RSe constructed and populated templates with data for each of the authorities in the East Midlands, against each of the targets. Baseline data was entered against each target using publicly available information and that held by national and regional bodies such as the IDeA.
- 2. Refine targets:** We have highlighted later in this report the targets that we believe need to be further defined to make sure they are readily and consistently understood across the region. The next step in the process is for EM IEP to produce watertight definitions that allow data to be collected in a consistent way across the region.
- 3. Validate data:** The data that we have collected needs to be tested and validated by each of the East Midlands sub-regions. In some cases, more up to date information may be available; the templates should be updated with this information and the updated, signed off data returned to EM IEP by 1st September 2008.
- 4. Collect data for new year:** In autumn 2009, the process begins again. Each sub-regional partnership will facilitate the data collection for their local authorities, using the data templates. The baseline figures for each of the targets should be updated with the most recent data available and updated, signed off data templates should be returned to EM IEP by October. This will coincide with the publication of the national indicators by the Audit Commission which are scheduled for release in autumn.
- 5. Collate and analyse data:** EM IEP will collate the data templates from each of the East Midlands sub-regions and analyse how the region has progressed against its targets.

Steps 4 and 5 are repeated for years 2010 and 2011. This will allow EM IEP to build up a picture of areas of strength and weakness, both at a regional and sub regional level.

5 Regional summary

The baseline figures for the East Midlands region for each of the twenty-six targets are shown in the table below. We have also indicated in this table how clearly defined each of the targets themselves are, according to the following criteria:

- **Green:** Target is clearly defined and easily understood
- **Amber:** Requires some clarification or revision, which may be ongoing
- **Red:** Requires significant clarification or revision

For the baseline figures, we have colour coded each as red or green according to whether the target has been met (green) or not (red). Figures in black indicate a “starting point”, where the figure needs to be improved upon, rather than a specific figure be reached.

#	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		
Capacity Building				
8	All authorities at Equalities Standard Level Three or better by 2010/11.	Amber	19%	
9	All authorities to have achieved full authority IIP status,	Green	65%	

#	Target	Definition of target	Baseline
	and retained it, by 2010/11.		
10	60% of councils will have achieved the member development charter by 2010/11	Green	7%
11	The average number of days lost through sickness will be best quartile	Green	25%
Efficiency			
12	Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum	Amber	£ 346,089
13	Each authority to have made significant contributions to efficiency as evidenced by NI 179	Amber	100%
14	80% of authorities to have over achieved this target as described in NI 179	Green	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.	Green	55%
Driving Self Improvement of Authorities and Partnership			
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	Amber	77%
17	More authorities on average than other regions in the top two categories	Amber	43% Counties /unitaries
			38% Districts
18	All authorities will have a positive rating attached to LAA partnership working, as assessed by CAA.	Amber	
19	No authority scoring less than 3 overall on use of Resources by the end of 2010/11.	Green	81%
20	All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.	Green	75%
21	100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement	Amber	47%
22	Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities	Green	24%
23	All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA.	Amber	
Innovation and Transformation			
24	The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011	Amber	75%

#	Target	Definition of target	Baseline
25	100% of councils will have undertaken a Business Improvement Training Programme	Red	48%
26	The region will capture £142m of business improvement savings over 3 years	Red	

The results of the baselining exercise show that as of June 2008, all of the East Midlands authorities are already achieving two of their twenty-six targets. These are that:

- All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11 (as measured by 2007 CPA scores)
- All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11 (as measured by 2007 CPA scores).

There is a wide variation on how close each individual sub region is to meeting the rest of the targets. This variation is explored, by theme, below:

5.1 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. This measure looks at how well local areas are performing against their priorities as set out in Local Area Agreements (LAAs). New LAAs have just been negotiated for the period 2008-11 (June 2008) and while it is not possible to baseline levels of achievement against these targets at present (because the LAAs measures are new indicators which have not been measured previously), we have compared EM IEP's 26 targets against those described in the new LAAs. In addition, we have looked at the overlap between the targets between LAAs to see where the region is focusing.

Overlap between EM IEP's 26 targets and the LAA targets of East Midlands areas.

Just four of EM IEP's targets are shared with any of the targets in the nine LAAs – these are:

- Overall / general satisfaction with the area (NI 5)
- Value for money - total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year (NI 179)
- Residual waste per household (NI 191)
- Percentage of household waste sent for reuse, recycling and composting (NI 192)

Further details on these targets are available in Appendix B.

The priorities in the LAAs are all National Indicators, whereas the EM IEP's targets are a mixture of National Indicators and specific targets the EM IEP has developed; this means it is not that surprising that there is little overlap between them the 26 targets and the new LAAs.

Looking at the statistical targets set, we can note the following:

- **National Indicator 5:** The targets for NI 5 on general satisfaction with the area are still open and have not been quantified
- **National Indicator 179:** The targets for NI 179 on value for money appear to be consistent in terms of percentage off baseline expenditure (although Lincolnshire appears to calculate its figures from in-year expenditure)
- **National Indicator 191:** Only two areas (Northamptonshire and Rutland) have set targets for NI 191 (residual waste per household), and even Northamptonshire has only confirmed a figure for 2009/10 (295kg). Interestingly, this varies greatly from Rutland's target for that year (758kg).
- **National Indicator 192:** For NI 192, there is again large variation between the three areas that selected it as a target (Leicestershire, Nottingham and Nottinghamshire); Leicestershire appears to be the most ambitious (its end target is 50.25%), whilst Nottingham is the least (its end target is 43.9%). The national target set for this indicator is 40%.

Overlap between LAA targets in East Midlands areas

The most popular shared targets (which eight out of nine areas share) are on:

- Improving community relations
- Increasing adult participation in sport
- Reducing the number of assaults
- Reducing the number of young people not in education, employment or training (EET).

The top priority across England, shared by 115 areas, is also reducing young people not in EET.

Eleven priorities are shared by at least seven areas in the East Midlands:

NI #	Target	No of Local Areas choosing target
#1	Percentage of people who believe people from different backgrounds get on well together in their local area	8
#8	Adult participation in sport and active recreation	8
#20	Assault with injury crime rate	8
#117	16 to 18 year olds who are not in education, employment or training (NEET)	8
#39	Rate of hospital admission per 100,000 for alcohol related harm	7
#47	People killed or seriously injured in road traffic accidents	7

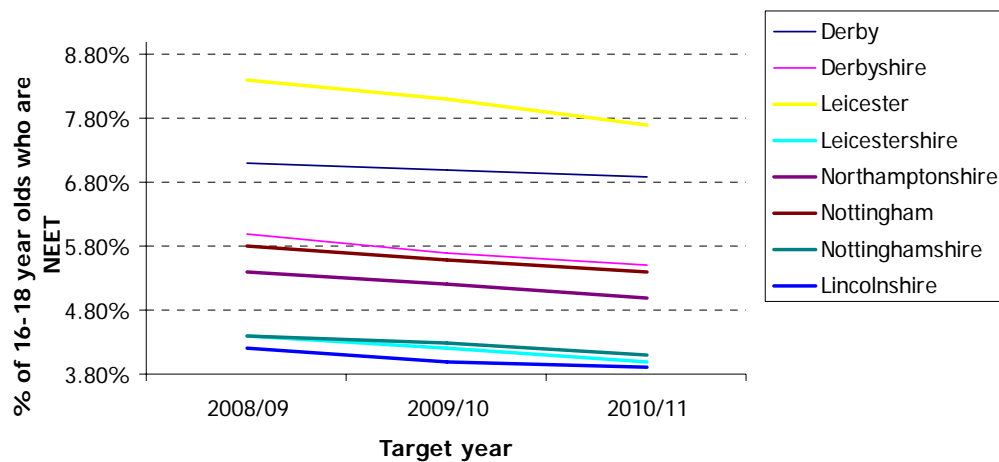
NI #	Target	No of Local Areas choosing target
#56	Obesity among primary school age children in Year 6	7
#112	Under 18 conception rate	7
#115	Carers receiving needs assessment or review and a specific carer's service, or advice and information	7
#154	Net additional homes provided	7
#186	Per capita reduction in CO2 emissions in the LA area	7

Looking at the top four shared targets more closely, the following can be noted:

- National Indicator 1:** Most areas have not set themselves targets for the percentage of those who believe people from different backgrounds get on well together in their local area, but for those who have (Leicestershire and Lincolnshire), the target hovers around 80%.
 - National Indicator 8:** Most areas have very similar targets for the percentage of adults participating in sport and active recreation (between around 22-24%, see graph). However, the Rutland area appears to be much more ambitious than its peers, with its 2008/09 target alone at 28.93%
- Targets for 'National Indicator 8' across 8 East Midlands areas for new LAA period
- | Area | 2008/09 | 2009/10 | 2010/11 |
|------------------|---------|---------|---------|
| Derby | 28.93% | 30.00% | 31.00% |
| Derbyshire | 22.50% | 23.00% | 23.50% |
| Leicestershire | 23.50% | 24.50% | 25.50% |
| Northamptonshire | 22.50% | 23.50% | 24.50% |
| Nottingham | 22.50% | 23.50% | 24.50% |
| Nottinghamshire | 22.50% | 23.50% | 24.50% |
| Lincolnshire | 21.00% | 22.00% | 23.00% |
| Rutland | 28.93% | 30.00% | 31.00% |
- National Indicator 20:** Targets for reduction in assault with injury vary greatly between areas, most likely reflecting different starting positions. Some areas have a blanket target for the entire period (Derby and Derbyshire) whilst others have set themselves yearly targets. Most areas have targets below 10.0 crimes per 1,000 population – the exceptions are Derby, Leicester and Nottingham (perhaps because assault will be higher in cities)
 - National Indicator 117:** The targets for reduction in the number of 16-18 year olds who are not in education, employment or training appear to be closely aligned between areas in the East Midlands. Lincolnshire appears to be the highest performing (aiming to drive this figure down to just 3.9% by 2010/11, although its

starting target is already good, at 4.2% for 2008/9) whilst Leicester has been the most conservative, setting itself the goal of reducing their figure down to 7.7%, although its starting target is low, at 8.4% for 2007/8. The graph below illustrates the position of the eight areas who have prioritised this measure:

Targets for 'National Indicator 117' across 8 East Midlands areas for new LAA period



See Appendix B for a table of how East Midlands compare in the targets they have set themselves on the most popular measures.

2. All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11. Using the 2007 CPA scores in Adults Services, all relevant authorities have already met or exceeded this target. In fact, 78% of authorities in the region have already *over* achieved this target and are rated as level 3 or better. It is worth considering stretching this target for all relevant authorities to be at level 3 or better by 2010/11, which still gives three years for the authorities at level 2 to improve further.

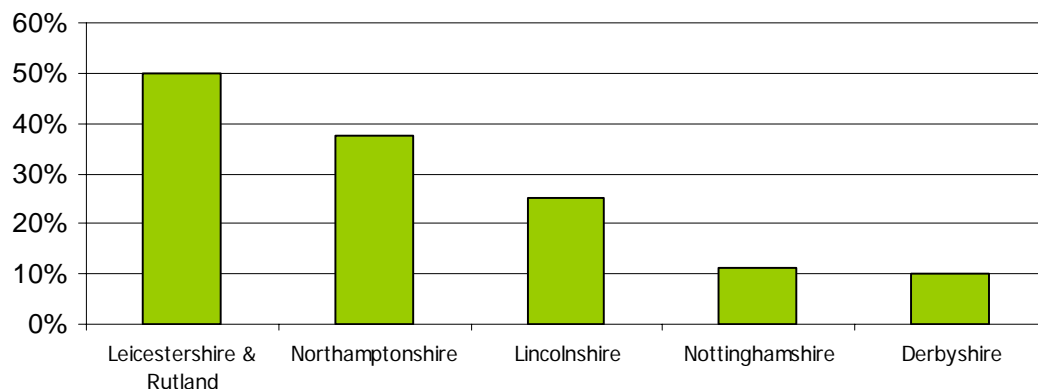
Looking at the CSCI star ratings, which gives a single star rating from 1* to 3* to each council for both Adults and Children's Services, 78% of relevant authorities are rated as 2* or above. 89% are rated as having an excellent or promising capacity to improve in Adults Services.

