

New Performance Framework

&

Community Led Planning

rsnonline
RURAL SERVICES NETWORK

Contents

Introduction	4
New performance framework	5
Sustainable Community Strategy	5
National Indicator Set	7
Local Development Framework.....	7
Local Economic Assessment.....	8
Local Area Agreement.....	9
Comprehensive Area Assessment	10
Sub County or District Community Led Planning.....	11
National Improvement and Efficiency Strategy and the Regional Improvement and Efficiency Partnerships	11
Government Offices	12
Other Initiatives	13
Beacon Council and Local Innovation Awards Scheme	13
Peer Review	14
Total Place	14
Performance Framework for Town and Parish Councils.....	16
Developing a benchmarking service for town and parish councils	18
Using performance indicators to underpin community led planning	19
Disaggregated National Indicators	19
National Indicators that cannot be (or are not easily) disaggregated.....	20
Mutual benefits and opportunities arising from Community Led Planning (CLP).....	21
Toolkits	24
Town Action Planning Framework.....	24
Toolkit for Sustainable Rural Communities	25
General Analysis	26
Other toolkits	27
Locality Self Evaluation, IDeA/LGA.....	27
Practical guide to stimulating entrepreneurship in rural areas	27
First Stop Local Shop	28
Toolkit for facilitating rural delivery, IDeA.....	28
Food Tourism Toolkit.....	28
Green Audit toolkit for tourism businesses.....	28
The pub is the hub: A good practice guide.....	28
Local Food Enterprise.....	29
Social Enterprise Toolkit for Community Food Projects.....	29
Wheels to work good practice guide	29
Going Carbon Neutral - Our footprint our journey: the Ashton Hayes toolkit	29
Rural Sport and Recreation Toolkit.....	29
East of England Sustainable Development Toolkit for policy and project appraisal	29
Rural Crime reduction toolkit.....	29
Rural-Proofing Toolkit for Health Services	29
Stewardship Toolkit for Rural Churches	30
Wired Up Communities Practitioners Toolkit.....	30

New Performance Framework & Community Planning

Market Town Retail Distinctiveness Toolkit.....	30
Resources.....	31
One Place.....	31
Local Priorities.....	31
The Places Community.....	31
Places analytical windows.....	31
Floor Targets Interactive (FTI).....	31
State of the Cities database.....	31
Places Database.....	31
Places Analytical Tool (PAT).....	32
Community Maps: Digital and Social Geographies of Great Britain.....	32
Data4nr.net.....	32
Indices of Multiple Deprivation.....	32
Neighbourhood Statistics.....	32
Data Interchange Hub (the Hub).....	32
Recommendations.....	33
Appendix A – National Indicator Set.....	34
Appendix B – Suggested Town and Parish Council Performance Indicator Benchmarking Set.....	48
Appendix C: Beacon Council Themes and Award Winners.....	52
Appendix D: Regional Improvement and Efficiency Partnerships.....	62

Introduction

The performance frameworks used in localities, predominantly related to local authorities or partnerships, can seem complex to market town initiatives (MTI's). Nationally there is an emphasis towards community engagement and an increasing focus on locality and customers. Market town initiatives, individuals and organisations can however find it difficult to know where, how and when to contribute to mechanisms designed to measure performance and increase the sustainability of an area.

Market town initiatives using the Town Action Planning Framework will want to understand what information is currently available to local strategic partnerships which may be helpful to them. In turn market town initiatives are well placed to contribute local knowledge and information to supplement other analysis available to local strategic partnerships.

This paper seeks to explain the local performance framework used by principal local authorities (County, District and Unitary Councils) and local strategic partnerships, and to review and compare the toolkits used by market town initiatives and other bodies seeking to analyse and improve sustainability in rural areas and market towns. It also identifies useful resources available to MTI's and makes recommendations to improve understanding and promote more supportive partnership working between Market Town Initiatives, Local Authorities and Local Strategic Partnerships.

New performance framework

The performance framework for localities has evolved throughout the life of the current Government. Starting from an emphasis on the performance of organisations, there is now an imperative for partnership and cooperation between the public, private, voluntary and community sectors. Greater emphasis on empowerment and engagement of citizens has followed a drive for quality public services and increased customer focus.

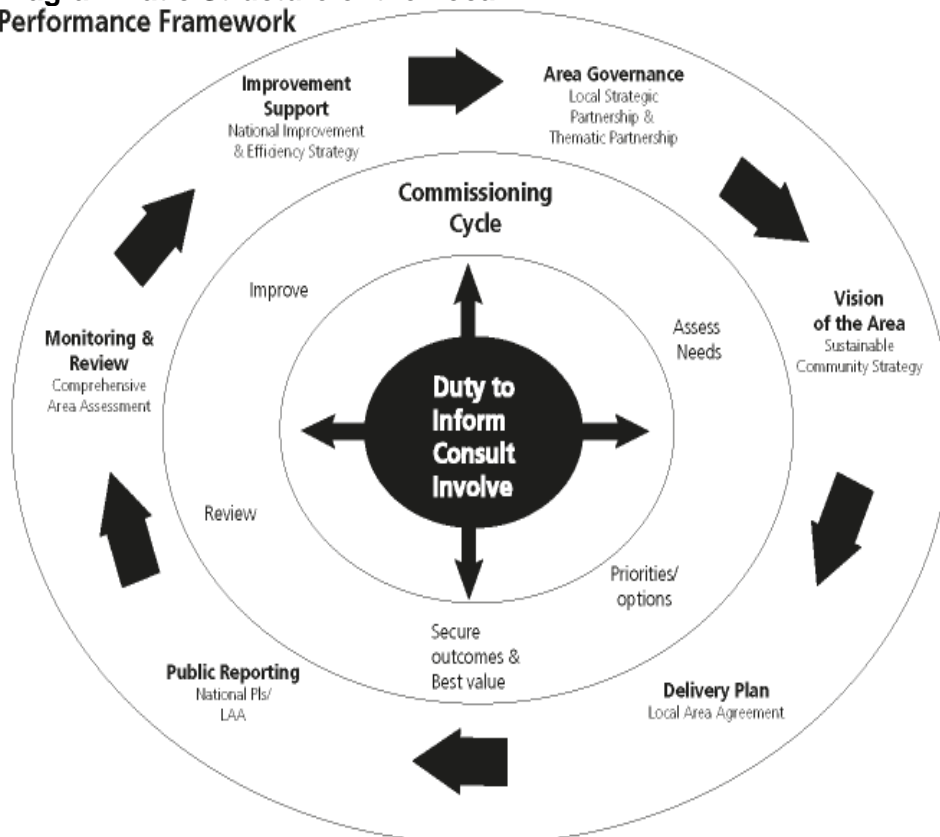
Sustainable Community Strategy

The vision for a locality is set out in the **Sustainable Community Strategy (SCS)** which each **local strategic partnership (LSP)** should produce. This strategy reflects the priorities and delivery mechanisms of the local authority and their partners. The local authority is the lead body for the production of the strategy and is required to consult widely with the local community in its production. Section 4 of the Local Government Act requires each principal authority, whether district, county, or unitary, to produce a sustainable community strategy to promote or improve the wellbeing of the area.

Typically each strategy will set out the strategic direction over a 10-20 year period and needs to be backed by clear evidence and analysis. It should be possible to clearly understand the distinctiveness of an area, backed by solid evidence to demonstrate need. The strategy should aim to tackle difficult and cross cutting issues which ultimately require the intervention of more than one agency in providing solutions. Typically an SCS seeks to cover issues such as cohesion, climate change, social exclusion and economic prosperity where these present challenges in the local community.

The Sustainable Community Strategy is the successor for the 'community plan' which was introduced as a requirement alongside the Neighbourhood Renewal programme in 2001.

Figure 1
Diagrammatic Structure of the Local Performance Framework



Source: *Creating Strong, Safe and Prosperous Communities*

Although the Sustainable Community Strategy is expected to follow broad guidelines on content, it does not have to be submitted to Government, nor is it evaluated in other ways. Its value is seen primarily as a vehicle for consulting local people and partners on the long term priorities for an area. It is, however, a key strategic document which will be used as background for assessments such as Comprehensive Area Assessment and provides a policy framework for:

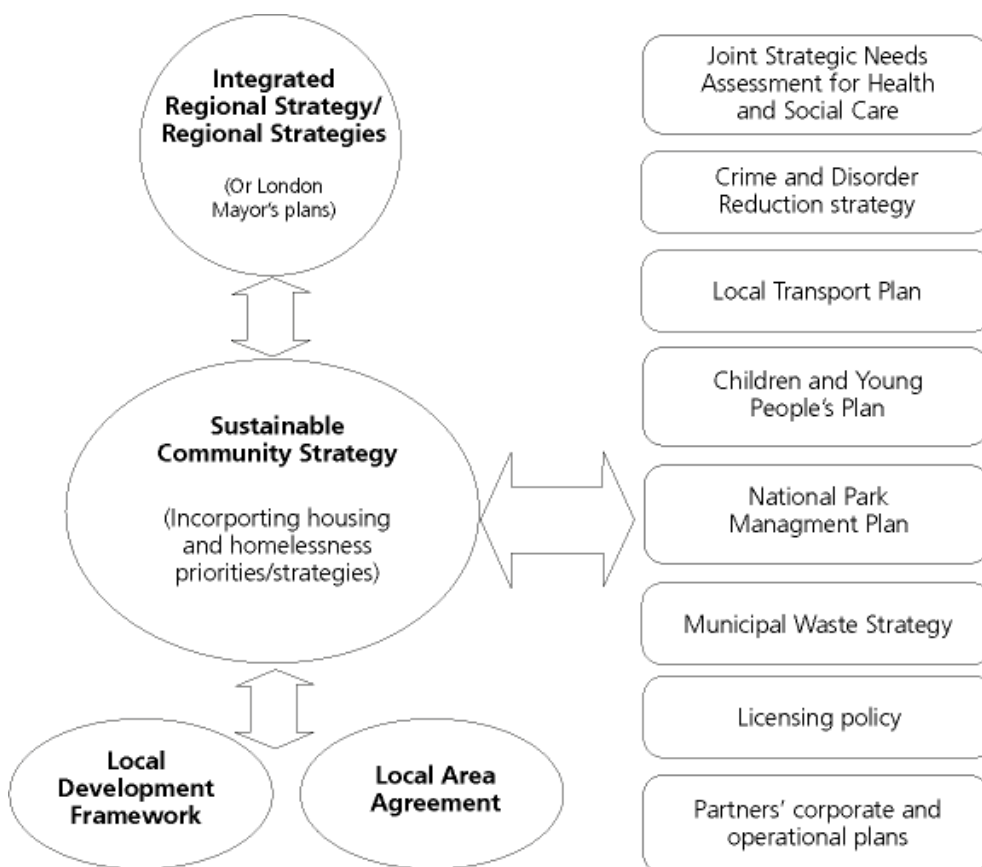
- Strategies at a higher geographic level such as sub regional plans or multi area agreements
- The Core Strategy within the Local Development Framework (the spatial and land use plan for the area)
- The three year outcomes and targets within the Local Area Agreement (which, in part, is a delivery mechanism for the main priorities of the SCS).

Alongside the introduction of the best value methodology within local government, a comprehensive suite of performance indicators were introduced subsequently known as 'best value performance indicators' (BVPI). These were used for benchmarking purposes between councils and for the production of national league tables. Subsequently over time the burden of the performance monitoring regime came in for significant criticism as Government departments sought to add to the suite of indicators each year alongside new policy initiatives.

National Indicator Set

Subsequently the national **Comprehensive Spending Review** set down national priorities focused on cross cutting outcomes and sought to reduce the competition between government departments. To underpin the priorities of the Comprehensive Spending Review a **Single Set of 198 National Indicators** were established to replace the best value performance indicators (see Appendix A) These National Indicators sought to cover all the national priority outcomes which local authorities must deliver either individually, or within partnerships. The indicators were implemented from April 2008 and used over a three year period to underpin the Local Area Agreement.

Figure 2: Strategic Planning Framework



Source: *Creating Strong, Safe and Prosperous Communities*

Local Development Framework

The **Local Development Framework** is not a single document, but a collection of documents produced by the local planning authority which forms the spatial planning strategy for the area. At the heart of the LDF is the Core Strategy which sets out the vision, strategic objectives and delivery strategy. The Core Strategy sits alongside the Sustainable Community Strategy as the spatial expression of the contents of the SCS.

In addition to the Core Strategy the LDF will include one or more statutory development plan documents that are used to control development and determine planning applications. These might also include area action plans (AAPs) or supplementary development documents (SSDs) which set down planning requirements in more detail.

Local Economic Assessment

A new requirement being introduced in April 2010 falls on county and unitary authorities to produce a **Local Economic Assessment** to inform county, unitary and district council's sustainable community strategies. County Councils have a duty to involve the District Councils in their area in the preparation of the LEA and the District Councils have a duty to co-operate.

The LEA is designed to:

- Provide a sound understanding of the economic conditions in the area and how they affect residents and businesses.
- Identify the comparative strengths and weaknesses of the local economy and the nature and form of local economic challenges and opportunities.
- Identify the local economic geography, including the economic linkages between the area being assessed and the wider economy.
- Identify the local constraints to economic growth and employment and the risks to delivering sustainable economic growth.

Local economic assessments are expected to address a core set of themes including:

- structure of the local economy
- overall economic competitiveness of an area
- enterprise and innovation, business needs
- labour market
- skills
- economic inclusion
- environmental sustainability; and
- housing and infrastructure

Local authorities may also supplement the core set with locally significant themes.

An important element of the proposed Local Economic Assessment is that authorities must cooperate to ensure that LEA's for neighbouring areas reflect economic flows between areas. Assessments should also draw on local evidence bases and data from regional and sub regional partners and should inform the Local Development Framework.

Local businesses and business representatives are expected to be fully involved in the preparation of the assessment, together with parish and town councils and statutory environmental advisers. The first LEA's are expected to be drawn up within the first six to nine months of the duty so that the assessments are able to inform the preparation of the next suite of LAA's for the period 2011-12 to 2013-14.

Local Area Agreement

The **Local Area Agreement (LAA)** sits at the heart of the performance framework as the agreement between central government, local authorities and partners to improve services and the quality of life in an area. Each LAA has up to 35 national priority targets, subject to performance monitoring by Government. The LSP may also agree additional targets within the LAA to support improved local delivery and outcomes related to the SCS.

Local Area Agreements are drawn up at the county or unitary level only. District councils are statutory partners to their county LAA. Parish councils are not statutory partners but may seek to be involved along with other partners such as Market Town Initiatives.

At the heart of the LAA is the concept of 'additionality' with partners within the LAA committing to carry out actions and deliver outcomes above and beyond what that organization would do as a normal part of their business. Local area agreements are underpinned by a duty on named public sector bodies to cooperate to determine LAA targets and to have regard to those targets in their corporate business.

Figure 3: Statutory Partners to Local Area Agreements

Arts Council	Museums, Libraries and Archives Council
The Broads Authority	National Park Authorities
Chief Officer of Police	Natural England
District authorities	NHS Foundation Trusts
English Heritage	NHS Health Trusts
The Environment Agency	Police authorities
Fire and rescue authorities	Primary Care Trusts
Health and Safety Executive	Local Probation Boards; Probation Trusts and other providers of probation services
The Highways Agency	Regional Development Agencies
Jobcentre Plus	Sport England
Joint Waste Authorities	Transport for London
Joint Waste Disposal Authorities	Youth Offending Teams
The Learning and Skills Council in England	Any other organisations added by an order under section 104(7) of the Act or by primary legislation
Metropolitan Passenger Transport Authorities	

Partners such as Market Town Initiatives who may wish to participate in the preparation and delivery of LAA targets may do so even though they are not named in the Act as statutory partner authorities.

Local authorities must consult a wide range of people and bodies in drawing up the LAA but even if not consulted directly MTI's should inform the responsible local authority or partner authority as early as possible that they wish to be involved.

Involved MTI's will have an opportunity to contribute to the target selection within the LAA and to the decision as to which partners will contribute to deliver specific targets.

Examples of current LAAs are contained within the refreshed LAA Tracker at <http://www.idea.gov.uk/idk/aio/10958567>

Comprehensive Area Assessment

Comprehensive Area Assessment was introduced in April 2009 as the successor to Comprehensive Performance Assessment. CAA has four elements:

- an area risk assessment identifying risks to outcomes and the effectiveness of their management;
- a scored use of resources judgement for each public body in the area;
- a scored direction of travel judgement for each principal local authority in the area; and
- publication of performance data for each area against the set of national indicators.

CAA assessment centres on the vision for an area and is outcomes focused. Trailed as a much lighter touch assessment, CAA enjoyed a wide degree of support in its development given its focus on an area rather than an organisation. However analysis by the Local Government Association¹ revealed that whilst 63 per cent of respondents agreed that CAA had focused on the highest priorities for areas, 66 per cent of respondents disagreed that the burden of inspection was being reduced as a consequence of CAA, and only 36 per cent of respondents believed that inspectorates were focusing on future prospects.

¹ Comprehensive Area Assessment – how is it measuring up so far?, Local Government Association, 2009

Sub County or District Community Led Planning

The processes described above (Sustainable Community Strategy, National Indicator Set, Local development Framework, Local Economic Assessment, Local Area Agreement and Comprehensive Area Assessment) all operate at the District or County level. Beneath them at local level are Parish Plans, but there is no requirement for any form of Community Led Planning at the Sub County or District.

As the RSN commented in its short paper to AMT on trends and policy issues “For many there is concern that Local Area Agreement delivery – which is measured across a county area – will be concentrated in the County and larger population towns (where delivery is both easier and less costly) at the expense of more remote Market Towns and their hinterlands where proportionate impact will not be achieved”.

It is at the Market Town and Hinterland level that the opportunity exists to merge Parish plans with Town Action Planning to create sub (County or District as the case may be) Community Led Plans including the development of a Benchmarking Service for Parish/Town Council services integrated with Town Action Planning Frameworks.

The new Unitary Councils formed in April 2009 all put forward proposals for community engagement at the local level and those Joint Boards or Committees need to be incorporated into the Community Led Planning processes

National Improvement and Efficiency Strategy and the Regional Improvement and Efficiency Partnerships

The new performance framework for localities introduces a co-ordinated approach to support and intervention in local areas. The Communities and Local Government Department (CLG) and Local Government Association (LGA) published a **National Improvement and Efficiency Strategy** in December 2007 to provide a stronger focus on supporting local authorities and their partners in achieving the priorities agreed through LAAs and meeting ambitious efficiency targets for local spending. Devolved funding packages of up to £185m were put in place for the period 2008-11, part of a total £380m devolved to the local government sector for improvement. **Regional Improvement and Efficiency Partnerships (RIEPs)**, which are partnerships of local authorities including fire and rescue authorities, were established to work together at regional and sub-regional levels to support improved efficiencies, performance improvement and support innovative approaches to service delivery. The nine RIEPs (Appendix D) have used the devolved funding packages to provide regional support to local authorities on cross cutting issues such as accelerating efficiency gains, supporting safeguarding for children and older people, and general programmes designed to support

the improvement agenda on issues such as LSP development, procurement skills, cohesion programmes etc.

Government Offices

The final key partner in the performance framework is the network of **Government Offices (GOs)** within the regions. The GOs have a major part to play in the negotiation and agreement of targets for inclusion in LAAs, and meet regularly with LSPs to oversee the negotiation, management and monitoring of the Local Area Agreements. The Government has sought to give local authorities more control over the use of resources by moving over £5bn into general grants which are not ring fenced. This gives greater flexibility to local authorities to allocate non-ring fenced resources within the LAA to priorities – although it has to be acknowledged that this means reducing resources in the other service areas to which they were previously ring fenced.

Government retains its powers to intervene formally where problems are severe as shown for example with the child protection service in Haringey. Government Offices also work with LSPs to ensure that the partnerships structures are robust and that partners are all involved and engaged within the LSP and critically, the LAA. Critically, GOs help LSPs and partners in negotiation of improvement or stretch targets within the LAA, where the LSP is committing to improve performance and receive a financial reward (Performance Reward Grant) for achievement of that goal at the end of the LAA period.

Other Initiatives

Beacon Council and Local Innovation Awards Scheme

The Beacon Council Scheme was introduced in 1999 to identify excellence in local government. A competitive award scheme, it was open to all local authorities in England to apply except those authorities who received a poor or 0 star rating at Comprehensive Performance Assessment. In 2003 the scheme was extended to include police, fire, national park, waste management and passenger transport service organisations. The Beacon Council Panel each year chose around ten themes related to policy priorities.

Applications were invited from single authorities or as joint applications with other authorities and all applications were assessed by the Beacon Advisory Panel. Applicants had to meet three criteria to be considered for the award:

- judged to have an excellent or innovative service in the nominated theme
- have good overall corporate performance judged by a range of evidence including national performance measures and the results of recent service inspections across the board; and
- show how they would offer opportunities for others to learn from their good practice – the ‘dissemination’ criterion.

Beacon status was awarded for one year and the local authority could use the Beacons logo on promotional materials and stationery, and given a modest financial award, to contribute towards the costs of dissemination.

The Beacon Council Scheme ran for 10 years and the themes covered during this period and the award winners are listed in Appendix C.

The Beacon Council Scheme has now been superseded by the Local Innovation Awards Scheme. The focus is now on innovation and the themes are linked to the top 20 LAA priorities. The scheme also includes a new peer element, the ‘Challenge process’, where applicants present to a Peer Challenge Panel.

The scheme contains delivery themes, challenge themes and a new bright ideas category which focuses on innovation from the front line:

- Building economic resilience
- Keeping children and young people safe in the community
- Community safety, policing our communities together
- Taking control of care – empowering adults to control their own care
- Achieving more through partnerships

- Tackling challenging community issues using talents across the generations
- Bright ideas: achieving more through partnerships
- Bright ideas: building economic resilience
- Bright ideas: tackling challenging community issues
- Bright ideas: taking control of care

Peer Review

The Improvement and Development Agency (IDeA) runs a Peer Clearing House which recruits, accredits and places peers. It acts as a brokerage scheme for peers for IDeA and non-IDeA improvement projects in the local government sector.

Local government peers work on a variety of projects to help build capacity, confidence and sustainability by sharing knowledge and experience. The IDeA typically recruits peers from serving Members or officers, but from time to time requires peers from the voluntary and community sector or other areas to form challenge teams for LSPs or other reviews.

Teams of peers will use the methodology set down for different themed peer reviews or peer challenges and will visit organisations or areas to review written documentation and interview officers, Members and partners. The team will then reach a view, identify good practice and areas for action/review, and report their findings to the commissioning organisation/area.

Peer reviews or peer challenges coordinated by the IDeA include:

- Asset management peer review
- Corporate peer review
- Customer service peer review
- District peer review
- Diversity peer challenge
- Efficiency peer review
- LSP peer challenge
- Planning peer review
- Organisational productivity peer challenge
- Regulatory services peer challenge
- Safer communities peer challenge
- Strategic housing peer review
- Workforce improvement challenge

Total Place

Within the improvement agenda there has been a constant drive to secure efficiency savings and one way of doing this has been increased partnership working and potential shared services. A new initiative called **Total Place** is

being piloted by 13 areas. It seeks to look at how a 'whole area' approach to public services might lead to better services at a lower cost by identifying and removing overlap and duplication between organisations.

There are two main stages to applying Total Place principles. The first is to map all the financial resources flowing into or through a local area between central, regional and local bodies, and to chart links between the services provided. The second stage is to look at cultural issues or 'the way things get done here' to identify what helps or what may be a barrier to achieving success in the local area.

The pilot areas are:

- Birmingham
- Bradford
- Coventry, Solihull and Warwickshire
- Croydon
- Dorset, Poole and Bournemouth
- Durham
- Kent
- Leicester and Leicestershire
- Lewisham
- Luton and Central Bedfordshire
- Manchester City-Region including Warrington
- South Tyneside, Gateshead and Sunderland
- Worcestershire.

Several other areas, including Cumbria, Norfolk, Suffolk and Herefordshire, have been involved in pre-pilots. Other LSPs have been working on mapping and analysis of spend, or on alignment of budget processes between partners. The East of England RIEP, Improvement East has pledged to help every county or unitary LSP to initiate a Total Place related project.

The Central Bedfordshire and Luton pilot is looking at the theme of 'from dependence to self-reliance' taking account of the fact that a large amount of funding is used to support a small number of vulnerable people. Within the restricted economic climate the authorities are looking for innovative ways to support vulnerable people if public funding is reduced. One area currently being discussed is integrated offender management and access to benefits.

Most recently, emerging findings from the Total Place initiative has formed the evidence base for the commitments in Putting the Frontline First: smarter government on frontline flexibilities.

Performance Framework for Town and Parish Councils

Town and parish councils (known collectively as local councils) fall outside much of the performance management framework discussed in this paper. Whilst town and parish councils are important partners within a Local Strategic Partnership – where they are usually represented by their County Association - they do not have the same statutory framework as principal authorities (district, county and unitary authorities), though they do have the right to set a precept.