3. All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11. Using the 2007 CPA scores in Children's Services, again, all relevant authorities have already met or exceeded this target. Here, 67% of authorities have over achieved this target and are already at level 3 or better. Again, it is worth considering stretching this target for all relevant authorities to be at level 3 or better by 2010/11, which still gives three years for the authorities at level 2 to improve further.

Looking at the CSCI star ratings, again, 89% are rated as having an excellent or promising capacity to improve in Children's Services.

4. All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011. This target relates to the recycling and composting of household waste; targets are at least 40% by 2010, 45% by 2015 and 50% by 2020. Across the region, 27% of authorities have already met the 40% target; however, there is substantial variation across the region, with 50% of authorities in Leicestershire & Rutland already meeting the target to just 10% in Derbyshire.

% relevant authorities that have achieved the national milestone waste recycling targets set by government



5. Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11. The average figure for civic participation across the region as a whole is 28% (as measured by the 2006-07 Best Value General Survey, % of residents very or fairly well satisfied with the opportunities for participation in local decision-making provided by their Council). There is little variation across the sub regions (just 4% between the highest and lowest) and the figure matches the national average of 28%. This figure provides a baseline figure – there is no numerical value attached to this target, the areas just need to show improvement by 2011.
6. Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils. The data provided for this target will act as a baseline against which to measure improvement in subsequent years. The average turnout across the Region in 2007 in district and unitary council local elections stands at 39.2% and for county council elections which took place in 2005, the figure stands at 61% (the county council elections took place in 2005, coinciding with the general election). Each authority will need to improve its turnout by 20% of its current score, as follows:

Authority type	Current regional average	Target regional average
Districts / unitaries	39.2%	47.0%
Counties	61%	73.2%

To provide a comparison, there was an improvement in voter turnout between the elections in 2005 and 2001 of just 2%, suggesting this will be a challenging target to meet.

7. Improve regional performance against an agreed sub set of national targets set (the region will agree this sub set and the targets). These targets have yet to be agreed and so it is not possible at this time to comment on the likelihood of them being met.

5.2 Capacity Building

8. All authorities at Equalities Standard Level Three or better by 2010/11. Across the region, just 19% of authorities have reached Equality Standard Level Three as of June 2008. Again, there is wide variation by sub region, with no authorities in Lincolnshire meeting the target compared to 30% in Nottinghamshire. This is still some way off the target of 100% of authorities. The Audit Commission is currently collecting the 2007/08 figures but these will not be available until the autumn.

% authorities at Equalities Standard Level Three or better



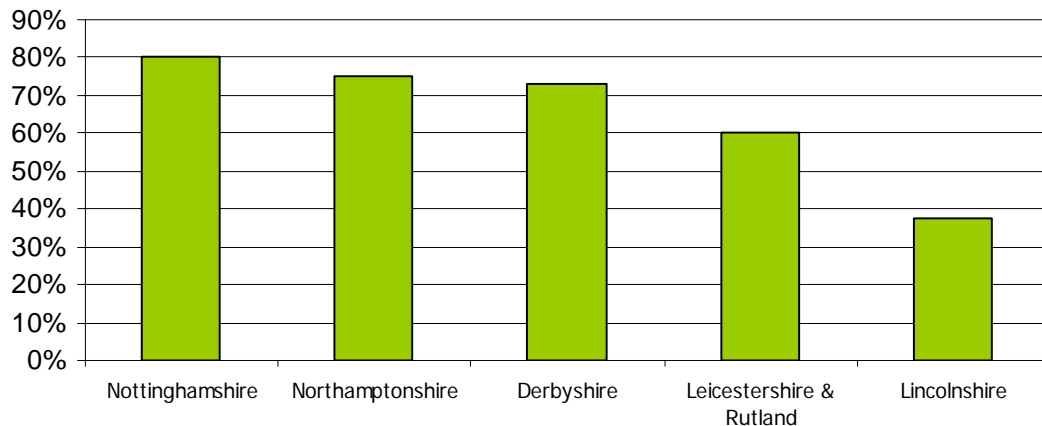
It is also worth noting that the IDeA is currently consulting on a new Equality Standard that will be launched in January 2009 and in use from April 2009. In the new framework, there will be three levels: 'Emerging', 'Achieving' and 'Excellent'. Existing scores will be migrated as follows:

1	Emerging
2	Emerging
3	Achieving
4	Moving towards Excellence
5	Excellence

In light of this change, this target will need to be reviewed and redefined.

9. All authorities to have achieved full authority IiP status, and retained it, by 2010/11. Across the region, 65% of authorities have full authority Investors in People status as of June 2008. Again, there is wide variation by sub region, with 38% of authorities in Lincolnshire meeting the target compared to 80% in Nottinghamshire.

% authorities with full authority Investors in People status



10. 60% of councils will have achieved the member development charter by 2010/11. Just 3 councils have achieved the member development charter: North Kesteven District Council, East Lindsey District Council and Kettering Borough Council. This is equivalent to just 7% of councils compared to a target of 60%.
11. The average number of days lost through sickness will be best quartile. In order to be "best quartile" in 06/07, each council must have on average less than 8.09 days lost through sickness. The average number of sick days across the region stands at 9.6, putting the East Midlands firmly in the third quartile, some way off the target. 25% of councils across the region have individually achieved that target. It is worth noting that this is a moving target and will change every year.

5.3 Efficiency

Please see the Appendix for an explanation of how the efficiencies have been calculated.

12. Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum. The aggregate amount of efficiency savings the region can take forward into the CSR 2007 period is estimated to be £346,089. Two of the sub-regions (Lincolnshire and Northamptonshire) are expected to carry no efficiencies forward. However, this is not surprising given that authorities can only carry forward ongoing, cashable savings exceeding the total 7.5% efficiency target

off the 2004-05 expenditure baseline. As the AES backward look for 2007-08 was not available at the time of writing, we have used estimates. Please see the Appendix for an explanation of how this proxy figure was calculated.

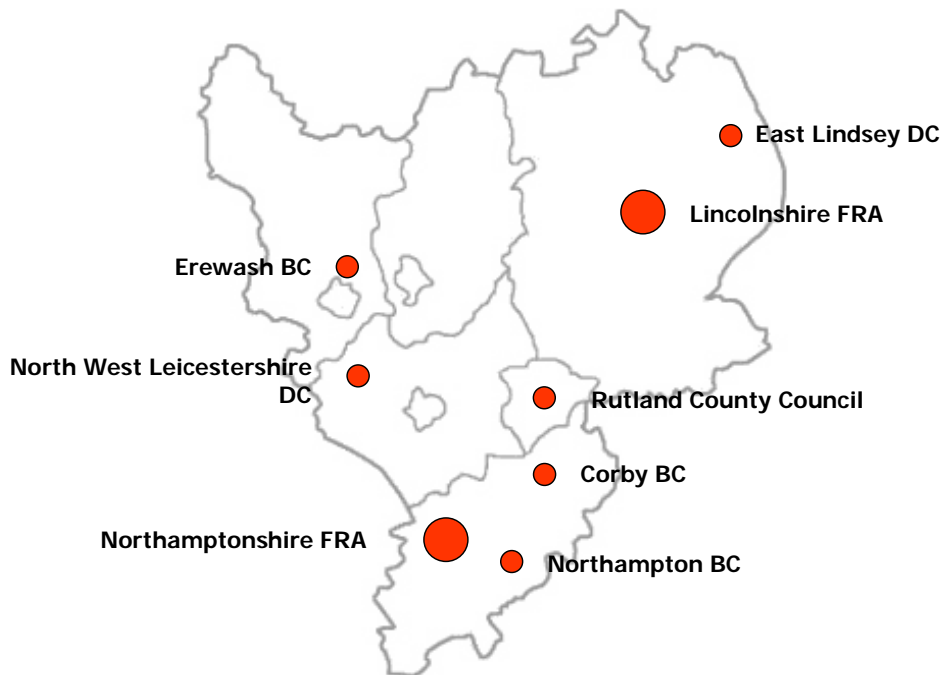
13. Each authority to have made significant contributions to efficiency as evidenced by NI 179. It was not possible to baseline this target at the time of writing because data from NI 179 is not currently available. By way of proxy, we have assessed which authorities met the targets laid down for the CSR 2004 period as an indication for what may happen in the next period. All authorities in the East Midlands achieved their targets for the CSR 2004 period.
14. 80% of authorities to have over achieved this target as described in NI 179. It was not possible to baseline this target at the time of writing because data from NI 179 is not currently available. Again, by way of proxy we have used the measure of how many East Midlands authorities exceeded their CSR 2004 targets – and all authorities in the East Midlands region did so.
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. Although no authorities received the lowest rating, only 55% of authorities are in the top two ratings for value for money under the uses of resources judgement. Derbyshire and Nottinghamshire were relatively strong sub-regions whilst Leicestershire & Rutland, Lincolnshire and Northamptonshire had room for improvement.

5.4 Driving Self Improvement of Authorities and Partnership

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. The new Comprehensive Area Assessments will begin from April 2009. However, the CAA won't provide an overall assessment of a councils' performance; it will provide a rating of:
 - the new national indicator set
 - an outcome based area risk assessment
 - a use of resources assessment (for councils, primary care trusts (PCTs) fire and rescue and police bodies)
 - a direction of travel assessment (for councils and fire and rescue authorities).

EM IEP will need to decide what constitutes a failing authority using the ratings available.

We have used last year's CPA ratings as a proxy for the purposes of baselining this target. Using this rating, and a definition of failing as either 'poor', 'weak', '1*' or '0*', there are eight failing authorities in the region, seen on the map on the next page.



The five poor or weak district authorities also perform similarly at an individual service level:

- 100% are weak or poor in Performance Management and Future Plans
- 86% are weak or poor in Prioritisation, Capacity, Focus, Learning and Achieve Improvement
- 14% are weak or poor in Financial Standing
- 0% are weak or poor in Benefits.

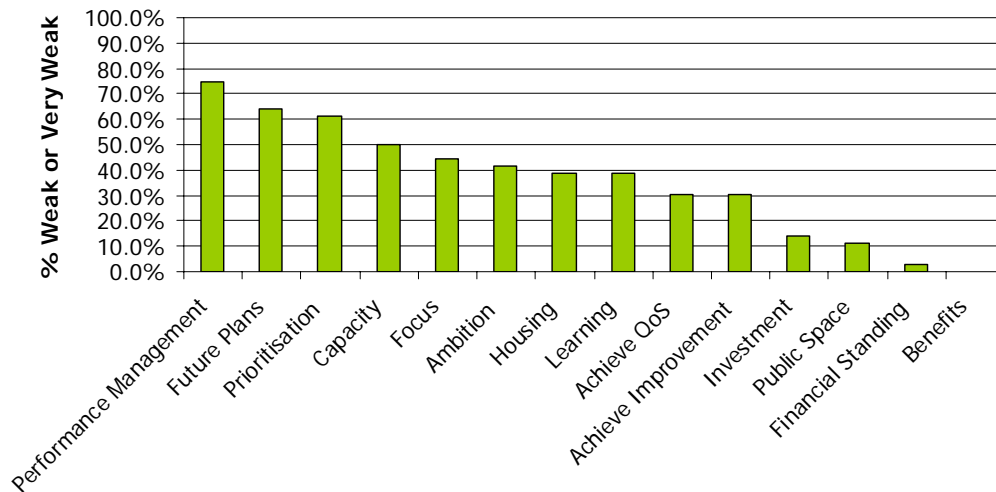
Looking more closely at how all the authorities in the region are performing in particular areas of the assessment, there are 221 poor or weak service areas by CPA score in the region; 33% of all services.

In fact, over 50% of the region's District authorities were deemed weak or very weak in the following areas:

- Performance Management
- Future Plans

- Prioritisation
- Capacity.

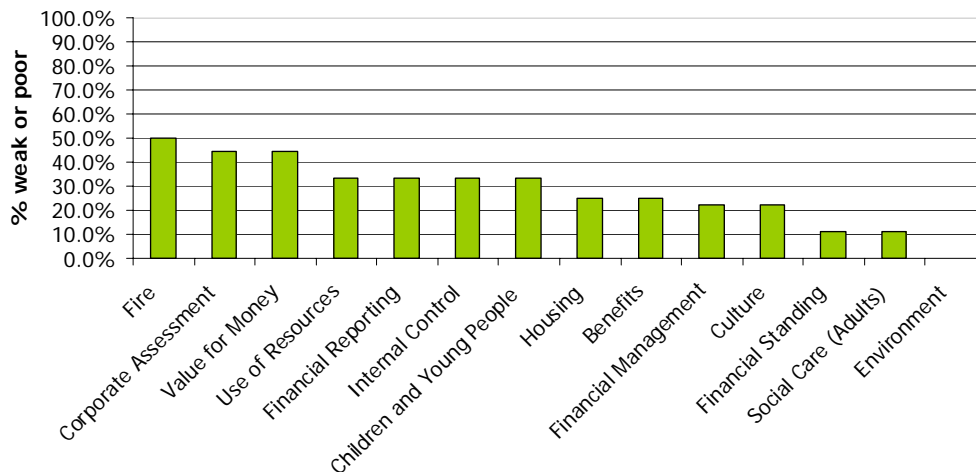
Overall Regional Performance



Looking at the top tier authorities, there are less poorly performing service areas but still significant areas of weakness in:

- Fire
- Corporate assessment
- Value for money.

County/Unitary CPA Scores



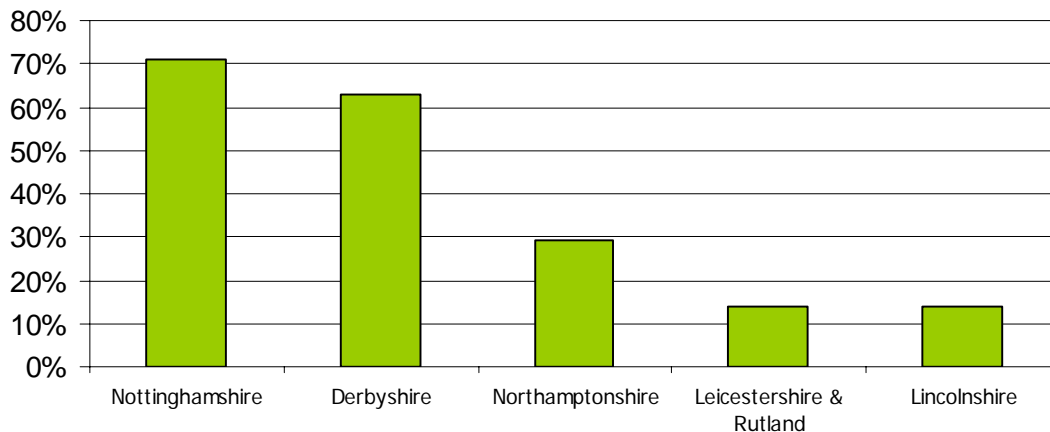
17. More authorities on average than other regions in the top two categories. Again, a working definition of what constitutes being in the top two categories will need to be

developed using the new CAA ratings. Using the CPA ratings as a baseline, nationally 80% of county and unitary authorities are rated as 3* or 4*. This compares to just 43% in the East Midlands. For Districts, there is a similar picture; 48% of Districts nationally are rated as either 'excellent' or 'good', compared to just 38% in the East Midlands. There is significant variation across the region:

Counties and unitaries in the top two categories



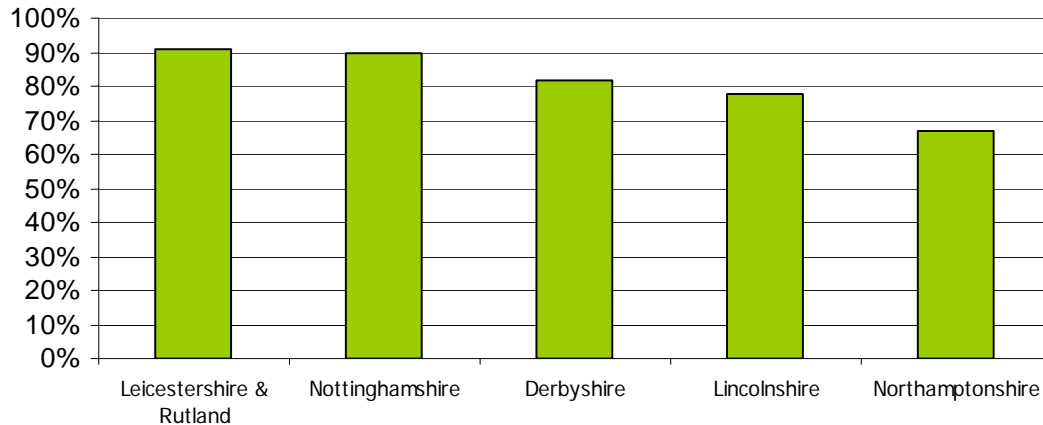
Districts in the top two categories



18. All authorities will have a positive rating attached to LAA partnership working, as assessed by CAA. LAA partnership working will be assessed as part of the Comprehensive Area Assessment, which will begin from April 2009. There is no suitable proxy from the CPA to use as a baseline. However, all the LAAs have been signed off by the June 30th deadline, indicating a positive attitude to partnership working amongst the East Midlands authorities.

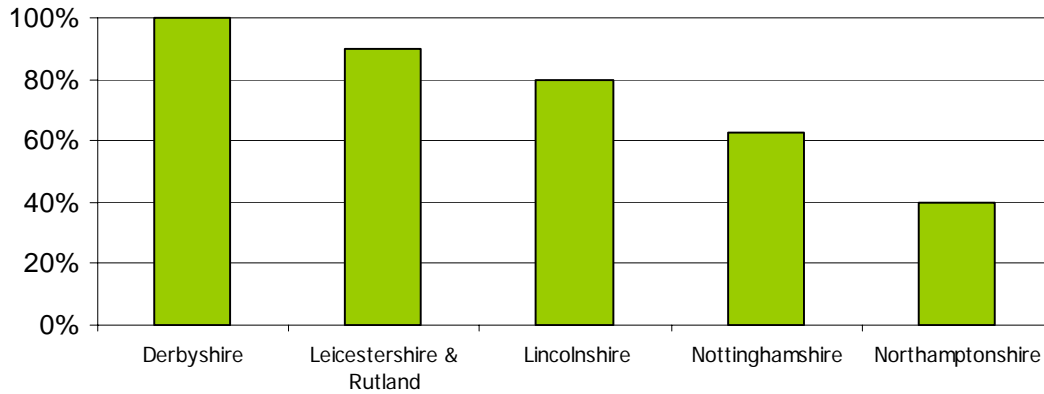
19. No authority scoring less than 3 overall on use of Resources by the end of 2010/11. As it stands, 81% of authorities in the East Midlands have scored at least 3 in their Use of Resources assessment. Some sub regions have further to go in achieving this target than others, as shown in the chart below:

Authorities scoring 3 or more on Use of Resources



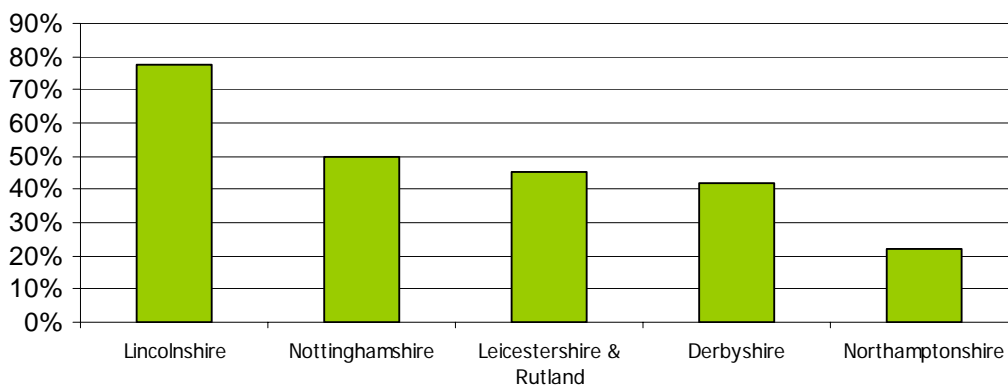
20. All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011. Here, 75% of authorities are currently classed as 'improving well' or 'improving strongly' or have had a 'positive' direction of travel statement in their latest CPA. Those district authorities where this has not been scored have not been included in these calculations. Again, there is significant sub regional variation here, with **all** Derbyshire authorities meeting this target (with only one authority not scored), compared to just 40% of Northamptonshire authorities (where four authorities were not scored).

Authorities classed 'improving well' or better in Direction of Travel assessments



21. 100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement. According to data provided by the IDeA, 47% of authorities have had a IDeA peer review during 06/07 and 07/08. Again, this target needs further clarification as to whether it relates purely to IDeA peer reviews or whether for example 4Ps Gateway Reviews or similar should also be included.

Authorities having had an IDeA peer review in the last two years



22. Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities. Under a quarter of authorities in the East Midlands have had both at least one peer officer *and* one peer member accredited for support and challenge in other authorities by the IDeA. Across the region however, 69% have had at least one officer accredited and 36% have had at least one member accredited, suggesting there needs to be more focus on getting members accredited than getting officers accredited if this target is to be met.

23. All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA. This will be measured from April 2009 and due to a lack of historic measures, we have not been able to provide a directly comparable baseline. When further details regarding how the risk assessments will be carried out becomes available, it will be worth revisiting this target to see if there are any comparable measures that can be used to provide a baseline.

5.5 Innovation and Transformation

24. The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011. Using the 2006-07 Best Value General Survey as a proxy for National Indicator 5 which will start from April 2009, the baseline figure to improve upon is 74% of residents very or fairly satisfied with their local area as a place to live. This is fairly consistent across the region, with sub regional averages ranging from 71% to 76%.
25. 100% of councils will have undertaken a Business Improvement Training Programme. This target needs further definition and clarification; in its loosest sense, it could encompass any person from an authority undertaking any training that will improve the business. This target needs to be agreed so that the following questions are clear:
- How many people / what proportion of people need to have undertaken the training?
 - What level of staff should they be?
 - Where do they sit in the organisation?
 - What constitutes a training 'programme' as opposed to any other training session?
 - What falls under Business Improvement?

In the absence of a clear definition, we have included those authorities undertaking NVO training brokered by the EM IEP or Sprint training brokered by LGEM (Local Government East Midlands). This gives a baseline figure of 48% of authorities achieving the target. However, it is highly likely that this will need revisiting as more training is provided over the years.