Town and parish councils will often have a direct relationship to Market Town Initiatives, either as initiating or accountable bodies, or as a significant partner body.

At the establishment of the best value initiative, it became a statutory duty on all principal authorities, as well as local councils (town and parishes) with a budgeted income of £500,000 or over in the years 1997/98, 1998/99, and 1999/00. Local councils below the threshold had to demonstrate the 'spirit' of best value.

Under best value, councils were required to:

- review services to ensure they were what the public wanted and valued
- compare performance to find whether other councils or service providers were doing things better
- learn from others providing better services.

41 local councils became subject to the requirements of best value, and during the intervening years some limited benchmarking was undertaken around a selection of (then) best value performance indicators and locally produced indicators of particular relevance to town and parishes.

A framework for benchmarking between local councils could be developed and the Rural Services Network would be interested in exploring (with AMT and NALC) ways in which this service could be provided to local councils on a subscription basis. Such a framework would recognise the different nature of local councils by providing a toolkit incorporating a database of indicators from which an individual council could select measures. These would reflect local services and priorities, and would enable comparative information to be collected from other councils with similar demographic characteristics. The framework would also incorporate information from other public services disaggregated to town and parish council level where possible. It would also be possible to correlate such a framework with Town Action Planning Framework (or similar) where employed at the Market Town level

Whilst it is clear that there are many examples of good practice performance management in town and parish councils, there are only limited examples of benchmarking amongst authorities. The very different nature of local councils and the lack of a legislative requirement to maintain a set suite of indicators (as principal authorities have) has resulted in a large number of performance indicators being monitored by individual councils but only limited benchmarking between town and parishes.

A review of town and parish performance plans reveals that significant efforts are being expended at a local level to monitor, manage and report on performance. This is more evident for those towns and parishes which have achieved 'Quality' status. A review of existing performance frameworks reveals a number of good practice examples and case studies. These have been collected together by NALC.²

Town and parish councils tend to vary in nature and size within a given area. Many large town councils provide similar services to small districts, and may have very similar budget levels. However different levels of service provision and different asset holdings across the town and parish 'family' mean that direct comparison can be difficult. There is no generally accepted model for grouping town and parish councils, and the creation of such a 'family' grouping system which identifies authorities with similar characteristics would assist benchmark comparisons.

In 2008, the Government updated its Quality Parish and Town Council Scheme which included performance criteria such as production of an annual report. There are now 133 Quality town and parish councils collectively producing examples of good practice in the field of performance management. However, there is no set of consistent indicators which would allow councils to compare with other similar authorities

A review of town and parish council performance plans reveals an extensive number of performance indicators. Whilst limited consistency is evident in the number and definition of indicators between authorities, it is clear that many recurring areas of performance are being managed. There is potential to provide a database of indicators which cover all aspects of performance, grouped according to service areas. Appendix B provides a list of performance indicators currently used by councils grouped over main areas of service.

Many town and parish councils have developed performance management frameworks over a number of years and are able to use past performance as a useful benchmark for setting future targets. There are examples of successful benchmarking at a local level such as the Welland Town Partnership report on town centre vitality but such examples are few and far between.

² http://www.nalc.gov.uk/Publications/Performance_Management_Case_Studies.aspx

Developing a benchmarking service for town and parish councils

There is clearly a well developed performance culture in many town and parish councils but an under developed framework for providing comparative benchmarked information.

The proposals in the following section are designed to add value to the work already being undertaken by town and parish councils in the area of performance management. This would also add value to the work underpinning Market Town Initiatives and the community led planning framework.

A local performance framework for town and parish councils should include the following components:

- A database of key performance indicators which cover all services provided by town and parish councils. This would use the groupings set out in Appendix B and be developed in partnership with town and parish councils.
- A benchmark service for a selection of 'key' indicators - councils which opt in would have access to benchmark information for the indicators.
- Information on performance standards for services where town or parish councils opt to 'top up' services provided by their principal authority.
- A model for identifying 'family' authorities for each town and parish council. The model would identify councils with similar populations within district/unitary rural classifications.
- An 'area profiling' database which would provide disaggregated data from other public services in the council's area. This would include an analysis of Place Survey results for the council compared with other areas within the same district and with 'family' authorities identified in the model outlined above.
- A finance and value for money toolkit which enables councils to compare precepts as well as other incomes and expenditures. The toolkit to be designed to reflect individual authority circumstances such as different levels of service and different asset levels.

In order to develop the performance framework, the Rural Services Network would propose to work with Action for Market Towns, NALC and a representative number of town and parish councils.

Using performance indicators to underpin community led planning

As the national indicator set are intended as a measure of effectiveness of public services in contributing to the social, economic and environmental wellbeing of communities, it would make sense to use these indicators to measure the effectiveness of Community Led Planning (CLP). However, a recent study commissioned by the Commission for Rural Communities (CRC)³ concluded that only a minority of indicators can be disaggregated to a spatial level below that of principal authority.

There is however a number of important national indicators as well as other performance measures which can be disaggregated at a parish and town council level. It is therefore conceivable to develop a framework in order to measure the outcomes from Community Led Planning incorporating the following aspects:

- a) **Disaggregated National Indicators** – wherever possible values for national indicators at parish and town council level will enable measurement of outcomes at the local level. It is also possible to compare these performance measures with other parishes within the principal authority area as well as with other ‘family’ parishes/towns through a benchmark group
- b) **National Indicators that can not be disaggregated** – though not directly applicable at a parish/town level these indicators nonetheless incorporate outcomes for the larger principal authority area which include the parish/town
- c) **Other systems providing local information and measures of public service performance**
- d) **Development of local town and parish council performance benchmarks building on performance mechanisms developed by the sector particularly best value authorities and quality councils**

Disaggregated National Indicators

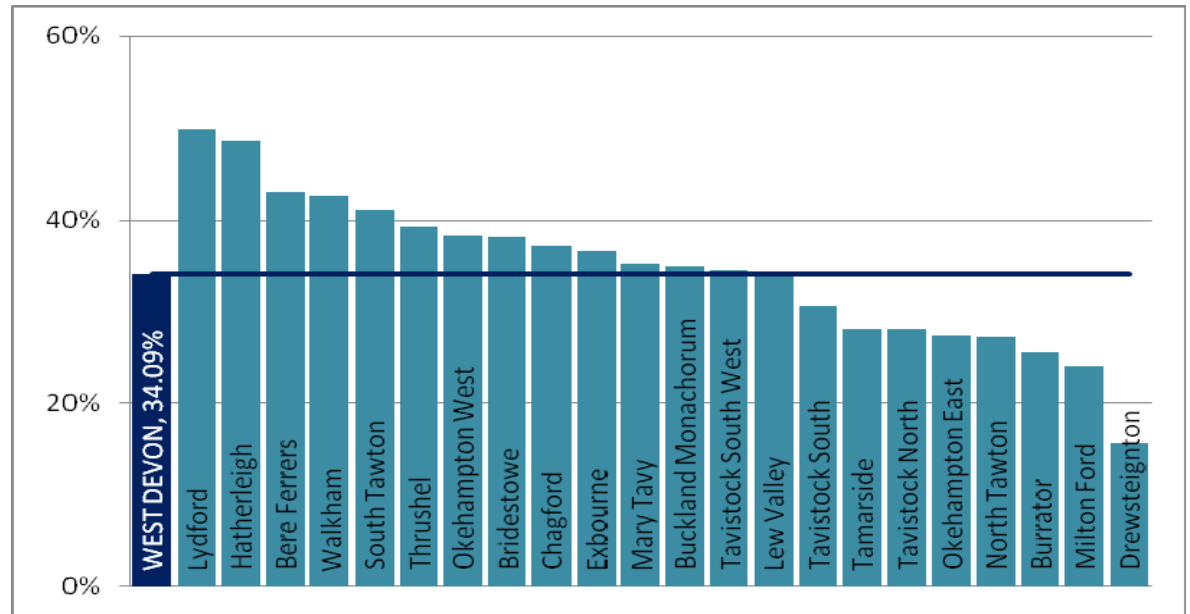
There are a small number of national indicators which can be disaggregated to town and parish level. These are those assessed as green or amber in the National Indicator Set report produced for the CRC³. For those indicators assessed as amber, work would need to be undertaken within Local Strategic Partnerships to disaggregate information to local council level.

³ *National Indicator Set – Tables Assessing their Potential for Spatial Disaggregation produced for the Commission for Rural Communities by Rural Innovation and Brian Wilson Associates*

The Rural Services Network has undertaken considerable work on disaggregating the information at a ward level which should enable comparison within principal authorities and between areas in different authorities with similar characteristics.

There are 18 Place Survey national indicators as well as other information, particularly concerning satisfaction with public services, which can be analysed at ward level as shown in the following graph.

NI27 - The percentage of people agree with the statement that 'The police and local council seek people's views about the anti-social behaviour and crime issues that matter in this area'?



The graph shows information at principal authority level as well as disaggregated values for each ward. It would be possible to disaggregate the data to individual parish areas and compare the information with other parishes both within and outside the area. This type of analysis can be undertaken for any indicator or measure which is capable of being disaggregated to a local level.

With further work and co-operation from principal authorities it would be possible to disaggregate this data to parish council level. This is explored further in the final section.

National Indicators that cannot be (or are not easily) disaggregated

There are a number of key indicators which are not capable of being disaggregated but which nonetheless provide useful information for parish and town councils and for the communities that they serve. Such indicators include recycling and waste management figures, other environmental indicators, education, social services and health and transport. These national indicators

will be available early in 2010 at a principal authority level and it will be possible for local towns and parishes and Market Towns Partnerships to evaluate how well their principal authorities are performing in the wider area. Further local disaggregation is something which would then have to be undertaken as part of Local Strategic Partnership work. Many principal local authorities now produce ward and parish profiles and this is an area on which town and parish councils may wish to work collaboratively with their principal authority.

The Rural Services Network has developed a reviewable database which provides all comparative national performance data at a principal authority level. This will enable the user to interrogate the database to see performance for a given area and compare this with other authorities in the same area, similar 'family' authorities and other rural authorities. It would be possible to extend this database to a local parish level and incorporate data collected at this level.

Mutual benefits and opportunities arising from Community Led Planning (CLP)

There are clearly areas where a community led planning approach pursued by parish and town councils and/or Market Towns Partnerships will prove complementary to meeting principal authority Use of Resources audit requirements. These include:

- CLP should be grounded in thorough research and consultation organised by the community – principal authorities are expected to use the same research and consultation in setting their priorities and designing their services
- CLP is about communities making links with organisations that can provide help and guidance and these organisations, in turn, are those LSP partners that need to understand the needs of individual communities
- Town and parish councils through CLP contribute to the wider vision for the area which is developed with LSP partners.

Developing a benchmarking service

In considering a model for benchmarking service performance for a particular area at town and parish council area, there are two key elements that would make up such a model. These are:

- The performance of the principal local authority(ies) and other public services in the area in order that the town and parish councils can work with public service providers in its area to maximise outcomes for residents and businesses

- The performance of the town and parish council's own services and impact on outcomes for residents and businesses

A comprehensive review of performance plans from the original 41 Best Value local councils reveals well developed performance management at these councils. Furthermore, a review of websites of the 133 quality town councils shows active systems of performance reporting with each council required to produce an annual report.

The development of a benchmarking model for interested town and parish councils should assist such councils with Community Led Planning and help principal authorities and other public services work with communities through the Local Strategic Partnership, and to contribute to Total Place initiatives or Local Area Agreements.

The following stages would be required to develop a benchmarking model:

- Reconciliation of town and parish councils with their principal authority (authorities).** This will enable performance of public services at parish level to be shown and compared and would facilitate the input of parish level performance data. *This process has been started by the Rural Services Network using 2001 census and national statistics authority database.*
- Establishment of 'family' authorities and relevant benchmarks.** This would allow the identification of parishes of a similar size with similar characteristics. The proposed benchmarks are shown in the table below:

Rural 80 Principal Authority	Population greater than 10,000
Rural 80 Principal Authority	Population between 5,000 and 10,000
Rural 80 Principal Authority	Population lower than 5,000
Rural 80 Principal Authority	Population greater than 10,000
Rural 80 Principal Authority	Population between 5,000 and 10,000
Rural 80 Principal Authority	Population lower than 5,000
Best Value Authority	
Quality Town Council	

The Rural Services Network is currently undertaking work to identify these benchmark groups using census data at parish council level.

- Identification of performance measures for comparison purposes.** Comparison of financial information would also be possible.