26. The region will capture £142m of business improvement savings over 3 years. We have assumed that each authority will start from a baseline of zero. In order to measure progress against this target, a 'business improvement saving' will need to be very clearly defined and a process put in place to collect this information from authorities (whilst minimising any excessive reporting required). In particular, some explanation will be needed of how this differs from any other type of efficiency saving (and if not, why there is a separate target).

6 Sub regional summary

For each of the five sub regions, we have pulled out the most pertinent facts relating to the achievement of EM IEP's improvement targets, including an assessment of:

- Which targets have been achieved
- The baseline position of the sub region against each of the themes. An overall assessment has been provided against each theme as follows:
 - **Green:** more than 50% of targets achieved or over halfway to being achieved
 - **Amber:** more than 25% of targets achieved or over halfway to being achieved
 - **Red:** 25% or less of targets achieved or over halfway to being achieved
- How each sub region compares to the region as a whole. The sub region has been rated as to how it performs against the regional average using the following categories:
 - **A lot worse:** the sub region has achieved more than 10% less than the regional average
 - **A little worse:** the sub region has achieved between 0% and 10% less than the regional average
 - **Not significantly different:** the sub region has achieved same as the regional average
 - **A little better:** the sub region has achieved between 0% and 10% more than the regional average
 - **A lot better:** the sub region has achieved more than 10% more than the regional average
 - **n/a:** baseline data has not been collected for this target

It is worth noting that for some of the targets (for example targets 12-14), we have used proxy data for the baselining exercise and so although authorities may be performing well according to the proxy data, this may change when official data relating to the targets is released.

Detailed data for each authority and for each individual target can be found in the accompanying spreadsheet.

6.1 Sub regional comparison

The table below summarises the assessment of each of the sub region's position against each of the themes, according to the categories described above.

Theme	Derbyshire	Leicestershire & Rutland	Lincolnshire	Northamptonshire	Nottinghamshire
Better outcomes for people and places (7 targets)	Amber	Amber	Amber	Amber	Amber

Capacity Building (4 targets)	Red	Red	Red	Red	Red
Efficiency (4 targets)	Green	Green	Green	Green	Green
Driving Self Improvement of Authorities and Partnership (8 targets)	Green	Green	Green	Amber	Green
Innovation and transformation (3 targets)	Red	Red	Red	Red	Red

There is a good deal of consistency in the overall assessment, which can be explained as follows:

- **Better outcomes for people and places:** all of the authorities have already achieved two of these targets and two of the targets have yet to be fully defined. Of the remaining three, good progress is being made in meeting the waste recycling targets, the civic participation target should be easily met, whilst the voter turnout target is very challenging – amber overall
- **Capacity Building:** none of these targets are being met and most require significant progress to be made as they are mostly less than halfway to being met
- **Efficiency:** although the efficiency savings to be carried forward are not sizeable, the indications from CSR04 are that the authorities have previously made significant savings
- **Driving Self Improvement of Authorities and Partnership:** two of these eight targets have not been baselined but of the others, the authorities are making significant progress in meeting them and are often already more than halfway to achieving them
- **Innovation and transformation:** this is consistently assessed as red as two of the targets needs further clarification before they can be properly baselined and the remaining measure provides a starting point only.

6.2 Derbyshire

Which targets have been achieved?

Derbyshire has achieved the following targets:

- All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.
- All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11
- All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.

How healthy is the baseline position for each theme?

In summary:

Theme	Targets Achieved	At least halfway to achieving target	Less than halfway to achieving target	n/a ¹	Overall assessment
Better outcomes for people and places (7 targets)	2	0	1	4	Amber
Capacity Building (4 targets)	0	1	3	0	Red
Efficiency (4 targets)	3	0	1	0	Green
Driving Self Improvement of Authorities and Partnership (8 targets)	2	2	3	1	Green
Innovation and transformation (3 targets)	0	0	1	2	Red

How does the sub region compare to the region as a whole?

In terms of the remaining targets, Derbyshire tends to be performing significantly better than the regional average in five targets and significantly worse in just two:

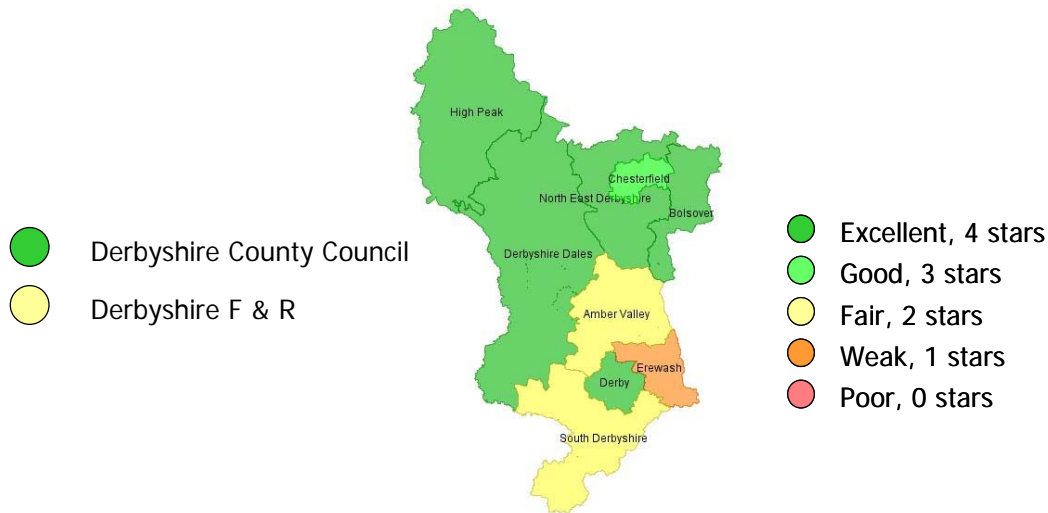
Derbyshire compared to the regional average	# of targets
A lot worse	2
A little worse	3
Not significantly different	4
A little better	6
A lot better	4
n/a	6

Targets where Derbyshire performs a lot BETTER than the regional average...	Targets where Derbyshire performs a lot WORSE than the regional average...
<ul style="list-style-type: none"> Target 11 - The average number of days lost through sickness will be best quartile Target 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 Target 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 	<ul style="list-style-type: none"> Target 4 - All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011 Target 25 - 100% of councils will have undertaken a Business Improvement Training Programme

¹ Targets may not be applicable if they are not included in the baselining process or if the data provided acts a baseline for improvement rather than a target in itself

<ul style="list-style-type: none"> Target 20 - All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011 	
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How do authorities perform in CPA?



6.3 Leicestershire & Rutland

Which targets have been achieved?

Leicestershire & Rutland has achieved the following targets:

- All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.
- All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11.

How healthy is the baseline position for each theme?

In summary:

Theme	Targets Achieved	At least halfway to achieving target	Less than halfway to achieving target	n/a ²	Overall assessment
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Better outcomes for people and places (7 targets)	2	1	0	4	Amber
Capacity Building (4 targets)	0	1	3	0	Red
Efficiency (4 targets)	1	2	1	0	Green
Driving Self Improvement of Authorities and Partnership (8 targets)	1	3	3	1	Green
Innovation and transformation (3 targets)	0	1	0	2	Amber

How does the sub region compare to the region as a whole?

In terms of the remaining targets, Leicestershire & Rutland tends to be performing significantly better than the regional average in three targets and significantly worse in just one:

Leicestershire & Rutland compared to the regional average	# of targets
A lot worse	1
A little worse	6
Not significantly different	4
A little better	6
A lot better	2
n/a	6

Targets where Leicestershire & Rutland performs a lot BETTER than the regional average...	Targets where Leicestershire & Rutland performs a lot WORSE than the regional average...
<ul style="list-style-type: none"> Target 4 - All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011 Target 20 - All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011 	<ul style="list-style-type: none"> Target 22 - Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities

How do authorities perform in CPA?

Driving Self Improvement of Authorities and Partnership (8 targets)	1	4	2	1	Green
Innovation and transformation (3 targets)	0	0	1	2	Red

How does the sub region compare to the region as a whole?

In terms of the remaining targets, Lincolnshire tends to be performing significantly better than the regional average in two targets and significantly worse in six:

Lincolnshire compared to the regional average	# of targets
A lot worse	5
A little worse	4
Not significantly different	4
A little better	5
A lot better	1
n/a	6

Targets where Lincolnshire performs a lot BETTER than the regional average...	Targets where Lincolnshire performs a lot WORSE than the regional average...
<ul style="list-style-type: none"> Target 21 - 100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement 	<ul style="list-style-type: none"> Target 8 - All authorities at Equalities Standard Level Three or better by 2010/11. Target 9 - All authorities to have achieved full authority IIP status, and retained it, by 2010/11 Target 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. Target 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 Target 25 - 100% of councils will have undertaken a Business Improvement Training Programme

How do authorities perform in CPA?



6.5 Northamptonshire

Which targets have been achieved?

Northamptonshire has achieved the following targets:

- All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.
- All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11.

How healthy is the baseline position for each theme?

In summary:

Theme	Targets Achieved	At least halfway to achieving target	Less than halfway to achieving target	n/a ⁴	Overall assessment
Better outcomes for people and places (7 targets)	2	0	1	4	Amber
Capacity Building (4 targets)	0	1	3	0	Red
Efficiency (4 targets)	2	0	2	0	Green
Driving Self Improvement of Authorities and Partnership (8 targets)	0	3	4	1	Amber
Innovation and transformation (3 targets)	0	1	0	2	Amber

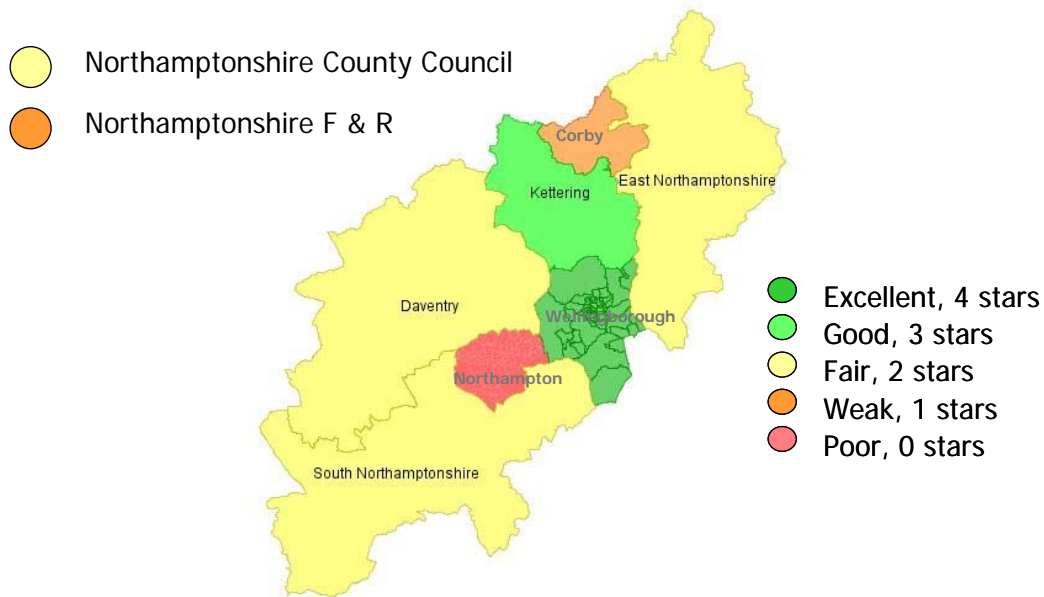
How does the sub region compare to the region as a whole?