New Performance Framework & Community Planning

Having established comparator groups and indicators for comparison, a central organisation would be required to administer annual collection of performance information and production of relevant benchmark information.

Toolkits

Town Action Planning Framework

Action for Market Towns originated from a programme called the Market Towns Initiative (MTI) which had been kickstarted from the former Countryside Agency. The framework for analysis used at the time was a Healthcheck, and this has been used extensively by partnerships of Market Towns Initiatives for a number of years. In 2009 this approach was radically revised in the latest iteration called the 'Town Action Planning Framework'.

The main benefit of the new 'Town Action Planning Framework' is that it simplifies the process and speeds up the gathering of information which is required to create forward looking community plans. The Town Action Plan is usually the starting point for a series of bids to local authorities and regional agencies for funding local projects.

The Framework is suitable for use by communities ranging from 2000 populations up to over 30,000, though several market towns ranging up to populations of 60,000 are considering using the approach as part of sub regional plans.

The Town Action Plan is a forward looking plan:

- Based on facts and feedback locally, created by the community, for the town
- Sets out projects to assist in revitalising a town

The Plan should be clear and easily understood and therefore capable of good communication to other agencies, local partnerships and local authorities.

The key stages involved in carrying out a Town Action Plan are:

- Setting up a market town partnership
- Gaining community commitment
- Completing a facts and feedback process
- Creating a vision
- Preparing an action plan
- Putting the plan into action
- Sustaining the partnership

Key to this is the early identification of a project manager to support the town partnership and is able to take on the day to day management of the action plan. Current Town Action Plan guidance suggests this role could be fulfilled by one of the partners, a part time post, or by a volunteer.

The Town Action Plan framework offers clear guidance throughout all the main TAP stages. Worksheets guide the partnership through checklists on the areas of:

- The environment
- The economy
- Social and community issues
- Transport and accessibility

Guidance is also available on creating a vision and on preparing a SMART Town Action Plan.

Main gaps identified with the current TAP are in terms of more explicitly identifying for Market Town partnerships, where further statistical and other evidence may be obtained for the local area, and on the interrelationship of the partnership and the local authority's Local Strategic Partnership.

Guidance on these issues is identified and set out in the Recommendations section of the report.

Toolkit for Sustainable Rural Communities

The Toolkit for Sustainable Rural Communities was commissioned by a wide range of organisations (including the Rural Services Network) to inform the production of Local Development Frameworks, Sustainable Community Strategies, and help with Community Led Planning. Whilst used specifically to assist with the implementation of the Devon Local Area Agreement 2008-11 it is designed as a Toolkit to be applied elsewhere based on the Devon experience.

It is designed for use in rural towns and villages – predominantly those with populations under 10,000.

The toolkit has 3 main aims:

- To help users assess the current sustainability of rural settlements and the impact of change (or lack of change) on that sustainability
- Improve the evidence available to local planning authorities and public service providers assist them in delivering statutory services
- To act as a common framework for discussions between local communities and professionals and the current and future sustainability of rural districts, towns and villages

The toolkit is structured around the 8 Characteristics of a Sustainable Community⁴:

⁴ UK Sustainable Development Strategy and the 'Bristol Accord – UK Presidency EU Ministerial Informal on Sustainable Communities' December 2005

- Active with a strong sense of community
- Well run and well represented
- Well connected
- Well served
- Environmentally sensitive
- Well designed with appropriate housing and public spaces
- Thriving with a successful local economy
- Fair

The assessment through the toolkit is carried out in two stages. The first tests evidence prepared by the local authority or other organisations and reaches a view which is recorded and summarised. The second tests the findings with the community through a structured process, using evidence and discussion to reach a judgement which is recorded and summarised. The result is the sustainability characteristics of the community.

General Analysis

The Toolkit for Sustainable Rural Communities is a much more labour intensive and detailed toolkit to the TAP Framework. It includes guidance on sources and use of data which the TAP might also usefully include, as well as a worked example.

In part this reflects the different users for the toolkits. The TAP Framework is now a 'light touch' framework which will be used by individuals and groups unfamiliar with statutory organisations. In contrast the Sustainable Rural Communities toolkit has been developed primarily for use by statutory bodies familiar with complex datasets and without the need to establish new and separate partnerships from the current Local Strategic Partnership.

The Toolkit for Sustainable Rural Communities generates an assessment of the sustainability characteristics of the community, and a local evidence base which will show the relative performance of the settlement against the headline sustainability characteristics, allowing for a close understanding of where it performs well and where problems undermine sustainability.

Because the exercise is rigorous in operation it means that comparative analysis is possible across different places and settlements. The results of the assessment also allow for the generation of a policy response or action plan to improve future sustainability, though this isn't the main intended outcome from using the toolkit.

In contrast to the rigour of the Toolkit for Sustainable Rural Communities, the Town Action Planning Framework is designed to foster partnership working amongst a range of local organisations and individuals, backed by the production of a focused action plan as part of community led planning to stimulate thriving market towns.

Other toolkits

Alongside the two main toolkits reviewed above as part of this report there are a number of other toolkits available to individuals or partnerships to address place based or other issues relating to rural areas or market towns.

Locality Self Evaluation, IDeA/LGA

<http://www.idea.gov.uk/idk/aio/9331690>

This toolkit has been developed for partnerships to complete locality self evaluation, identifying where focused attention and improvement is needed to achieve local priorities. The toolkit is based on two phases of trialling and learning from the experiences of fourteen local strategic partnerships, each of which undertook a self evaluation for their area.

The toolkit is key to self knowledge in the context of Comprehensive Area Assessment. The self evaluation is designed to support the development of an informed view, backed by appropriate evidence, of how an area is doing in its own terms and against ambitions and targets. The focus is very much on a shared assessment (ie between LSP partners) allowing the partnership to take stock and take action where necessary to ensure it is on course to achieve stated outcomes. The assessment also provides a framework for external challenge by inspectorates to assess the risks to delivery and arrive at a judgement on the area based on a shared understanding of how and why priorities have been set.

Practical guide to stimulating entrepreneurship in rural areas - Essex County Council

<http://www.agr.unideb.hu/hvtk/doc/praxistoolkit.pdf>

The toolkit for stimulating rural entrepreneurship was produced as part of a inter-regional Praxis: Making Rural Entrepreneurship Work project with 13 partners from 8 different countries, funded under the INTERREG IIIC programme. Developed by Essex County Council, the toolkit is intended for use by:

- Rural development practitioners (such as regional and economic development agencies)
- Policy and decision makers at local, regional and national level
- Non-governmental organisations
- Academics and training organisations
- Organisations representing businesses

The toolkit seeks to:

- Define rural entrepreneurship and related topics
- Identify key issues
- Give examples of good practice from across Europe
- List policy recommendations
- Give an overview of key funding sources from the EU to support rural entrepreneurship

- Improve communication about and between rural entrepreneurship projects
- Develop rural partnerships, including public/private partnerships

First Stop Local Shop www.firststoplocalshop.co.uk

This toolkit from the Forest of Dean District Council shares best practice 'top tips', practical advice and experience gained through running a pilot 'First Stop Local Shop' retail support programme.

The toolkit provides an overview of the range of activities carried out with links to detailed information sheets for use by rural and market town regeneration groups. The programme was initiated when research revealed that local people were spending more than £100m annually outside the Forest of Dean district in Gloucestershire. The aim was to support small retailers in the district's four market towns to improve their offer and to change the public's knowledge and perception of the range of goods and services available locally. A £500,000 retail support programme called 'First Stop Local Shop' was launched by the District Council in partnership with retailers.

After 3 years of the programme over 8000 people had signed up to a shoppers Loyalty Card scheme and 78% of retailers reported heightened awareness of their business. More shoppers rated their town centres as attractive and footfall had increased by 28%.

Toolkit for facilitating rural delivery, IDeA

<http://www.idea.gov.uk/idk/aio/404251>

The toolkit is designed as a practical way for local authorities to learn lessons from the beacon councils on modernising rural delivery. The toolkit is in three parts. The first two are self assessment checklists for local authorities highlighting the culture of the authority, and a practical list of the activities involved in facilitation. The third part of the toolkit is the starting point for a dialogue with regional bodies on local delivery.

Food Tourism Toolkit <http://www.foodanddrinktoolkit.co.uk/>

Toolkit from the East of England Tourist Board and Tastes of Anglia stemming from research funded by the Countryside Agency. Practical advice is offered on supporting the local economy with a wide variety of case studies.

Green Audit toolkit for tourism businesses

<http://www.greenauditkit.org/>

Green Audit toolkit from the English Tourism Council and the Countryside Agency giving help and advice for small tourism businesses wanting to operate sustainably and save money.

The pub is the hub: A good practice guide

<http://www.pubisthehub.org.uk>

Guide from the Countryside Agency, British Beer and Pub Association and Business in the Community to bolster rural economies and benefit the local community.

Local Food Enterprise www.soilassociation.org/localfood

Toolkit from the Soil Association for those wishing to set up farm shops, farmers' markets, allotment groups or other local food enterprises. It covers advice on business plans, legal structures, and finance and gives examples of different types of local food initiatives.

Social Enterprise Toolkit for Community Food Projects

<http://www.sauce-toolkit.org>

Online social enterprise toolkit from SUSTAIN for community food projects.

Wheels to work good practice guide

http://www.countryside.gov.uk/Publications/articles/Publication_tcm2-4280.asp

Countryside Agency guide to setting up a Wheels to Work scheme.

Going Carbon Neutral - Our footprint our journey: the Ashton

Hayes toolkit <http://www.goingcarbonneutral.co.uk/>

Toolkit developed by Ashton Hayes Parish Council in conjunction with the University of Chester to help like-minded communities in preparing for their own carbon neutral projects.

Rural Sport and Recreation Toolkit

<http://www.naturallyactive.org.uk/ruralhome.aspx?SectionID=69>

Toolkit commissioned by the East of England Rural Sport and Recreation Network to help those engaged in designing, developing and implementing community activities. The toolkit offers a range of innovations and includes case studies of "real-life" projects that are helping to increase access to sport and physical activity in isolated areas.

East of England Sustainable Development Toolkit for policy and project appraisal

<http://www.toolkit-east.org.uk/toolkit/index.php>

Toolkit developed by the East of England Regional Assembly and the East of England Sustainable Development Round Table as a template for guiding partner organisations in the region when drawing up their own strategies and action plans.

Rural Crime reduction toolkit

<http://www.crimereduction.gov.uk/toolkits/rc00.htm>

Government toolkit designed to help partners address crime reduction in rural areas by identifying problems, developing responses and practical measures, and monitoring progress.

Rural-Proofing Toolkit for Health Services

<http://www.ruralhealthgoodpractice.org.uk/>

Toolkit from the Institute of Rural Health, jointly funded by Defra and the Department of Health, describing the evidence base for rural health commissioning and areas that are often overlooked in commissioning health services in rural areas. It also considers patient and public involvement in

health service policy, where rural communities can find themselves at a real disadvantage by not being able to easily access public meetings.

Stewardship Toolkit for Rural Churches

<http://www.parishresources.org.uk/rural.htm>

Toolkit to help rural parishes increase their financial sustainability.

Wired Up Communities Practitioners Toolkit

<http://www.intelligentcommunities.org.uk/>

Toolkit to enable community based ICT projects

Market Town Retail Distinctiveness Toolkit

<http://www.toolkit.distinctiveness.co.uk/default.aspx>

Toolkit developed for IGNITE as part of One North East's (the RIEP for the North East) commitment to market towns and sustainable communities.

Resources

Market Town Initiatives and others involved in community led planning will find it useful to access the following additional resources which are designed to underpin the new performance framework for local government. These resources will contain much useful data and evidence which can be interrogated on an area basis to assist market town initiatives with community led plans, and aid partnership activity with Local Strategic Partnerships.

One Place – Audit Commission’s new website collating performance and inspection information on an area basis relating to Comprehensive Area Assessment. This site launched in December 2009 providing information for all public services including local authority, police, fire and health for each county and unitary area in England.

<http://oneplace.direct.gov.uk/Pages/default.aspx>

Local Priorities

Area providing detail on local priorities and Local Area Agreements and enabling users to interrogate priorities and the LAA for their area, and obtain information on how to get involved locally

<http://www.localpriorities.communities.gov.uk>

The Places Community www.places.communities.gov.uk brings together a range of statistical and geographic data in one place to improve evidence based policy making. Using ‘Analytical Windows’ and other online services, a range of evidence from local neighbourhoods through to regional and national levels can be viewed and interrogated.

Registration is required to receive news updates, a newsletter, and invitations to regional events at

<http://www.places.communities.gov.uk/CommunityRegister.aspx>

Places analytical windows – provides access to a range of statistical information at various geographic levels across England, for example:

Floor Targets Interactive (FTI) – enables users to measure the performance of areas against key government targets called ‘Floor Targets’.

<http://www.fti.communities.gov.uk/>

State of the Cities database – reports on the performance of the 56 largest cities in England and their City Regions. It also provides summary information on the largest town centres and retail cores in England and Wales.

<http://www.socd.communities.gov.uk/>

Places Database – statistical data and information at various geographic levels across England <http://www.places.communities.gov.uk/places>

Places Analytical Tool (PAT) – designed to analyse National Indicator data, it enables consistent monitoring of trends and performance of Local Strategic Partnerships against the National Indicator Set

<http://www.pat.communities.gov.uk/pat>

Community Maps: Digital and Social Geographies of Great Britain

– data mapping in a clear visual format from partners including Experian, Point Topic, University of Essex, Connection Services Ltd, UK Online Centres and Citizens Online <http://www.gps.communities.gov.uk/communitymaps>

Data4nr.net – Data for neighbourhoods and regeneration – datasets available for performance management at a neighbourhood level

<http://www.data4nr.net/introduction/>

Indices of Multiple Deprivation – combines indicators of economic, social and housing issues into a single deprivation score for each small area in England, and provides ranking relative to one another

<http://www.imd.communities.gov.uk/>

Neighbourhood Statistics – provides 300 neighbourhood level datasets covering health, housing, education, education, age, ethnicity and 2001 census

www.neighbourhood.statistics.gov.uk

Data Interchange Hub (the Hub) – area for sharing the National Indicator Set and providing up to date information for monitoring Local Area Agreements <http://www.communities.gov.uk/hub>

Recommendations

Arising from the analysis in the report, the following recommendations are suggested to strengthen the Town Action Planning Framework and the relationship with the new Performance Framework.

Market Town Initiatives should:

- Make contact with the Coordinator of their Local Strategic Partnership
- Obtain copies of the following documents to underpin the analysis in their TAP:
 - Sustainable Community Strategy
 - Local Area Agreement
 - Local Development Framework
 - Joint Strategic Needs Assessment
- Consider whether the partnership can contribute to delivery of the Local Area Agreement through the TAP process
- Request membership of the Local Strategic Partnership and make an effective contribution
- Make presentations to the LAA on the vision of the MTI and the action planning process
- Seek opportunities to act as critical friend/peer reviewer by offering services to the LSP, and/or formally applying to the IDeA for inclusion in the Peer Clearing House.

Local Strategic Partnerships should:

- Invite Market Town Initiatives to join LSP structures
- Invite MTI's to contribute to delivery of the Local Area Agreement
- Invite presentations from MTI's to the LSP and consultative processes around the LAA and LDF
- Engage MTI's in all consultative processes
- Offer assistance/training to MTI's in accessing County or Regional Data Observatories and use of locally held data hubs such as the Joint Strategic Needs Assessment
- Invite MTI's to contribute to critical friend or peer reviews

Appendix A – National Indicator Set

Outcome	National indicators
<p>Stronger communities</p>	<p>NI 1 % of people who believe people from different backgrounds get on well together in their local area PSA 21</p> <p>NI 2 % of people who feel that they belong to their neighbourhood PSA 21</p> <p>NI 3 Civic participation in the local area PSA 15</p> <p>NI 4 % of people who feel they can influence decisions in their locality PSA 21</p> <p>NI 5 Overall/general satisfaction with local area CLG DSO</p> <p>NI 6 Participation in regular volunteering CO DSO</p> <p>NI 7 Environment for a thriving third sector CO DSO</p> <p>NI 8 Adult participation in sport DCMS DSO</p> <p>NI 9 Use of public libraries DCMS DSO</p> <p>NI 10 Visits to museums or galleries DCMS DSO</p> <p>NI 11 Engagement in the arts DCMS DSO</p> <p>NI 12 Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity HO DSO</p> <p>NI 13 Migrants English language skills and knowledge HO DSO</p> <p>NI 14 Avoidable contact: The average number, of customer contacts per received customer request</p>

Outcome	National indicators
Safer communities	<p>NI 15 Serious violent crime rate PSA 23</p> <p>NI 16 Serious acquisitive crime rate PSA 23</p> <p>NI 17 Perceptions of anti-social behaviour PSA 23</p> <p>NI 18 Adult re-offending rates for those under probation supervision PSA 23</p> <p>NI 19 Rate of proven re-offending by young offenders PSA 23</p> <p>NI 20 Assault with injury crime rate PSA 25</p> <p>NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police PSA 23</p> <p>NI 22 Perceptions of parents taking responsibility for the behaviour of their children in the area HO DSO</p> <p>NI 23 Perceptions that people in the area treat one another with respect and dignity HO DSO</p> <p>NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour HO DSO</p> <p>NI 25 Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour HO DSO</p> <p>NI 26 Specialist support to victims of a serious sexual offence PSA 23</p> <p>NI 27 Understanding of local concerns about anti-social behaviour and crime by the local council and police HO DSO</p> <p>NI 28 Serious knife crime rate HO DSO</p> <p>NI 29 Gun crime rate PSA 23</p>

Outcome	National indicators
<p>Safer communities <i>(continued)</i></p>	<p>NI 30 Re-offending rate of prolific and priority offenders HO DSO</p> <p>NI 31 Re-offending rate of registered sex offenders PSA 23</p> <p>NI 32 Repeat incidents of domestic violence PSA 23</p> <p>NI 33 Arson incidents HO DSO</p> <p>NI 34 Domestic violence – murder PSA 23</p> <p>NI 35 Building resilience to violent extremism PSA 26</p> <p>NI 36 Protection against terrorist attack PSA 26</p> <p>NI 37 Awareness of civil protection arrangements in the local area CO DSO</p> <p>NI 38 Drug-related (Class A) offending rate PSA 25</p> <p>NI 39 Alcohol-harm related hospital admission rates PSA 25</p> <p>NI 40 Drug users in effective treatment PSA 25</p> <p>NI 41 Perceptions of drunk or rowdy behaviour as a problem PSA 25</p> <p>NI 42 Perceptions of drug use or drug dealing as a problem PSA 25</p> <p>NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody MoJ DSO</p> <p>NI 44 Ethnic composition of offenders on Youth Justice System disposals MoJ DSO</p> <p>NI 45 Young offenders engagement in suitable education, employment or training MoJ DSO</p> <p>NI 46 Young offenders access to suitable accommodation MoJ DSO</p> <p>NI 47 People killed or seriously injured in road traffic accidents DfT DSO</p> <p>NI 48 Children killed or seriously injured in road traffic accidents DfT DSO</p> <p>NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks CLG DSO</p>
<p>Children & Young People</p>	<p><i>Be Healthy</i></p> <p>NI 50 Emotional health of children PSA 12</p> <p>NI 51 Effectiveness of child and adolescent mental health (CAMHs) services DCSF DSO</p> <p>NI 52 Take up of school lunches PSA 12</p> <p>NI 53 Prevalence of breastfeeding at 6 – 8 weeks from birth PSA</p>

Outcome	National indicators
	<p>12</p> <p>NI 54 Services for disabled children PSA 12</p> <p>NI 55 Obesity among primary school age children in Reception Year DCSF DSO</p> <p>NI 56 Obesity among primary school age children in Year 6 DCSF DSO</p> <p>NI 57 Children and young people’s participation in high-quality PE and sport DCSF DSO</p> <p>NI 58 Emotional and behavioural health of children in care DCSF DSO</p>
Outcome	National indicators
<p>Children & Young People <i>(continued)</i></p>	<p>Stay Safe</p> <p>NI 59 Initial assessments for children’s social care carried out within 7 working days of referral DCSF DSO</p> <p>NI 60 Core assessments for children’s social care that were carried out within 35 working days of their commencement DCSF DSO</p> <p>NI 61 Stability of looked after children adopted following an agency decision that the child should be placed for adoption DCSF DSO</p> <p>NI 62 Stability of placements of looked after children: number of moves DCSF DSO</p> <p>NI 63 Stability of placements of looked after children: length of placement DCSF DSO</p> <p>NI 64 Child protection plans lasting 2 years or more DCSF DSO</p> <p>NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time DCSF DSO</p> <p>NI 66 Looked after children cases which were reviewed within required timescales DCSF DSO</p> <p>NI 67 Child protection cases which were reviewed within required timescales DCSF DSO</p> <p>NI 68 Referrals to children’s social care going on to initial assessment DCSF DSO</p> <p>NI 69 Children who have experienced bullying DCSF DSO</p> <p>NI 70 Hospital admissions caused by unintentional and deliberate injuries to children and young people DCSF DSO</p> <p>NI 71 Children who have run away from home/care overnight DCSF DSO</p>

Outcome	National indicators
	<p><i>Enjoy and Achieve</i></p> <p>NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10</p> <p>NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10</p> <p>NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) PSA 10</p> <p>NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10</p> <p>NI 76 Achievement at level 4 or above in both English and Maths at KS2 (Floor) DCSF DSO</p> <p>NI 77 Achievement at level 5 or above in both English and Maths at KS3 (Floor) DCSF DSO</p> <p>NI 78 Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor) PSA 10</p> <p>NI 79 Achievement of a Level 2 qualification by the age of 19 PSA 10</p> <p>NI 80 Achievement of a Level 3 qualification by the age of 19 PSA 10</p> <p>NI 81 Inequality gap in the achievement of a Level 3 qualification by the age of 19 DCSF DSO</p> <p>NI 82 Inequality gap in the achievement of a Level 2 qualification by the age of 19 DCSF DSO</p>

Outcome	National indicators
<p>Children & Young People <i>(continued)</i></p>	<p>NI 83 Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO</p> <p>NI 84 Achievement of 2 or more A*-C grades in Science GCSEs or equivalent DCSF DSO</p> <p>NI 85 Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths) DCSF DSO</p> <p>NI 86 Secondary schools judged as having good or outstanding standards of behaviour DCSF DSO</p> <p>NI 87 Secondary school persistent absence rate DCSF DSO</p> <p>NI 88 Number of Extended Schools DCSF DSO</p> <p>NI 89 Number of schools in special measures DCSF DSO</p> <p>NI 90 Take up of 14-19 learning diplomas DCSF DSO</p> <p>NI 91 Participation of 17 year-olds in education or training DCSF DSO</p> <p>NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11</p> <p>NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2 PSA 11</p> <p>NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11</p> <p>NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11</p> <p>NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11</p> <p>NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4 PSA 11</p> <p>NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 PSA 11</p> <p>NI 99 Children in care reaching level 4 in English at Key Stage 2 PSA 11</p> <p>NI 100 Children in care reaching level 4 in Maths at Key Stage 2 PSA 11</p> <p>NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11</p> <p>NI 102 Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 PSA 11</p> <p>NI 103 Special Educational Needs – statements issued within 26 weeks DCSF DSO</p> <p>NI 104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold DCSF DSO</p> <p>NI 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths DCSF DSO</p> <p>NI 106 Young people from low income backgrounds progressing to higher education PSA 11</p>

Outcome	National indicators
Outcome	National indicators
Children & Young People <i>(continued)</i>	<p><i>Make a positive contribution</i></p> <p>NI 110 Young people’s participation in positive activities PSA 14</p> <p>NI 111 First time entrants to the Youth Justice System aged 10 – 17 PSA 14</p> <p>NI 112 Under 18 conception rate PSA 14</p> <p>NI 113 Prevalence of Chlamydia in under 20 year olds DCSF DSO</p> <p>NI 114 Rate of permanent exclusions from school DCSF DSO</p> <p>NI 115 Substance misuse by young people PSA 14</p>
	<p><i>Economic Wellbeing</i></p> <p>NI 116 Proportion of children in poverty PSA 9</p> <p>NI 117 16 to 18 year olds who are not in education, training or employment (NEET) PSA 14</p> <p>NI 118 Take up of formal childcare by low-income working families DWP DSO</p>
Adult health and wellbeing	<p>NI 119 Self-reported measure of people’s overall health and wellbeing DH DSO</p> <p>NI 120 All-age all cause mortality rate PSA 18</p> <p>NI 121 Mortality rate from all circulatory diseases at ages under 75 DH DSO</p> <p>NI 122 Mortality from all cancers at ages under 75 DH DSO</p> <p>NI 123 16+ current smoking rate prevalence PSA 18</p> <p>NI 124 People with a long-term condition supported to be independent and in control of their condition DH DSO</p> <p>NI 125 Achieving independence for older people through rehabilitation/intermediate care PSA 18</p> <p>NI 126 Early access for women to maternity services PSA 19</p> <p>NI 127 Self reported experience of social care users PSA 19</p> <p>NI 128 User reported measure of respect and dignity in their treatment DH DSO</p> <p>NI 129 End of life access to palliative care enabling people to choose to die at home DH DSO</p> <p>NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) DH DSO</p> <p>NI 131 Delayed transfers of care from hospitals DH DSO</p> <p>NI 132 Timeliness of social care assessment DH DSO</p> <p>NI 133 Timeliness of social care packages DH DSO</p>