In terms of the remaining targets, Northamptonshire tends to be performing significantly better than the regional average in two targets and significantly worse in five:

Northamptonshire compared to the regional average	# of targets
A lot worse	5
A little worse	4
Not significantly different	4
A little better	4
A lot better	2
n/a	6

Targets where Northamptonshire performs a lot BETTER than the regional average...	Targets where Northamptonshire performs a lot WORSE than the regional average...
<ul style="list-style-type: none"> • Target 4 - All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011. • Target 25 - 100% of councils will have undertaken a Business Improvement Training Programme 	<ul style="list-style-type: none"> • Target 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. • Target 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 • Target 19 - No authority scoring less than 3 overall on use of Resources by the end of 2010/11 • Target 20 - All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011 • Target 21 - 100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement

How do authorities perform in CPA?



6.6 Nottinghamshire

Which targets have been achieved?

Nottinghamshire has achieved the following targets:

- All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.
- All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11

How healthy is the baseline position for each theme?

In summary:

Theme	Targets Achieved	At least halfway to achieving target	Less than halfway to achieving target	n/a ⁵	Overall assessment
Better outcomes for people and places (7 targets)	2	0	1	4	Amber
Capacity Building (4 targets)	0	1	3	0	Red
Efficiency (4 targets)	2	1	1	0	Green
Driving Self Improvement of Authorities and Partnership (8 targets)	1	4	2	1	Green

Innovation and transformation (3 targets)	0	1	0	2	Amber
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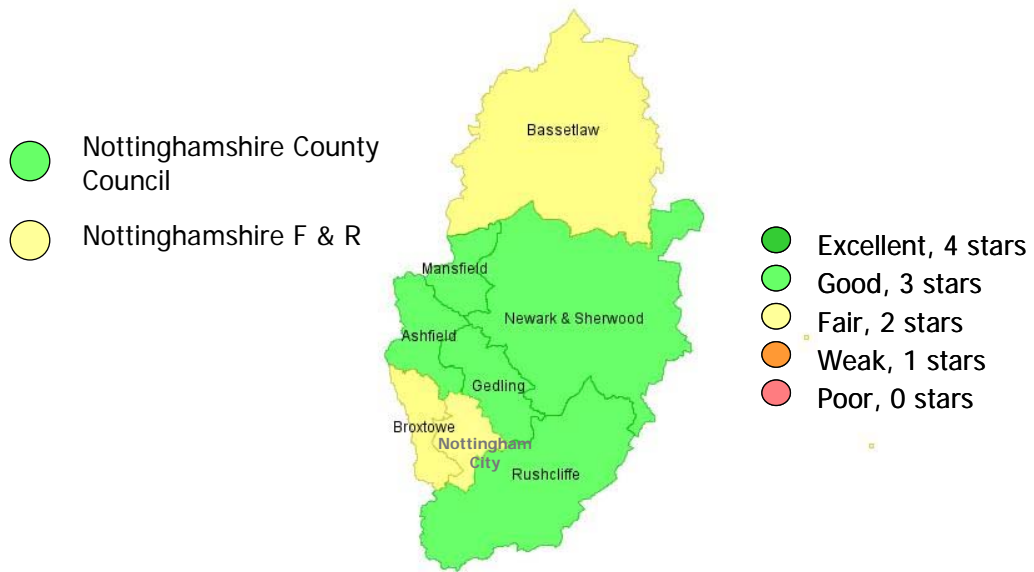
How does the sub region compare to the region as a whole?

In terms of the remaining targets, Nottinghamshire tends to be performing significantly better than the regional average in six targets and significantly worse in just two:

Nottinghamshire compared to the regional average	# of targets
A lot worse	2
A little worse	3
Not significantly different	4
A little better	5
A lot better	5
n/a	6

Targets where Nottinghamshire performs a lot BETTER than the regional average...	Targets where Nottinghamshire performs a lot WORSE than the regional average...
<ul style="list-style-type: none"> • Target 8 - All authorities at Equalities Standard Level Three or better by 2010/11. • Target 9 - All authorities to have achieved full authority IIP status, and retained it, by 2010/11. • Target 12 - Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11 • Target 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 • Target 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 	<ul style="list-style-type: none"> • Target 4 - All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011. • Target 20 - All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.

How do authorities perform in CPA?



7 Appendix

7.1 Appendix A - Explanation of analysis of baseline efficiencies

Out of the 26 indicators selected by the EMRIEP, the ones concerning efficiency are:

Measure 12 Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum

Measure 13 Each authority to have made significant contributions to efficiency as evidenced by NI 179

Measure 14 80% of authorities to have over achieved this target as described in NI 179

The guidance for calculating the baseline for CSR 2007 recommends carrying forward any surplus cashable, ongoing efficiencies over and above the 7.5% target at the end of 2007/08:

*"...the procedure will be to add together the value of cashable gains brought forward from previous years and the new cashable gains achieved in 2007-08 that are expected to be ongoing, as reported in these statements. Where this figure exceeds 7.5 per cent of a council's 2004-05 baseline expenditure (i.e. the target for total gains in CSR04 – both cashable and noncashable), the difference between the two figures will be carried forward into CSR07."
- Measuring and Reporting Efficiency Gains, May 2008*

It is not currently possible to baseline Measures 12, 13 and 14 using official data because this requires data from the Backward Look Annual Efficiency Statement for 2007-08, which will not be available until at least September 2008.

By way of proxy, we have used the following calculation for Measure 12:

Cumulative ongoing, cashable efficiencies reported in the Backward Look AES 2006/07
+
Expected ongoing cashable efficiency gains for 2007/08 as stated in the Forward Look AES for 2007/08
-
7.5% efficiency target of 2004-05 baseline expenditure
=
Baseline efficiencies to be carried forward for CSR 07 period

The Forward Look AES for 2007-08 splits out total expected efficiencies and total expected cashable efficiencies. However, it does not separate out ongoing from one-off efficiencies; this distinction needs to be made because only ongoing and cashable efficiencies exceeding the 7.5% target can be carried forward.

In order to overcome this, we have used the ratio between ongoing and total efficiencies in previous years and applied this to the 2007-08 data, providing a proxy assessment for the value of ongoing, cashable efficiencies in 2007-08.

The ratio has been calculated by looking at the percentage of ongoing gains out of total gains in the Backward Look AES for 2006-07.

For Measure 13, which asks if authorities have made a significant contribution to NI 179, we have looked at whether all authorities have met their CSR 04 targets. This is a proxy because official data on efficiencies measured by NI 179 is not yet available.

For Measure 14, which asks if 80% have over achieved their efficiency target as described by NI 179, we have looked at how many authorities exceeded their CSR 04 targets. This is a proxy because official data on efficiencies measured by NI 179 is not yet available.

Authorities must satisfy both their total and cashable targets:

Grand total of efficiencies total cumulative gains as at end of 2006-07

+

Total forecast new gains for 2007-08

>

7.5% efficiency target of 2004-05 baseline expenditure

...and

Grand total of efficiencies cashable cumulative gains as at end of 2006-07

+

Total forecast new gains for 2007-08 of which cashable

>

3.75% cashable efficiency target of 2004-05 baseline expenditure

If you have any further questions about how these calculations were made, please do not hesitate to contact Mohammed Naqvi at RSe Consulting on 020 7808 1132 or mohammed.naqvi@rseconsulting.co.uk.

7.2 Appendix B: Analysis of LAA targets

7.2.1 Table of overlap between EM IEP targets and LAA targets (four targets overlap)

LAA shared EM IEP targets	Local Areas that have set this target	2008/09 target	2009/10 target	2010/11 target
Overall / general satisfaction with the area (NI 5)	Leicester	Results from 2008 Places survey	No survey	Statistically significant positive change with value of statistical significance to be established by population sample of survey
	Nottingham	Target to be defined	Target to be defined	Target to be defined
Value for money - total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year (NI 179)	Leicester	3% of baseline expenditure (provisional estimate of £10.3m)	6% of baseline expenditure (provisional estimate of £20.9m)	9.4% of baseline expenditure (provisional estimate of £31.8m)
	Leicestershire	3% of baseline expenditure (provisional estimate of £38.5m)	6% of baseline expenditure, actual figure tbc	9.4% of baseline expenditure, actual figure tbc
	Lincolnshire	3% of in-year expenditure, (provisional estimate of £17.5m)	3% of in-year expenditure (provisional estimate of £18.1m)	4% of in-year expenditure (provisional estimate of £24.8m)
Residual waste per household (NI 191)	Northamptonshire	TBC	295 kg	TBC
	Rutland	821kg	758 kg	733 kg
Percentage of household waste sent for reuse, recycling and composting (NI 192)	Leicestershire	46.9%	48.6%	50.25%
	Nottingham	31%	33%	40%
	Nottinghamshire	40.9%	42.4%	43.9%

7.2.2 Table showing the most shared LAA targets between East Midlands areas

LAA target	Local Areas that share them	2008/09 target	2009/10 target	2010/11 target
Percentage of people who believe people from different backgrounds get on well together in their local area (NI 1)	Derby	A statistically significant positive change with value of statistical significance to be established by the population sample of the survey. Option to review in 2009.		
	Derbyshire	No targets set		
	Leicester	A target representing a statistically significant positive change with the value of statistical significance to be established by the Place Survey will be set once the baseline data is known		
	Leicestershire	To be baselined Spring 2009 via Place survey		
	Northamptonshire	80.5%	80.5%	80.5%
	Nottingham	Place Survey results 2008- which provide baseline	No survey	A statistically significant positive change with value of statistical significance to be established by the population sample of the survey
	Nottinghamshire	Place Survey will be carried out during 2008-09 in order to establish baseline	No survey	We agree to a statistically significant increase from the Place Survey baseline
	Lincolnshire	76%	-	80%
Adult participation in sport and active recreation (NI 8)	Derby	22.43%	23.76%	25.10%
	Derbyshire	22.43%	23.76%	25.1%
	Leicestershire	23.63%	24.96%	26.30%
	Northamptonshire	22.43%	23.76%	25.1%
	Nottingham	22.6%	23.6%	24.6%
	Nottinghamshire	22.3%	23.46%	24.8%
	Lincolnshire	20.9%	22.2%	23.6%
	Rutland	28.93%	30.26%	31.6%
Assault with injury crime rate (NI 20)	Derby	Reduction in crimes from 14.6 per 1000 in 2007/08 to 13.0 per 1000 as recorded by AWLSI in 2010/11, (10.5% reduction)		
	Derbyshire	Reduction in recorded AWLSI from a rate of 9.69 crimes per 1,000 population in 2007/08 based on mid-2006 population estimates (7,307 offences) to a rate of 8.53 per thousand population (12% reduction)		
	Leicester	13.9 crimes per 1,000 population	Targets for 2009/10 and 2010/11 to be set at first annual refresh based on the outcome of Leicestershire Constabulary's post Flanagan Review work on recording of ABH*	
	Leicestershire	6.03 crimes per 1,000	5.85 crimes per 1,000	Future year targets will be set at the

LAA target	Local Areas that share them	2008/09 target	2009/10 target	2010/11 target
		population in 2007/08 based on mid-2006 population estimates of 635,100 (3833 offences in 2007/08)	population based on mid 2007 population data (ie 3% reduction from 2007/08 baseline)	annual refresh in light of the outcome of the post Flanagan pilot review of violent crime recording
	Northamptonshire	7.35 per 1,000 population	7.17 per 1,000 population	6.99 per 1,000 population
	Nottingham	15.48 per 1,000 population	14.30 per 1,000 population	13.21 per 1,000 population
	Nottinghamshire	7.3 per 1,000 population	Year 2 and 3 targets to be set at the annual refresh	
	Lincolnshire	Deferred until baseline available	Deferred until baseline available	In principle, target of 4.79 per population
16 to 18 year olds who are not in education, employment or training (NEET) (NI 117)	Derby	7.10%	7.00%	6.90%
	Derbyshire	6%	5.7%	5.5%
	Leicester	8.4%	8.1%	7.7%
	Leicestershire	4.4%	4.2%	4.0%
	Northamptonshire	5.4%	5.2%	5.0%
	Nottingham	5.8%	5.6%	5.4%
	Nottinghamshire	4.4%	4.3%	4.1%
	Lincolnshire	4.2%	4%	3.9%

Aggregate Data Template - Guidance

Introduction

The East Midlands Improvement and Efficiency Partnership (EM IEP) asked RSe Consulting to support an exercise to baseline the targets laid out in the East Midlands Regional Improvement and Efficiency Strategy. The targets cover the period 2008 - 2011: the data provided here acts as a baseline against which to monitor progress against these targets over the next three years.