Outcome	National indicators
	<p>NI 134 The number of emergency bed days per head of weighted population DH DSO</p> <p>NI 135 Carers receiving needs assessment or review and a specific carer’s service, or advice and information DH DSO</p> <p>NI 136 People supported to live independently through social services (all ages) PSA 18</p> <p>NI 137 Healthy life expectancy at age 65 PSA 17</p> <p>NI 138 Satisfaction of people over 65 with both home and neighbourhood PSA 17</p> <p>NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently PSA 17</p>
<p>Tackling exclusion and promoting equality</p>	<p>NI 140 Fair treatment by local services PSA 15</p> <p>NI 141 Number of vulnerable people achieving independent living CLG DSO</p> <p>NI 142 Number of vulnerable people who are supported to maintain independent living PSA 17</p> <p>NI 143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence PSA 16</p> <p>NI 144 Offenders under probation supervision in employment at the end of their order or licence PSA 16</p> <p>NI 145 Adults with learning disabilities in settled accommodation PSA 16</p> <p>NI 146 Adults with learning disabilities in employment PSA 16</p> <p>NI 147 Care leavers in suitable accommodation PSA 16</p> <p>NI 148 Care leavers in employment, education or training PSA 16</p> <p>NI 149 Adults in contact with secondary mental health services in settled accommodation PSA 16</p> <p>NI 150 Adults in contact with secondary mental health services in employment PSA 16</p>

Outcome	National indicators
<p>Local economy</p>	<p>NI 151 Overall employment rate PSA 8</p> <p>NI 152 Working age people on out of work benefits PSA 8</p> <p>NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods DWP DSO</p> <p>NI 154 Net additional homes provided PSA 20</p> <p>NI 155 Number of affordable homes delivered (gross) PSA 20</p> <p>NI 156 Number of households living in Temporary Accommodation PSA 20</p> <p>NI 157 Processing of planning applications as measured against targets for ‘major’, ‘minor’ and ‘other’ application types CLG DSO</p> <p>NI 158 % decent council homes CLG DSO</p> <p>NI 159 Supply of ready to develop housing sites CLG DSO</p> <p>NI 160 Local Authority tenants’ satisfaction with landlord services CLG DSO</p> <p>NI 161 Learners achieving a Level 1 qualification in literacy PSA 2</p> <p>NI 162 Learners achieving an Entry Level 3 qualification in numeracy PSA 2</p> <p>NI 163 Working age population qualified to at least Level 2 or higher PSA 2</p> <p>NI 164 Working age population qualified to at least Level 3 or higher PSA 2</p> <p>NI 165 Working age population qualified to at least Level 4 or higher PSA 2</p> <p>NI 166 Average earnings of employees in the area BERR DSO</p> <p>NI 167 Congestion – average journey time per mile during the morning peak PSA 5</p> <p>NI 168 Principal roads where maintenance should be considered DfT DSO</p> <p>NI 169 Non-principal roads where maintenance should be considered DfT DSO</p> <p>NI 170 Previously developed land that has been vacant or derelict for more than 5 years CLG DSO</p> <p>NI 171 VAT registration rate BERR DSO</p> <p>NI 172 VAT registered businesses in the area showing growth BERR DSO</p>
<p>Local</p>	<p>NI 173 People falling out of work and on to incapacity benefits</p>

Outcome	National indicators
<p>economy <i>(continued)</i></p>	<p>DWP DSO</p> <p>NI 174 Skills gaps in the current workforce reported by employers DIUS DSO</p> <p>NI 175 Access to services and facilities by public transport, walking and cycling DfT DSO</p> <p>NI 176 Working age people with access to employment by public transport (and other specified modes) DfT DSO</p> <p>NI 177 Local bus passenger journeys originating in the authority area DfT DSO</p> <p>NI 178 Bus services running on time DfT DSO</p> <p>NI 179 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 CLG DSO</p> <p>NI 180 Changes in Housing Benefit/ Council Tax Benefit entitlements within the year DWP DSO</p> <p>NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events DWP DSO</p> <p>NI 182 Satisfaction of businesses with local authority regulation services BERR DSO</p> <p>NI 183 Impact of local authority regulatory services on the fair trading environment BERR DSO</p> <p>NI 184 Food establishments in the area which are broadly compliant with food hygiene law</p>
<p>Environmental sustainability</p>	<p>NI 185 CO₂ reduction from Local Authority operations PSA 27</p> <p>NI 186 Per capita CO₂ emissions in the LA area PSA 27</p> <p>NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating Defra DSO</p> <p>NI 188 Adapting to climate change PSA 27</p> <p>NI 189 Flood and coastal erosion risk management Defra DSO</p> <p>NI 190 Achievement in meeting standards for the control system for animal health Defra DSO</p> <p>NI 191 Residual household waste per head Defra DSO</p> <p>NI 192 Household waste recycled and composted Defra DSO</p> <p>NI 193 Municipal waste land filled Defra DSO</p> <p>NI 194 Level of air quality – reduction in NO_x and primary PM₁₀ emissions through local authority’s estate and operations. PSA 28</p>

New Performance Framework & Community Planning

Outcome	National indicators
	<p>NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) Defra DSO</p> <p>NI 196 Improved street and environmental cleanliness – fly tipping Defra DSO</p> <p>NI 197 Improved local biodiversity – active management of local sites PSA 28</p> <p>NI 198 Children travelling to school – mode of travel usually used DfT DSO</p>

Public Service Agreements and Departmental Strategic Objectives to which the indicators relate

PSA or DSO	National Indicator number
PSA 2 Improve the skills of the population on the way to ensuring a world-class skills base by 2020	NI 161, NI 162, NI 163, NI 164, NI 165
PSA 8 Maximise employment opportunity for all	NI 151, NI 152
PSA 9 Halve the number of children in poverty by 2010-11, on the way to eradicating child poverty by 2020	NI 116
PSA 10 Raise the educational achievement of all children and young people	NI 72, NI 73, NI 74, NI 75, NI 78, NI 79, NI 80
PSA 11 Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers	NI 92, NI 93, NI 94, NI 95, NI 96, NI 97, NI 98, NI 99, NI 100, NI 101, NI 102, NI 106
PSA 12 Improve the health and well-being of children and young people	NI 50, NI 52, NI 53, NI 54
PSA 14 Increase the number of children and young people on the path to success	NI 110, NI 111, NI 112, NI 115, NI 117
PSA 15 Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief.	NI 3, NI 140
PSA 16 Increase the proportion of socially excluded adults in settled accommodation and employment, education or training	NI 143, NI 144, NI 145, NI 146, NI 147, NI 148, NI 149, NI 150
PSA 17 Tackle poverty and promote greater independence and	NI 137, NI 138, NI

New Performance Framework & Community Planning

PSA or DSO	National Indicator number
well-being in later life	139, NI 142
PSA 18 Promote better health and well-being for all	NI 120, NI 123, NI 125, NI 136
PSA 19 Ensure better care for all	NI 126, NI 127
PSA 20 Increase long term housing supply and affordability	NI 154, NI 155, NI 156
PSA 21 Build more cohesive, empowered and active communities	NI 1, NI 2, NI 4
PSA 23 Make communities safer	NI 15, NI 16, NI 17, NI 18, NI 19, NI 21, NI 26, NI 29, NI 31, NI 32, NI 34
PSA 25 Reduce the harm caused by alcohol and drugs	NI 20, NI 38, NI 39, NI 40, NI 41, NI 42
PSA 26 Reduce the risk to the UK and its interests overseas from international terrorism	NI 35, 36
PSA 27 Lead the global effort to avoid dangerous climate change	NI 185, NI 186, NI 188
PSA 28 Secure a healthy natural environment for today and the future	NI 194, NI 197
BERR DSO Promote the creation and growth of business and a strong enterprise economy across all regions	NI 166, NI 171, NI 172
BERR DSO Ensure all departments and agencies deliver better regulation for the private, public and third sectors	NI 182, NI 183
CLG DSO Support local government that empowers individuals and communities and delivers high quality services efficiently	NI 179
CLG DSO Improve the supply, environmental performance and quality of housing that is more responsive to the needs of individuals, communities and the economy	NI 141, NI 158, NI 160
CLG DSO Build prosperous communities by improving the economic performance of cities, sub-regions and local areas, promoting regeneration and tackling deprivation	NI 5, NI 170
CLG DSO Provide a more efficient, effective and transparent planning system that supports and facilitates sustainable development, including the Government's objectives in relation to housing growth, infrastructure delivery, economic development and climate change	NI 157, NI 159,
CLG DSO Ensure safer communities by providing the	NI 49

New Performance Framework & Community Planning

PSA or DSO	National Indicator number
framework for the Fire and Rescue Service and other agencies to prevent and respond to emergencies	
CO DSO Build an effective UK intelligence community in support of UK national interests, and the capabilities to deal with disruptive challenges to the UK	NI 37
CO DSO Drive delivery of the Prime Minister's cross-cutting priorities to improve outcomes for the most excluded people in society and enable a thriving third sector	NI 6, NI 7
DCMS DSO Encourage more widespread enjoyment of culture and sport	NI 8, NI 9, NI 10, NI 11
DCSF DSO Secure the well-being and health of children and young people	NI 51, NI 55, NI 56, NI 57, NI 58
DCSF DSO Close the gap in educational achievement for children from disadvantaged backgrounds	NI 76, NI 77, NI 83, NI 84, NI 86, NI 87, NI 88, NI 89
DCSF DSO Safeguard the young and vulnerable	NI 59, NI 60, NI 61, NI 62, NI 63, NI 64, NI 65, NI 66, NI 67, NI 68, NI 69, NI 70, NI 71
DCSF DSO Achieve world class standards in education	NI 81, NI 82, NI 103, NI 104, NI 105, NI 107, NI 108, NI 109
DCSF DSO Ensure young people are participating and achieving their potential to 18 and beyond	NI 85, NI 90, NI 91
DCSF DSO Keep children and young people on the path to success	NI 113, NI 114
Defra DSO: Climate change tackled internationally; and through domestic action to reduce greenhouse gas emissions	NI 187
Defra DSO: Economy and society resilient to environmental risk and adapted to the impacts of climate change	NI 189, NI 190
Defra DSO: Sustainable patterns of consumption and production	NI 191, NI 192, NI 193
Defra DSO A healthy, resilient, productive and diverse natural environment	NI 195, NI 196
DfT DSO To sustain economic growth and improved productivity through reliable and efficient transport networks	NI 167, NI 168, NI 169, NI 177, NI 178
DfT DSO To enhance access to jobs, services and social networks including for the most disadvantaged	NI 175, NI 176,

New Performance Framework & Community Planning

PSA or DSO	National Indicator number
DfT DSO To strengthen the safety and security of transport	NI 47, NI 48
DH DSO Ensure better health and well-being for all	NI 119, NI 121, NI 122
DH DSO Ensure better care for all	NI 124, NI 128, NI 129, NI 131, NI 132, NI 133, NI 135
DH DSO Better value for all	NI 134
DIUS DSO Improve the skills of the population throughout their working lives to create a workforce capable of sustaining economic competitiveness, and enable individuals to thrive in the global economy	NI 174
HO DSO Help people feel secure in their homes and local communities	NI 22, NI 23, NI 24, NI 27
HO DSO Cut crime, especially violent, drug and alcohol related crime	NI 28, NI 30, NI 33
HO DSO Secure our borders and control migration for the benefit of our country	NI 12, NI 13
DWP DSO Maximise employment opportunity for all	NI 118, NI 153, NI 173
DWP DSO Pay our customers the right benefits at the right time	NI 180, NI 181
MoJ DSO Support the efficient and effective delivery of justice	NI 43, NI 44, NI 45, NI 46

Appendix B – Suggested Town and Parish Council Performance Indicator Benchmarking Set

The following indicators are taken from an assortment of Town and Parish Council Best Value Performance Plans. The indicators shown in ***bold and italics*** are those for which might apply in a benchmarking service and would therefore require a set of definitions in order to ensure consistency of collection.