In addition, this exercise will help to:

1. Provide a clear picture of the region's starting position for the new 2008 - 2011 Local Area Agreements
2. Establish areas of relative strength and weakness across the region
3. Produce a straightforward and replicable methodology that the East Midlands authorities can repeat annually.

This data template captures the data for East Midlands authorities for the 26 targets outlined in the Strategy. It is split into the following tabs:

Regional Summary	<p>This overarching sheet shows progress against the 26 targets - the baseline has been populated but there is space to enter data in the future for 2009, 2010 and 2011.</p> <p>The bottom table also contains a comparison of how East Midlands sub-regions have performed against the 26 targets</p>
Sub-region tabs	<p>These tabs are split into two sections:</p> <p>The first shows a snapshot summary of the sub-region's progress against the 26 targets for 2008 (and there is again space for further years when data becomes available).</p> <p>The second table contains the 2008 Data Sheet for the sub-region, which breaks out the data for each local authority in that sub-region. Note that this is the best available data at the time of production (June 2008) - more accurate information may become available in the future.</p>

This spreadsheet is accompanied by a report which interprets the results for the region and the sub regions. If you require further information, please contact:

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Strategic Programme Planning and Support Manager, EM IEP
Email - heather.parker@nottsc.gov.uk 0115 9773492

East Midlands

Improvement and Efficiency Partnership

Progress against Improvement Targets - REGIONAL SUMMARY

	Target	Jun-08 Baseline	Apr-09	Apr-10	Apr-11
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				
2	All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.	100%			
3	All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11	100%			
4	All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011.	27%			
5	Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11	28%			
6	Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils	61% Counties 39% Districts / 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)				
Capacity Building					
8	All authorities at Equalities Standard Level Three or better by 2010/11.	19%			
9	All authorities to have achieved full authority IIP status, and retained it, by 2010/11.	65%			
10	60% of councils will have achieved the member development charter by 2010/11	7%			
11	The average number of days lost through sickness will be best quartile	25%			
Efficiency					
12	Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum	£ 346,089			
13	Each authority to have made significant contributions to efficiency as evidenced by NI 179	100%			
14	80% of authorities to have over achieved this target as described in NI 179	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.	55%			
Driving Self Improvement of Authorities and Partnership					
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	77%			
17	More authorities on average than other regions in the top two categories	43% Counties / unitaries 38% Districts			
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.	81%			
20	All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.	75%			
21	100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement	47%			
22	Each authority to enter at least one peer oncer and peer member to be accredited for support and challenge in other authorities	24%			
23	All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA.				
Innovation and Transformation					
24	The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011	74%			
25	100% of councils will have undertaken a Business Improvement Training Programme	48%			
26	The region will capture £142m of business improvement savings over 3 years				

Number of targets achieved	4			
% of targets achieved	15%	0%	0%	0%

2008 Sub regional Comparison

	Target	Derbyshire	Leicestershire & Rutland	Lincolnshire	Northamptonshire	Nottinghamshire
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					
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	D/U=40%, C = 61%	D/U - 40%, C/U = 63%	D/U = 37%, C = unknown	D/U = 39%, C = unknown	D/U = 40%, C = 59%
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)					
Capacity Building						
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.	73%	60%	38%	75%	80%
10	60% of councils will have achieved the member development charter by 2010/11	9%	0%	13%	13%	0%
11	The average number of days lost through sickness will be best quartile	45%	18%	27%	18%	18%
Efficiency						
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.	91%	45%	44%	22%	70%
Driving Self Improvement of Authorities and Partnership						
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%	78%	67%	90%
20	All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.	100%	90%	80%	40%	63%
21	100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement	42%	45%	78%	22%	50%
22	Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities	17%	9%	33%	33%	30%
23	All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA.					
Innovation and Transformation						
24	The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011	76%	76%	75%	71%	72%
25	100% of councils will have undertaken a Business Improvement Training Programme	36%	55%	33%	67%	50%
26	The region will capture £142m of business improvement savings over 3 years					

2008 DATA SHEET - DERBYSHIRE

	Data target	Derby City Council	Eastwood BC	NE Derbyshire DC	High Peak BC	Edwinstrey DC	Charnfield BC	Amber Valley BC	South Derbyshire DC	Derbyshire County Council	Derbyshire Dales	Derbyshire RFL	Peak District National Park	Performance against target (%)	Source - Baseline	
Better outcomes for people and places																
1	All stretch targets established under the LAAMAA regime need to demonstrate a minimum level of 80% achievement across the range for each LAAMAA by 2011.														Please see LAA analysis spreadsheet	
2	All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.	2	3							3				100%	2007 CPA scores for single tier and county councils	
3	All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11	2	3							3				100%	2007 CPA scores for single tier and county councils	
4	All relevant authorities to have achieved the national milestone recycling targets set by government by 2011 (recycling and composting of household waste – at least 40% by 2010, 45% by 2015 and 50% by 2020)	40%	33%	41%	30%	20%	20%	36%	26%	36%	32%	36%		10%	BV82ai + BV82bi, 2006-07	
5	Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11	Positive improvement	32%	25%	38%	30%	34%	35%	23%	26%	28%	38%		31%	2006-07 Best Value General Survey, % of residents very or fairly well satisfied with the opportunities for participation in local decision-making provided by their Council	
6	Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils	20% improvement	35%	42%	37%	44%		36%	40%	38%	41%	61%	47%		2007 English local election statistics, Adjusted turnout (Electoral commission website). Turnout for the 2005 county council elections taken from council websites.	
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)															
Equality Outcomes																
8	All authorities at Equalities Standard Level Three or better by 2010/11.	3	2	1	1	2	3	2	1	2	2	1	2	2	17%	Equality Standard level 2007, Mark Edgell, IDeA
9	All authorities to have achieved full authority IP status, and retained it, by 2010/11.	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	73%	Sam Maher at LGEM has a 2 year old list, which may be updated	
10	60% of councils will have achieved the member development charter by 2010/11	Yes	No	No	No	No	No	Yes	No	No	No	No	No	9%	Sam Maher at LGEM	
11	The average number of days lost through sickness will be best quartile	8.09	8.78	11.71	10.36	9.08	7.37	9.9	7.58	8.85	6.91	7.75	5.39	45%	BVPI 12, 2006-07 data, Best value data, Audit Commission	
Efficiency																
12	Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum		-£9,488,441	-£613,955	-£502,060	-£326,154	-£562,957	-£881,445	£67,855	-£352,221	-£23,299,054	-£707,654		£67,855	AES Backward Statements 2006/07, AES Forward Statements 2007/08; Authorities can carry forward efficiency gains if they are cashable, ongoing and are greater than 7.5% of the 2004-05	
13	Each authority to have made significant contributions to efficiency as evidenced by NI 179	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	100%	This measure looks at whether all authorities achieved their target - 'Significant' is defined as cashable, ongoing gains that exceed the 7.5% of the 2004-05 baseline expenditure	
14	80% of authorities to have over achieved this target as described in NI 179	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	100%	This measure looks at how many authorities exceeded their efficiency target	
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.	3 or 4, not 1	3	2	3	3	3	3	3	3	3	3	3	90.9%	Audit Commission District Performance Results	
Driving Self Improvement of Authorities and Partnership																
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	3*, 4*, excellent, good or fair	4*	weak	excellent	excellent	excellent	good	fair	fair	4*	excellent	fair	90.9%	Audit Commission District Performance Results and Audit Commission 2007 CPA scores county & unitary	
17	More authorities on average than other regions in the top two categories													CU - 100% D - 63%	Audit Commission District Performance Results and Audit Commission 2007 CPA scores county & unitary	
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.	3 or 4	3	2	2	3	3	3	3	3	3	3	3	81.8%	Audit Commission District Performance Results and Fire and Rescue Performance Assessment Scores 2007	
20	All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.	improving well or strongly, or positive	improving well	positive	positive	positive	positive	not scored	improving well	positive	improving well	positive	improving well	100.0%	Audit Commission 2007 CPA scores county & unitary, Fire and Rescue Performance Assessment scores 2007, EMIP Measures of Success Report	
21	100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement	Yes	Yes	Yes	Yes	No	Yes	No	No	No	Yes	No	No	42%	Corporate type peer review in 06/07 or 07/08, Mark Edgell, IDeA	
22	Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities	Member and Officer	Officer	Officer	Officer	Member and officer	None	Member	Member	None	Member and officer	Officer	None	17%	Accredited peers in the East Midlands, Mark Edgell, IDeA	
23	All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA.															
Innovation and Transformation																
24	The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local areas) between 2008-2011	Positive improvement	73%	65%	80%	78%	67%	80%	74%	78%	77%	85%		76%	2006-07 Best Value General Survey, % of residents very or fairly satisfied with their local areas as a place to live	
25	100% of councils will have undertaken a Business Improvement Training Programme	Yes	?	?	?	?	Yes	Yes	?	Yes	Yes	?	?	36%	BIT NVQ or LGEM SPRINT training	
26	The region will capture £142m of business improvement savings over 3 years															

Key

	Validated
	Amended

East Midlands					
Improvement and Efficiency Partnership					
Progress against Improvement Targets - LEICESTERSHIRE & RUTLAND SUMMARY					
Target	Jun-08 Baseline	Apr-09	Apr-10	Apr-11	
Better outcomes for people and places					
1	All stretch targets established under the LAAMAA regime need to demonstrate a minimum level of 80% achievement across the range for each LAAMAA by 2011				
2	All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.	100%			
3	All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11	100%			
4	All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011.	50%			
5	Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11	28%			
6	Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils	DU = 40%, CU = 63%			
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)				
Healthy Living					
8	All authorities at Equalities Standard Level Three or better by 2010/11.	27%			
9	All authorities to have achieved full authority JIP status, and retained it, by 2010/11.	60%			
10	60% of councils will have achieved the member development charter by 2010/11	0%			
11	The average number of days lost through sickness will be best quartile	18%			
Efficiency					
12	Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum	£ 54,943			
13	Each authority to have made significant contributions to efficiency as evidenced by NI 179	100%			
14	80% of authorities to have over achieved this target as described in NI 179	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.	45%			
Driving Self Improvement of Authorities and Partnership					
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	82%			
17	More authorities on average than other regions in the top two categories	CU - 67% D - 14%			
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.	91%			
20	All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.	90%			
21	100% of authorities having a peer review in each two year period, to ensure the sector is driven for improvement	45%			
22	Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities	9%			
23	All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA. (NB. Baseline uses Internal Control score under Use of Resources in Audit Inspection Letters 2007 as a proxy)				
Innovation and Collaboration					
24	The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011	76%			
25	100% of councils will have undertaken a Business Improvement Training Programme	55%			
26	The region will capture £142m of business improvement savings over 3 years				
Number of targets achieved					
% of targets achieved		0%	0%	0%	0%

2008 DATA SHEET - LEICESTERSHIRE & RUTLAND

	Data target	Leicestershire County Council	Charnwood BC	Hincley & Bosworth BC	NVA Leicestershire DC	Leicester City Council	Hastings DC	Blaby DC	Oadby & Wigston DC	Melton BC	Leicestershire FAS	Rutland County Council	Performance against target	Source - 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.													Please see LAA analysis spreadsheet
2	All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.	2	3			3						3	100%	2007 CPA scores for single tier and county councils
3	All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11	2	3			3						3	100%	2007 CPA scores for single tier and county councils
4	All relevant authorities to have achieved the national milestone recycling targets set by government by 2011 (recycling and composting of household waste – at least 40% by 2010, 45% by 2015 and 50% by 2020)	40%	43%	36%	43%	35%	27%	49%	38%	40%	48%	24%	50%	BV82ai + BV82bi, 2006-07
5	Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11	Positive improvement	23%	25%	25%	26%	31%	34%	34%	25%	28%	26%	28%	2006-07 Best Value General Survey, % of residents very or fairly well satisfied with the opportunities for participation in local decision-making provided by their Council
6	Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils	20% improvement	63%	39%	41%	44%	40%	42%	36%	36%	41%	45%	D/U - 40%, C/U = 63%	2007 English local election statistics, Adjusted turnout (Electoral commission website). Turnout for the 2005 county council elections taken from council websites.
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)													
Equality Building														
8	All authorities at Equalities Standard Level Three or better by 2010/11.	3	2	2	1	2	3	1	1	3	2	3	2	27%
9	All authorities to have achieved full authority IIP status, and retained it, by 2010/11.	Yes	No	No	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	60%
10	60% of councils will have achieved the member development charter by 2010/11	Yes	No	No	No	No	No	No	No	No	No	No	No	0%
11	The average number of days lost through sickness will be best quartile	8.09	8.1	10.4	12.47	13.37	12.38	9.69	13.45	9.67	8.62	6.43	18%	BVPI 12, 2006-07 data, Best value data, Audit Commission
Efficiency														
12	Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum		£15,245,139	£766,022	£54,943	£425,474	£10,079,564	£639,967	£328,313	£251,102	£390,122	£1,285,528	£	54,943
13	Each authority to have made significant contributions to efficiency as evidenced by NI 179	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	100%
14	80% of authorities to have over achieved this target as described in NI 179	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	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.	3 or 4, not 1	4	2	3	2	2	2	2	3	2	3	3	45%
Driving Self Improvement of Authorities and Partnership														
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	3*, 4*, excellent, good or fair	4*	fair	fair	weak	3*	good	fair	fair	fair	good	1*	Audit Commission District Performance Results and Audit Commission 2007 CPA scores county & unitary
17	More authorities on average than other regions in the top two categories													82% C/U - 67% D - 14%
18	All authorities will have a positive rating attached to LAA partnership working, as assessed by CAA.													Audit Commission District Performance Results and Audit Commission 2007 CPA scores county & unitary
19	No authority scoring less than 3 overall on use of Resources by the end of 2010/11.	3 or 4	4	3	3	2	3	3	3	3	3	3	3	91%
20	All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.	improving well or strongly, or positive	improving strongly	positive	positive	positive	improving adequately	positive	positive	not scored	positive	improving well	improving well	Audit Commission 2007 CPA scores county & unitary, Fire and Rescue Performance Assessment scores 2007, EMIP Measures of Success Report
21	100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement	Yes	Yes	Yes	Yes	No	Yes	No	No	Yes	No	No	No	45%
22	Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities	Member and Officer	Member	Officer	Officer	None	Member and Officer	Officer	None	None	Officer	Officer	None	9%
23	All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA.													
Innovation and Transformation														
24	The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011	Positive improvement	67%	73%	74%	72%	65%	84%	88%	75%	77%	87%	76%	2006-07 Best Value General Survey, % of residents very or fairly satisfied with their local area as a place to live
25	100% of councils will have undertaken a Business Improvement Training Programme	Yes	Yes	Yes	?	Yes	Yes	Yes	?	?	Yes	?	?	55%
26	The region will capture £142m of business improvement savings over 3 years													BIT NVQ or LGEM SPRINT training

D/U C
40% 63%

Key

	Validated
	Amended

East Midlands

Improvement and Efficiency Partnership

Progress against Improvement Targets - LINCOLNSHIRE SUMMARY

Target		Jun-08 Baseline	Apr-09	Apr-10	Apr-11
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				
2	All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.	100%			
3	All relevant authorities should be at level 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11	100%			
4	All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011.	25%			
5	Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11	27%			
6	Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils	D/U = 37%, C = unknown			
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)				
Capacity Building					
8	All authorities at Equalities Standard Level Three or better by 2010/11.	0%			
9	All authorities to have achieved full authority IIP status, and retained it, by 2010/11.	38%			
10	60% of councils will have achieved the member development charter by 2010/11	13%			
11	The average number of days lost through sickness will be best quartile	27%			
Efficiency					
12	Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum	£ -			
13	Each authority to have made significant contributions to efficiency as evidenced by NI 179	100%			
14	80% of authorities to have over achieved this target as described in NI 179	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.	44%			
Driving Self Improvement of Authorities and Partnership					
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	67%			
17	More authorities on average than other regions in the top two categories	C/U - 0%, D - 14%			
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.	78%			
20	All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.	80%			
21	100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement	78%			
22	Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities	33%			
23	All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA.				
Innovation and Transformation					
24	The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011	75%			
25	100% of councils will have undertaken a Business Improvement Training Programme	33%			
26	The region will capture £142m of business improvement savings over 3 years				
Number of targets achieved		4			
% of targets achieved		15%	0%	0%	0%

2008 DATA SHEET - LINCOLNSHIRE

	Data target	Lincoln City Council	West Lindsey DC	East Lindsey DC	Lincolnshire PARN	Basen BC	South Kesteven DC	Lincolnshire County Council	South Holland DC	North Kesteven DC	Performance against target	Source - 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.											Please see LAA analysis spreadsheet	
2	All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.	2						2			100%	2007 CPA scores for single tier and county councils	
3	All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11	2						3			100%	2007 CPA scores for single tier and county councils	
4	All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011 (recycling and composting of household waste – at least 40% by 2010, 45% by 2015 and 50% by 2020)	40%	36%	33%	37%		26%	32%	40%	23%	55%	BV82ai + BV82bi, 2006-07	
5	Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11	Positive improvement	28%	28%	25%		23%	26%	23%	31%	33%	2006-07 Best Value General Survey, % of residents very or fairly well satisfied with the opportunities for participation in local decision-making provided by their Council	
6	Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils	20% improvement	31%	37%	38%		40%	39%		35%	40%	2007 English local election statistics, Adjusted turnout (Electoral commission website). Turnout for the 2005 county council elections taken from council websites.	
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)												
Capacity Building													
8	All authorities at Equalities Standard Level Three or better by 2010/11.	3	2	1	2	1	2	1	1	1	0%	Equality Standard level 2007, Mark Edgell, IDeA	
9	All authorities to have achieved full authority IIP status, and retained it, by 2010/11.	Yes	No	No	No	Yes	No	No	Yes	Yes	38%	Sam Maher at LGEM has a 2 year old list, which may be updated	
10	60% of councils will have achieved the member development charter by 2010/11	Yes	No	No	No	No	No	No	No	Yes	13%	Sam Maher at LGEM	
11	The average number of days lost through sickness will be best quartile	8.09	10.88	10.86	10.97		8.5	7.57	9.68	9.09	7.81	27%	BVPI 12, 2006-07 data, Best value data, Audit Commission
Efficiency													
12	Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum		-£488,026	-£90,269	-£669,009		-£634,484	-£778,002	-£13,714,155	-£604,660	-£613,427	£ -	AES Backward Statements 2006/07, AES Forward Statements 2007/08; Authorities can carry forward efficiency gains if they are cashable, ongoing and are greater than 7.5% of the 2004-05
13	Each authority to have made significant contributions to efficiency as evidenced by NI 179	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	100%	This measure looks at whether all authorities achieved their target - 'Significant' is defined as cashable, ongoing gains that exceed the 7.5% of the 2004-05 baseline expenditure
14	80% of authorities to have over achieved this target as described in NI 179	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	100%	This measure looks at how many authorities exceeded their efficiency target
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.	3 or 4, not 1	2	2	3		3	2	2	3	3	44%	Audit Commission District Performance Results
Driving Self Improvement of Authorities and Partnership													
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	3*, 4*, excellent, good or fair	fair	fair	weak	poor	fair	fair	2*	fair	good	67%	Audit Commission District Performance Results and Audit Commission 2007 CPA scores county & unitary
17	More authorities on average than other regions in the top two categories											C/U - 0%, D - 14%	Audit Commission and see EMRIES for comparison to other regions
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.	3 or 4	3	3	3	3	2	2	3	3	3	78%	Audit Commission District Performance Results and Fire and Rescue Performance Assessment Scores 2007
20	All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.	improving well or strongly, or positive	not scored	positive	not scored	improving adequately	positive	not scored	improving well	not scored	positive	80%	Audit Commission 2007 CPA scores county & unitary, Fire and Rescue Performance Assessment scores 2007, EMIP Measures of Success Report
21	100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	78%	Corporate type peer review in 06/07 or 07/08, Mark Edgell, IDeA
22	Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities	Member and Officer	None	Officer	Member and officer	Officer	Officer	Officer	Member and officer	Member and officer	Officer	33%	Accredited peers in the East Midlands, Mark Edgell, IDeA
23	All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA.												
Innovation and Transformation													
24	The satisfaction rate with East Midlands authorities will be improving, as measured by the National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2006-2011	Positive improvement	66%	81%	80%		62%	79%	77%	75%	83%	75%	2006-07 Best Value General Survey, % of residents very or fairly satisfied with their local areas as a place to live
25	100% of councils will have undertaken a Business Improvement Training Programme	Yes	Yes	?	?	?	Yes	?	?	?	Yes	33%	BIT NVO or LGEM SPRINT training
26	The region will capture £142m of business improvement savings over 3 years												

Key

	Validated
	Amended

East Midlands

Improvement and Efficiency Partnership

Progress against Improvement Targets - NORTHAMPTONSHIRE SUMMARY

Target	Jun-09 Baseline	Apr-09	Apr-10	Apr-11
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				
2 All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.	100%			
3 All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11	100%			
4 All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011.	38%			
5 Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11	27%			
6 Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils	DU = 39%, C = unknown			
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)				
Healthy Living				
8 All authorities at Equalities Standard Level Three or better by 2010/11.	22%			
9 All authorities to have achieved full authority IIP status, and retained it, by 2010/11.	75%			
10 60% of councils will have achieved the member development charter by 2010/11	13%			
11 The average number of days lost through sickness will be best quartile	18%			
Efficiency				
12 Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum	£ -			
13 Each authority to have made significant contributions to efficiency as evidenced by NI 179	100%			
14 80% of authorities to have over achieved this target as described in NI 179	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.	22%			
Driving Self Improvement of Authorities and Partnership				
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	56%			
17 More authorities on average than other regions in the top two categories	CU - 6%, D - 29%			
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.	67%			
20 All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.	40%			
21 100% of authorities having a peer review in each two year period, to ensure the sector is driving improvement	22%			
22 Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities	33%			
23 All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA.				
Innovation and Transformation				
24 The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011	71%			
25 100% of councils will have undertaken a Business Improvement Training Programme	67%			
26 The region will capture £142m of business improvement savings over 3 years				
	Number of targets achieved	4		
	% of targets achieved	15%	0%	0%