Allotments

Allotments: number of plots let (expressed as percentage)

Allotments: % of plots re-let within 20 working days

Net cost per allotment

Average wait for allotments

Net cost per hectare of allotments

Burials

Cost charged per internment by town council

Percentage of requests from funeral directors for internments complied within 5 days

Percentage satisfaction with internment services

Car Parks

Car park visitor usage

Percentage of excess charge notices paid/pending

Net income per parking bay

Number of dedicated disabled car spaces available

Contribution from car park income per elector

Community Safety

Number of CCTVs

Quarterly total recorded/detected crimes for each beat in Parish / Town Council

Corporate Health

Number (percentage) of buildings provided or operated by the Council which are suitable for & accessible to disabled people

Average number of staff working days lost to sickness absence

Percentage of correspondence received answered in 10 working days

Percentage of telephone calls answered within 15 seconds

Rooms suitable for and accessible to disabled people

Total visits to the website per annum

Percentage of turnout for local elections

Percentage of councillors attending full council meeting

Number of attendees at Annual Town Meeting per 1,000 of electors

Number of formal complaints classified as maladministration

Number of formal complaints classified as poor service implementation

Percentage of these that were resolved to the satisfaction of the complainant

Training days provided to staff as a percentage of total staff days

Percentage of supplier invoices paid within 30 days

Percentage of Councillors attending meetings

Number of public meetings held

Finance

Income (exc. precept and sale of land) as a percentage of revenue gross expenditure for all services

Total cost of all services provided per resident per annum

Band D precept

Total number of debtor invoices raised

Percentage value of write offs

Total Town Council Tax per elector

Net revenue cost per resident

A separate finance benchmarking exercise which divides shows the expenditure per service and the funding on a per capita basis could be undertaken.

Lettings

Hall usage - level of bookings (expressed as percentage) – used for all Council lettings

Hall: Number of Hirers

Total number of swim admissions / usage per 1,000 population

Percentage usage of Town Hall

Net cost per elector of maintaining Town Hall

Income from lettings - Community Groups

Income from lettings - Commercial & Private Functions

Income from lettings - Private Functions (Braunstone Town Residents)

Total Income from all lettings

Value for money hire charges

Amount actually collected as a percentage of the net collectable rental for the year based on leases in effect on 1st April annually.

Bad debts as a percentage of total rent receivable.

Percentage of rent in arrears over 90 days

Planning

% of planning applications to refuse an application that were endorsed by the District Council

Average time taken to comment of planning applications (from date of registration)

Number of planning applications considered

Number of planning applications returned to Planning Officer within 21 days.

Percentage of planning applications where a response was provided within the agreed timescale

Percentage of responses to amend or refuse an application that was endorsed by the district / county

Number of planning applications discussed

Percentage of planning applications comments returned to the Borough Council within 21 days

Play Areas

Number of play areas provided / maintained

Number of items of play equipment provided

Number of playgrounds and play areas provided by the Council per 1,000 children under 12

Number of safety checks to playgrounds

Number of major items of play equipment

Number (percentage) of items of play equipment out of use for more than one week

Number of items of service due to vandalism

Public Realm

Number of new style bus shelters

Number of dog bins

Number of litter bins

Number of shelters cleaning

Number of dropped kerbs

Parks: cost per hectare

Number of dog litter bins provided

Public Conveniences: Number of fee paying customers

Satisfaction

Overall Satisfaction with Council services

Percentage of users/visitors satisfied with the following aspects of the service:-

Reception / Welcome

Licensed Bar Service

Car Parking

Cleanliness of toilets

Cleanliness of Room(s) hired

Room layout

Room heating

Room ventilation

Kitchen Equipment

Disabled facilities

Sound Limiter equipment explained to hirer/disco

Percentage of citizens surveyed satisfied with the overall performance of the Council and the services provided (see new National Indicators)

Percentage of Residents surveyed satisfied with overall performance of the Council

Percentage of users who rated facilities as (i) excellent (ii) good

Percentage of residents surveyed who considered the cemetery is well maintained / peaceful / safe to use

Events: percentage of residents who rated

Percentage of users considering the service satisfactory

Tourism

English Tourism Council rating

Percentage of satisfied visitors

Percentage of satisfied owners

Percentage occupancy

Number of visitors to TIC

Number of telephone enquiries

Number of guides despatched

Number of sales transactions

Number of accommodation bookings
processed

Appendix C: Beacon Council Themes and Award Winners

Round One
Community safety: preventing local shopping and town centre crime and disorder
City of Bradford Metropolitan District Council Coventry City Council Eastleigh Borough Council Medway Council Stevenage Borough Council Tameside Metropolitan Borough Council
Education: helping to raise standards by tackling school failure
Blackburn with Darwen Borough Council London Borough of Camden North Tyneside Council Suffolk County Council
Housing: improving housing maintenance
Carrick District Council City of York Council Kirklees Metropolitan Borough Council Leicester City Council Manchester City Council
Modern service delivery: improving housing and council tax administration
Exeter City Council Leeds City Council London Borough of Harrow New Forest District Council Copeland Borough Council Halton Borough Council
Social services: helping care leavers
City of Wakefield Metropolitan District Council Royal Borough of Kensington and Chelsea Suffolk County Council Westminster City Council
Sustainable development: dealing with waste
Bath and North East Somerset Council Hampshire County Council (Lead) joint with Basingstoke and Deane Borough Council, East Hampshire District Council, Hart District Council, Fareham Borough Council, Gosport Borough Council, Havant Borough Council, London Borough of Hounslow, Portsmouth City Council, Rushmoor Borough Council, Southampton City Council, Test Valley Borough Council, Winchester City Council London Borough of Bexley St. Edmundsbury Borough Council Stockport Metropolitan Borough Council Wealden District Council
Round Two
Accessible services
Knowsley Metropolitan Borough Council London Borough of Lewisham Tameside Metropolitan Borough Council West Sussex County Council (Lead) with Mid Sussex District Council and Horsham District Council
Competitiveness and enterprise
Barnsley Metropolitan Borough Council Devon County Council Kirklees Metropolitan Borough Council London Borough of Sutton Oxfordshire County Council
Foster care
Cheshire County Council

New Performance Framework & Community Planning

London Borough of Bexley
Independent living and older people
Leeds City Council London Borough of Camden Manchester City Council Spelthorne Borough Council
Local health strategies
Calderdale Metropolitan Borough Council London Borough of Croydon North Tyneside Council Stockton-on-Tees Borough Council Suffolk County Council
Maintaining a quality environment
Bracknell Forest Borough Council Cheltenham Borough Council Colchester Borough Council Leicester City Council Tameside Metropolitan Borough Council
Raising attainment in education
City of York Council North Lincolnshire Council London Borough of Camden
Regeneration through culture, sport and tourism
Gateshead Council Nottingham City Council Sunderland City Council Knowsley Metropolitan Borough Council
Tackling youth drug misuse
Dorset County Council Kingston upon Hull City Council joint with East Riding of Yorkshire (Lead) Shropshire County Council West Sussex County Council
Town centre regeneration
Birmingham City Council Coventry City Council Gravesham Borough Council Reading Borough Council Shrewsbury and Atcham Borough Council London Borough of Croydon Nottingham City Council
Round Three
Adoption
Essex County Council Gateshead Council Medway Council
Better access and mobility
Borough of Telford and Wrekin London Borough of Lewisham Nottinghamshire County Council
Community legal services
Barnsley Metropolitan Borough Council Darlington Borough Council Derby City Council East Riding of Yorkshire Council Liverpool City Council London Borough of Camden Tameside Metropolitan Borough Council Wirral Metropolitan Borough Council
Crime reduction in rural areas
Hambleton District Council Stroud District Council joint with Tewkesbury Borough Council and Forest of Dean District Council
Fostering business growth

New Performance Framework & Community Planning

Blackburn with Darwen Borough Council Eastleigh Borough Council Knowsley Metropolitan Borough Council London Borough of Bexley Rotherham Metropolitan Borough Council
Improving urban green spaces
Halton Borough Council London Borough of Barnet London Borough of Bexley London Borough of Brent London Borough of Enfield London Borough of Hammersmith and Fulham Northamptonshire County Council
Libraries as a community resource
Blackburn with Darwen Borough Council Leeds City Council Liverpool City Council London Borough of Barnet London Borough of Sutton Stockton-on-Tees Borough Council Suffolk County Council Sunderland City Council
Neighbourhood Renewal
Babergh District Council London Borough of Brent Middlesbrough Council Portsmouth City Council Stevenage Borough Council Wigan Metropolitan Borough Council
Promoting racial equality
Leicester City Council London Borough of Harrow Manchester City Council
Tackling fuel poverty
Blyth Valley Borough Council East Riding of Yorkshire Council London Borough of Camden Luton Borough Council Newark and Sherwood District Council
Transition in education
North Lincolnshire Council Suffolk County Council
Round Four
Child and adolescent mental health services
Darlington Borough Council Royal Borough of Kensington and Chelsea Surrey County Council Wirral Metropolitan Borough Council
Community cohesion
Leicester City Council London Borough of Barnet London Borough of Tower Hamlets Rochdale Metropolitan Borough Council Tewkesbury Borough Council Cheshire Fire Service
Quality of the built environment
Cambridge City Council Chelmsford Borough Council West Dorset District Council
Removing barriers to work
Knowsley Metropolitan Borough Council Leeds City Council London Borough of Brent

New Performance Framework & Community Planning

<p>London Borough of Greenwich London Borough of Sutton Nottinghamshire County Council Portsmouth City Council Rotherham Metropolitan Borough Council</p>
<p>Rethinking construction</p>
<p>Mid Devon District Council Middlesbrough Council Norfolk County Council St. Helens Metropolitan Borough Council Stockton-on-Tees Borough Council</p>
<p>Social inclusion through ICT</p>
<p>Cambridgeshire County Council (Lead) joint with Huntingdonshire District Council and East Cambridgeshire District Council Derwentside District Council Knowsley Metropolitan Borough Council Liverpool City Council Sunderland City Council</p>
<p>Street and highway works</p>
<p>Barnsley Metropolitan Borough Council Birmingham City Council City of London Cornwall County Council Kirklees Metropolitan Borough Council London Borough of Hammersmith and Fulham</p>
<p>Supporting the rural economy</p>
<p>Caradon District Council East Riding of Yorkshire Council Lancashire County Council Richmondshire District Council South Holland District Council (Lead) with Lincolnshire County Council Tynedale District Council Waverley Borough Council</p>
<p>Tackling homelessness</p>
<p>Bolton Metropolitan Borough Council Colchester Borough Council Leicester City Council London Borough of Camden London Borough of Harrow Rochdale Metropolitan Borough Council Trafford Metropolitan Borough Council</p>
<p>Transforming secondary education</p>
<p>Calderdale Metropolitan Borough Council Cornwall County Council Knowsley Metropolitan Borough Council London Borough of Barking and Dagenham London Borough of Redbridge Wirral Metropolitan Borough Council</p>
<p>Round Five</p>
<p>Benefits administration</p>
<p>Blackpool Borough Council Salford City Council</p>
<p>Better local public transport</p>
<p>Borough of Telford and Wrekin Cambridgeshire County Council Halton Borough Council</p>
<p>Crime and disorder partnerships</p>
<p>Cannock Chase District Council Darlington Borough Council London Borough of Bexley Middlesbrough Council Stockton-on-Tees Borough Council Suffolk County Council</p>

New Performance Framework & Community Planning

<p>Teignbridge District Council West Sussex County Council joint with Adur District Council; Arun District Council; Chichester District Council; Crawley Borough Council; Horsham District Council; Mid Sussex District Council; Worthing Borough Council; Sussex Police Authority London Borough of Southwark; Southwark Borough Police</p>
<p>Early years and childcare</p>
<p>Leeds City Council London Borough of Camden London Borough of Newham Somerset County Council</p>
<p>Housing renewal</p>
<p>Bolton Metropolitan Borough Council Bristol City Council Leicester City Council Wigan Metropolitan Borough Council</p>
<p>Promoting sustainable tourism</p>
<p>Birmingham City Council London Borough of Greenwich New Forest District Council South Hams District Council Tynedale District Council Broads Authority (Park Authority)</p>
<p>Services for older people</p>
<p>Cotswold District Council joint with Stroud District Council (Lead) Nottinghamshire County Council Shropshire County Council Merseyside Fire and Rescue Authority</p>
<p>Supporting people</p>
<p>Babergh District Council joint with Forest Heath District Council; Ipswich Borough Council; Mid Suffolk District Council; St. Edmundsbury Borough Council; Suffolk Coastal District Council; Suffolk County Council; Waveney District Council Borough of Telford and Wrekin Salford City Council Oxfordshire County Council joint with Oxford City Council; Cherwell District Council; Vale of White Horse District Council; West Oxfordshire District Council</p>
<p>Supporting social care workers</p>
<p>London Borough of Tower Hamlets South Gloucestershire Council Westminster City Council</p>
<p>Transforming the School Workforce</p>
<p>Blackburn with Darwen Borough Council Dudley Metropolitan Borough Council Lancashire County Council Sheffield City Council</p>
<p>Round Six</p>
<p>Affordable housing</p>
<p>Basingstoke and Deane Borough Council East Hampshire District Council London Borough of Greenwich South Hams District Council</p>
<p>Asset management</p>
<p>Ashford Borough Council Cambridgeshire County Council Hertfordshire County Council Leeds City Council Rotherham Metropolitan Borough Council</p>
<p>Effective environmental health</p>
<p>Coventry City Council Westminster City Council</p>
<p>Getting closer to communities</p>
<p>Blyth Valley Borough Council London Borough of Croydon London Borough of Haringey</p>