2008 DATA SHEET - NORTHAMPTONSHIRE

	Data target	County BC	Wellingborough BC	Northamptonshire F.R.R.	Northampton BC	South Northamptonshire BC	Kettering BC	East Northamptonshire Council	East Northamptonshire County Council	Performance against target	Source - 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.										Please see LAA analysis spreadsheet		
2	All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.	2							2	100%	2007 CPA scores for single tier and county councils		
3	All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11	2							2	100%	2007 CPA scores for single tier and county councils		
4	All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011 (recycling and composting of household waste – at least 40% by 2010, 45% by 2015 and 50% by 2020)	40%	31%	30%		37%	41%	45%	47%	28%	39%	38%	BV82ai + BV82bi, 2006-07
5	Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11	Positive improvement	36%	28%		19%	31%	24%	27%	25%	26%	27%	2006-07 Best Value General Survey, % of residents very or fairly well satisfied with the opportunities for participation in local decision-making provided by their Council
6	Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils	20% improvement	36%	43%		35%	47%	40%	36%	36%		D/U = 39%, C = unknown	2007 English local election statistics, Adjusted turnout (Electoral commission website). Turnout for the 2005 county council elections taken from council websites.
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)												
Capacity Building													
8	All authorities at Equality Standard Level Three or better by 2010/11.	3	2	1	3	1	0	1	2	2	3	22%	Equality Standard level 2007, Mark Edgell, IDEa
9	All authorities to have achieved full authority IIP status, and retained it, by 2010/11.	Yes	Yes	Yes		No	Yes	Yes	Yes	Yes	No	75%	Sam Maher at LGEM has a 2 year old list, which may be updated
10	60% of councils will have achieved the member development charter by 2010/11	Yes	No	No		No	No	Yes	No	No	No	13%	Sam Maher at LGEM
11	The average number of days lost through sickness will be best quartile	8.09	8.13	10.9		11.38	12.15	10.25	12.85	7.09	8.95	18%	BVPI 12, 2006-07 data, Best value data, Audit Commission
Efficiency													
12	Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum		-£223,291	-£570,262		-£233,176	-£272,640	-£703,301	-£555,837	-£370,603	#####	£ -	AES Backward Statements 2006/07, AES Forward Statements 2007/08; Authorities can carry forward efficiency gains if they are cashable, ongoing and are greater than 7.5% of the 2004-05
13	Each authority to have made significant contributions to efficiency as evidenced by NI 179	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes	100%	This measure looks at whether all authorities achieved their target - 'Significant' is defined as cashable, ongoing gains that exceed the 7.5% of the 2004-05 baseline expenditure
14	80% of authorities to have over achieved this target as described in NI 179	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes	100%	This measure looks at how many authorities exceeded their efficiency target
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.	3 or 4, not 1	2	2	3	2	2	3	2	2	2	22%	Audit Commission District Performance Results
Driving Self Improvement of Authorities and Partnership													
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	3*, 4*, excellent, good or fair	weak	excellent	weak	poor	fair	good	fair	fair	2*	58%	Audit Commission District Performance Results and Audit Commission 2007 CPA scores county & unitary
17	More authorities on average than other regions in the top two categories											C/U - 0%, D - 29%	Audit Commission and see EMRIES for comparison to other regions
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.	3 or 4	3	2	3	1	3	3	2	3	3	67%	Audit Commission District Performance Results and Fire and Rescue Performance Assessment Scores 2007
20	All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.	improving well or strongly, or positive	positive	not scored	improving adequately	little progress made	positive	not scored	not scored	not scored	improving adequately	40%	Audit Commission 2007 CPA scores county & unitary, Fire and Rescue Performance Assessment scores 2007, EMIP Measures of Success Report
21	100% of authorities having a peer review in each two year period, to ensure the sector is driven for improvement	Yes	Yes	Yes	No	No	No	No	No	No	No	22%	Corporate type peer review in 06/07 or 07/08, Mark Edgell, IDEa
22	Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities	Member and Officer	Officer	Officer	Officer	Member and officer	None	Member and officer	Member	None	Member and officer	33%	Accredited peers in the East Midlands, Mark Edgell, IDEa
23	All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA.												
Innovation and Transformation													
24	The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011	Positive improvement	57%	67%		64%	85%	73%	78%	73%	71%	71%	2006-07 Best Value General Survey, % of residents very or fairly satisfied with their local area as a place to live
25	100% of councils will have undertaken a Business Improvement Training Programme	Yes	Yes	Yes	?	?	?	Yes	Yes	Yes	Yes	67%	BIT NVQ or LGEM SPRINT training
26	The region will capture £142m of business improvement savings over 3 years												

D/U C
39% unknown

Key

	Validated
	Amended

East Midlands

Improvement and Efficiency Partnership

Progress against Improvement Targets - NOTTINGHAMSHIRE SUMMARY

Target	Jun-08 Baseline	Apr-09	Apr-10	Apr-11
Better outcomes for people and places				
1 All stretch targets established under the LAA/MAA regime need to demonstrate a minimum level of 90% 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%			
3 All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11.	100%			
4 All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011.	11%			
5 Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11	28%			
6 Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils.	DU = 40%, C = 59%			
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)				
Capacity Building				
8 All authorities at Equalities Standard Level Three or better by 2010/11.	30%			
9 All authorities to have achieved full authority IIP status, and retained it, by 2010/11.	80%			
10 60% of councils will have achieved the member development charter by 2010/11	0%			
11 The average number of days lost through sickness will be best quartile	18%			
Efficiency				
12 Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum	£ 223,290			
13 Each authority to have made significant contributions to efficiency as evidenced by NI 179	100%			
14 80% of authorities to have over achieved this target as described in NI 179	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.	70%			
Driving Self Improvement of Authorities and Partnership				
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	90%			
17 More authorities on average than other regions in the top two categories	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.	90%			
20 All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.	63%			
21 100% of authorities having a peer review in each two year period, to ensure the sector is driven for improvement	50%			
22 Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities	30%			
23 All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA.				
Innovation and Transformation				
24 The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011	72%			
25 100% of councils will have undertaken a Business Improvement Training Programme	50%			
26 The region will capture £142m of business improvement savings over 3 years				
Number of targets achieved				
% of targets achieved		0%	0%	0%

2008 DATA SHEET - NOTTINGHAMSHIRE

Measure	Data target	Nottinghamshire County Council	Newark & Sherwood DC	Bassettville DC	Gedling BC	Rushcliffe BC	Ashfield DC	Mansfield DC	Nottingham City Council	Broxtowe BC	Nottinghamshire F&R	Performance against target	Source - 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.													Please see LAA analysis spreadsheet
2 All relevant authorities should be at level 2 or better in Adult Services by the end of 2010/11.	2	3							3			100%	2007 CPA scores for single tier and county councils
3 All relevant authorities should be at 2 stars (minimum) or equivalent in Children's Services by the end of 2010/11	2	2							2			100%	2007 CPA scores for single tier and county councils
4 All relevant authorities to have achieved the national milestone waste recycling targets set by government by 2011 (recycling and composting of household waste - at least 40% by 2010, 45% by 2015 and 50% by 2020)	40%	38%	26%	21%	37%	52%	28%	27%	22%	39%		11%	BV82ai + BV82bi, 2006-07
5 Citizen Engagement - Civic Participation in the local area will be improving as measured by the National Indicator 3 between 2008-11	Positive improvement	21%	30%	25%	30%	30%	28%	33%	24%	34%		28%	2006-07 Best Value General Survey, % of residents very or fairly well satisfied with the opportunities for participation in local decision-making provided by their Council
6 Improvement in voter turnout (annual and 4 year cycle elections). Target should be 20% improvement by 2011 for 90% of Councils	20% improvement	59%	40%	32%	42%	49%	43%	35%	34%	47%		D/U = 40%, C = 59%	2007 English local election statistics, Adjusted turnout (Electoral commission website). Turnout for the 2005 county council elections taken from council websites.
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)													
Efficiency/financing													
8 All authorities at Equalities Standard Level Three or better by 2010/11.	3	3	2	1	2	2	1	3	3	2	2	30%	Equality Standard level 2007, Mark Edgell, IDeA
9 All authorities to have achieved full authority IIP status, and retained it, by 2010/11.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	80%	Sam Maher at LGEM has a 2 year old list, which may be updated
10 60% of councils will have achieved the member development charter by 2010/11	Yes	No	No	No	No	No	No	No	No	No	No	0%	Sam Maher at LGEM
11 The average number of days lost through sickness will be best quartile	8.09	10.9	10.24	9.58	10.16	7.65	10.39	9.5	11.23	8.72		18%	BVPI 12, 2006-07 data, Best value data, Audit Commission
Efficiency													
12 Aggregate achievement of targets set under performance indicator NI 179 (efficiency) by end of 2010/11, estimated to be £384m per annum		-£17,235,040	-£971,551	£8,406	£71,179	-£776,726	-£852,179	£143,706	-£13,064,661	-£554,428		£ 223,290	See Analysis of Baseline Efficiency document
13 Each authority to have made significant contributions to efficiency as evidenced by NI 179	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	100%	This measure looks at whether all authorities achieved their target - 'Significant' is defined as cashable, ongoing gains that exceeded the 7.5% of the 2004-05 baseline expenditure
14 80% of authorities to have over achieved this target as described in NI 179	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	100%	This measure looks at how many authorities exceeded their efficiency target
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.	3 or 4, not 1	3	3	2	3	4	3	2	2	3	3	70%	Audit Commission District Performance Results
Driving Self Improvement of Authorities and Partnership													
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	3*, 4*, excellent, good or fair	3*	good	fair	good	good	good	good	2*	fair	fair	90% CU - 50%, D - 71%	Audit Commission District Performance Results and Audit Commission 2007 CPA scores country & unitary
17 More authorities on average than other regions in the top two categories													Audit Commission and see EMRIES for comparison to other regions
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.	3 or 4	3	3	3	3	3	2	3	3	3	3	90%	Audit Commission District Performance Results and Fire and Rescue Performance Assessment Scores 2007
20 All authorities to be classed as 'improving well or better' on the Direction of Travel assessment by the end of 2011.	improving well or strongly, or positive	improving adequately	positive	positive	positive	positive	not scored	positive	improving adequately	not scored	improving adequately	63%	Audit Commission 2007 CPA scores country & unitary, Fire and Rescue Performance Assessment scores 2007, EMIP Measures of Success Report
21 100% of authorities having a peer review in each two year period, to ensure the sector is driven for improvement	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	50%	Corporate type peer review in 06/07 or 07/08, Mark Edgell, IDeA
22 Each authority to offer at least one peer officer and peer member to be accredited for support and challenge in other authorities	Member and Officer	Officer	Officer	Member and officer	Officer	Member and Officer	None	Officer	Member and officer	Officer	None	30%	Accredited peers in the East Midlands, Mark Edgell, IDeA
23 All authorities to have achieved ratings of Amber/Green on their annual area risk assessments for each area covered by a LAA.													
Innovation and Transformation													
24 The satisfaction rate with East Midlands authorities will be improving, as measured by the new National Survey of Public Views on Local Services (National indicator 5 overall/general satisfaction with local area) between 2008-2011	Positive improvement	74%	80%	65%	77%	86%	61%	69%	61%	76%		72%	2006-07 Best Value General Survey, % of residents very or fairly satisfied with their local area as a place to live
25 100% of councils will have undertaken a Business Improvement Training Programme	Yes	?	Yes	?	Yes	?	?	Yes	Yes	Yes	?	50%	BIT NVQ or LGEM SPRINT training
26 The region will capture £142m of business improvement savings over 3 years													

Key

	Validated
	Amended