New Performance Framework & Community Planning

<p>London Borough of Tower Hamlets South Somerset District Council Tameside Metropolitan Borough Council Wiltshire County Council</p>
<p>Healthy communities</p>
<p>Cannock Chase District Council Gateshead Council Manchester City Council Stockton-on-Tees Borough Council</p>
<p>Integrated children's services</p>
<p>Borough of Telford and Wrekin Essex County Council Knowsley Metropolitan Borough Council West Sussex County Council</p>
<p>Promoting racial equality</p>
<p>Bristol City Council Gravesham Borough Council London Borough of Tower Hamlets</p>
<p>Supporting carers</p>
<p>Hertfordshire County Council Rochdale Metropolitan Borough Council Sefton Metropolitan Borough Council Sunderland City Council</p>
<p>Supporting new businesses</p>
<p>Derwentside District Council East Riding of Yorkshire Council Medway Council Rotherham Metropolitan Borough Council</p>
<p>Sustainable energy</p>
<p>Cornwall County Council joint with Caradon District Council; Carrick District Council; Council of the Isles of Scilly; Kerrier District Council; North Cornwall District Council; Penwith District Council; Restormel Borough Council High Peak Borough Council Leicester City Council London Borough of Lewisham Nottinghamshire County Council Shropshire County Council Woking Borough Council</p>
<p>Round Seven</p>
<p>Culture and sport for hard to reach groups</p>
<p>Babergh District Council Borough of Telford and Wrekin Eastbourne Borough Council Leicester City Council London Borough of Newham Nottinghamshire County Council Shrewsbury and Atcham Borough Council Sunderland City Council</p>
<p>Delivery of quality services through procurement</p>
<p>Cambridgeshire County Council City of Wakefield Metropolitan District Council Leeds City Council Rotherham Metropolitan Borough Council Staffordshire Moorlands District Council</p>
<p>Early intervention (children at risk)</p>
<p>Borough of Telford and Wrekin City of York Council London Borough of Tower Hamlets Shropshire County Council Merseyside Fire and Rescue Authority</p>
<p>Improving housing services by involving tenants</p>
<p>Bolton Metropolitan Borough Council Carrick District Council Joint (Lead) with Carrick Housing Ltd and the District Forum of Tenants</p>

New Performance Framework & Community Planning

Kirklees Metropolitan Borough Council London Borough of Croydon
Improving rural services: empowering communities
City of Bradford Metropolitan District Council Shropshire County Council South Somerset District Council West Berkshire Council
Positive youth engagement: in community and democratic process
City of Wakefield Metropolitan District Council Derwentside District Council Gateshead Council Lancashire County Council London Borough of Lewisham South Norfolk District Council (Lead) joint with Norfolk County Council West Sussex County Council Wirral Metropolitan Borough Council
Road safety
Devon County Council Knowsley Metropolitan Borough Council Lincolnshire County Council joint (Lead) with Lincolnshire Police, Lincolnshire NHS Trusts, Lincolnshire Probation, Service Highways Agency Norfolk County Council Northamptonshire County Council Nottingham City Council
Transforming the delivery of services through partnerships
Breckland District Council joint with Forest Heath District Council (Lead) Bristol City Council London Borough of Southwark London Borough of Sutton Pendle Borough Council Sheffield City Council Staffordshire Connects Partnership - Stoke-on-Trent City Council (Lead); South Staffordshire District Council; Stafford Borough Council; Staffordshire County Council; Tamworth Borough Council; Staffordshire Moorlands District Council; Lichfield District Council; Newcastle-under-Lyme Borough Council; Cannock Chase District Council; East Staffordshire Borough Council
Valuing people
London Borough of Greenwich Norfolk County Council Rotherham Metropolitan Borough Council Wiltshire County Council
Waste and recycling
London Borough of Bexley Cambridge and Peterborough Waste Partnership (RECAP) - Cambridgeshire County Council (Lead); Cambridge City Council; East Cambridgeshire District Council; Fenland District Council; Huntingdonshire District Council; Peterborough City Council; South Cambridgeshire District Council Daventry District Council East Hampshire District Council Lichfield District Council Preston City Council Redcar and Cleveland Council Rushcliffe Borough Council Suffolk Waste Partnership - Suffolk County Council (Lead); Babergh District Council Forest Heath District Council; Ipswich Borough Council; Mid Suffolk District Council; St. Edmundsbury Borough Council; Suffolk Coastal District Council; Waveney District Council London Borough of Sutton
Round Eight
Delivering cleaner air
London Borough of Croydon London Borough of Greenwich Sefton Metropolitan Borough Council Sheffield City Council
Electoral services
London Borough of Hammersmith and Fulham Shrewsbury and Atcham Borough Council

New Performance Framework & Community Planning

Swindon Borough Council
Emergency planning
Humber Emergency Planning Service (East Riding of Yorkshire Council jointly with Kingston Upon Hull City Council and North Lincolnshire Council) Essex County Council Gloucestershire County Council (jointly with Cheltenham Borough Council, Forest of Dean District Council, Gloucester City Council, Cotswold District Council, Stroud District Council and Tewkesbury Borough Council) Cleveland Emergency Planning Unit (Hartlepool Borough Council jointly with Stockton-on-Tees Borough Council, Redcar and Cleveland Council, Middlesbrough Council, Cleveland Police Authority and Cleveland Fire Authority) Hertfordshire County Council Nottinghamshire County Council (jointly with Newark and Sherwood District Council) Rotherham Metropolitan Borough Council
Healthy schools
Bristol City Council Derby City Council Lancashire County Council Leeds City Council Rochdale Metropolitan Borough Council South Gloucestershire Council St. Helens Metropolitan Borough Council
Increasing voluntary and community sector service delivery
Birmingham City Council London Borough of Croydon
Neighbourhood and community champions: the role of elected members
South Somerset District Council South Tyneside Metropolitan Borough Council
Preventing and tackling anti-social behaviour
Basingstoke and Deane Borough Council Bolton Metropolitan Borough Council Bristol City Council Portsmouth City Council
Promoting financial inclusion and tackling over-Indebtedness
Leeds City Council Sheffield City Council South Tyneside Metropolitan Borough Council
Promoting sustainable communities through the planning process
Ashford Borough Council Basingstoke and Deane Borough Council Hambleton District Council Woking Borough Council
School Improvement
City of York Council Durham County Council Gateshead Council London Borough of Tower Hamlets South Gloucestershire Council
Round Nine
Better brighter futures
Cumbria County Council Wolverhampton City Council Sheffield City Council
Better public places
London Borough of Sutton Tynedale District Council Darlington Borough Council Sheffield City Council Rotherham Metropolitan Borough Council
Care matters: improving the outcomes for children in care
Leicester City Council South Gloucestershire Council

New Performance Framework & Community Planning

Dignity in care
Warrington Borough Council
Improving accessibility
Peterborough City Council London Borough of Greenwich Lancashire County Council Nottinghamshire County Council Shortlisted - Joint with Nottingham City Council Merseyside Passenger Transport Authority (Lead) joint with Knowsley Metropolitan Borough Council; Liverpool City Council; Sefton Metropolitan Borough Council; St Helens Metropolitan Borough Council; Wirral Metropolitan Borough Council; Halton Borough Council
Local strategic partnerships and local area agreements
London Borough of Croydon South Tyneside Metropolitan Borough Council Leeds City Council
Reducing health inequalities
London Borough of Greenwich Derwentside District Council Merseyside Fire and Rescue Coventry City Council Sheffield City Council Sunderland City Council
Reducing re-offending
London Borough of Tower Hamlets Sunderland City Council Bolton Metropolitan Borough Council Leicester City Council Shortlisted (Lead) Joint with Leicestershire County Council; Melton Borough Council; Oadby and Wigston; Hinckley and Bosworth Borough Council
Tackling climate change
City of London London Borough of Barking and Dagenham Middlesbrough Council Eastleigh Borough Council Woking Borough Council Worcestershire County Council
Transforming services: citizen engagement and empowerment
Tameside Metropolitan Borough Council Chorley Borough Council Staffordshire Moorlands District Council
Round Ten
After dark: managing the night-time economy
Brighton and Hove City Council Hinckley and Bosworth Borough Council (lead) with Hinckley and Bosworth local policing unit (joint) London Borough of Havering Nottingham City Council (lead) with Nottinghamshire Police Authority, Nottinghamshire Police - Nottingham City Division, Nottinghamshire and City of Nottingham Fire and Rescue Authority (joint)
Digital inclusion: tackling exclusion and promoting life chances
Solihull Metropolitan Borough Council Staffordshire Moorlands District Council Stratford-On-Avon District Council Sunderland City Council
Cohesive and resilient communities
Lancashire County Council (lead) with, Blackpool Borough Council, Burnley Borough Council, Chorley Borough Council, Fylde Borough Council, Hyndburn Borough Council, Lancashire Constabulary, Lancaster City Council, Pendle Borough Council, Preston City Council, Ribble Valley Borough Council, Rossendale Borough Council, South Ribble Borough Council, West Lancashire District Council, and Wyre Borough Council (joint) London Borough of Hounslow London Borough of Southwark London Borough of Waltham Forest (lead) with Waltham Forest Metropolitan Police Service (joint)
Homes for the future
Bolton Metropolitan Borough Council London Borough of Greenwich Sheffield City Council

New Performance Framework & Community Planning

St. Helens Metropolitan Borough Council
Cutting red tape: delivering real economic and social benefit through better regulation
Cambridgeshire County Council London Borough of Bexley Westminster City Council
Olympic Games and Paralympics legacy: using the opportunity of hosting the Games to encourage communities to be more active
Essex County Council Kent County Council Dorset County Council (lead) with Weymouth and Portland Borough Council and West Dorset District Council (joint) London Borough of Greenwich London Borough of Hackney
Positive engagement of older people to support and promote greater independence and well-being in later life
City of Bradford Metropolitan District Council Lancashire County Council London Borough of Camden London Borough of Tower Hamlets
Preventing and tackling child poverty
Cornwall Council London Borough of Tower Hamlets Newcastle upon Tyne City Council
Strategic commissioning
City of Wakefield Devon County Council London Borough of Hackney Westminster City Council
Supporting independent living for disabled adults
Middlesbrough Borough Council London Borough of Enfield
Raising economic prosperity through partnerships
Lancashire County Council London Borough of Croydon St. Helens Metropolitan Borough Council Stafford Borough Council
Better outcomes for people and places
Chorley Borough Council Rotherham Metropolitan Borough Council

Appendix D: Regional Improvement and Efficiency Partnerships

Improvement and Efficiency South East (IESE)

<http://www.southeastiep.gov.uk/homep.asp?PageRef=1>

Capital Ambition, the RIEP for London

<http://www.londoncouncils.gov.uk/capitalambition/default.htm>

East Midlands Improvement and Efficiency Partnership (EMIEP)

<http://www.eastmidlandsiep.gov.uk/>

Improvement East, the RIEP for the East of England

<http://www.improvementeast.gov.uk/>

North East Improvement and Efficiency Partnership (NEIEP)

<http://www.northeastiep.gov.uk/>

South West Regional Improvement and Efficiency Partnership (SWRIEP)

<http://www.southwestiep.gov.uk/>

North West Improvement and Efficiency Partnership (NWIEP)

<http://www.nwce.gov.uk/>

Improvement and Efficiency West Midlands (IEWM)

<http://www.wmcoe.gov.uk/>

YoHr Space, the RIEP for Yorkshire and the Humber

<http://www.yohrspace.org.uk/>