

Evaluation of Local Strategic Partnerships

Mapping approaches to integrating performance indicators across local strategic partnerships

Case Study 8 – Liverpool Partnership Group

September 2003

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Introduction

Liverpool's Local Strategic Partnership is a family of partnerships, comprising Liverpool First Board, Liverpool Partnership Group (LPG), city wide thematic Strategic Issue Partnerships (SIPs), Cluster Partnerships providing an area and neighbourhood dimension, and two sub-groups dealing with NRS/PSA and the city's SRB6 Objective One Integrated Development Plan, respectively.

The Strategic Issue Partnerships have representation on LPG and work alongside it to contribute to delivery of the Community Strategy. Protocols defining the roles and responsibilities, including performance management, are currently being agreed between each SIP and LPG.

Key features of the LSP's approach to performance management include:

- Thoughtful approach to the selection of indicators with notable success in some areas – e.g. Strategic Housing Partnership
- Clear assignment of responsibility for particular actions within the Community Strategy, with Strategic Issue and Cluster Partnerships charged with driving progress and responding to performance information
- 'Learning approach' – with monitoring used as an opportunity to identify and learn from good practice.

The Community Strategy

Liverpool First (2002-2005) Workbook – Our Community Strategy sets out how the LPG will meet the five aspirational targets originally set out in the Liverpool Prospectus, published in 1999. In developing this three-year plan, the Partnership adopted the principle that priority actions should meet the following five criteria:

1. Be the most important factors that will contribute to achieving the Liverpool First vision
2. Be achievable i.e. likely to happen and to be resourced within 2 to 3 years but which contribute to Liverpool First's longer-term vision.
3. Add value - i.e. would not happen without Liverpool First/LPG intervention and require joined-up working
4. Reflect PSA targets, including NRF PSA targets
5. Be sustainable and promote inclusion and equality

Most of the Community Strategy themes were developed through a relevant Strategic Issue Partnership. However, where no SIP existed, the actions and targets were developed through multi-agency groups. Public consultation also impacted on the development of the plan. Following consultation that identified the environment as an important local issue a specific section was added to the strategy, as well as allowing the theme to be implicit in the other sections.

Lead Officers for each section of the plan were identified and have subsequently developed detailed action plans to take the Community Strategy commitments forward. The action plan is

the prime monitoring tool and in order to improve their quality a series of briefings with Lead Officers were held in February 2003 to assist with the preparation and monitoring of more detailed action plans for 2003/04.

The Liverpool Neighbourhood Renewal Strategy was developed within the framework of the Community Strategy and is integral to it. It comprises a city wide action framework, Cluster Strategies and Neighbourhood Action Plans. The city wide framework comprises the commissioning frameworks produced by the relevant SIP for delivering the NRS floor targets, which guided the development of the Cluster Strategies and the Neighbourhood Action Plans. The city wide framework and the Cluster Strategies are included in the Community Strategy and managed alongside the thematic sections. Additionally, most of the NRS floor targets are incorporated into the thematic sections. The LPG's NRS/PSA group oversees the development and delivery of the LNRS.

Performance managing the strategy

The Community Strategy features two types of indicators – headline or 'pulse of the city' indicators and strategic indicators.

Headline indicators focus on those issues that impact on sustainable regeneration and which are of long-term relevance, not too closely related to the detail of strategic plans, which can change over time. The headline indicators set out below are only a proposed set and are still under review.

Liverpool First – Current Ten Headline Indicators

(Note that these may be revised in light of efforts to define the five aspirational targets more closely)

- **Children in low-income households** – the proportion of children under 16 who live in households where the families claim means-tested benefits (Child Poverty Index)
- **Crime rate** – The level of recorded burglary, robbery, and crimes of violence
- **Use of sustainable transport forms** – Proportion of journeys made by public transport, bicycles or on foot as a main method of travel
- **Increase in businesses or business buoyancy** – Change in the number of companies registered for VAT. Or expectation of profit by local businesses
- **GCSE high-grade passes** - % pupils (this means Year 11 i.e. 16 year olds) achieving 5 or more GCSE A*-C grade
- **Qualifications** - % population qualified to NVQ level 3
- **Long-term unemployed** - % unemployed more than one year as a % of all unemployed
- **Expected life-span** – Life expectancy at birth (male and female)
- **Total population to population change** – Population in current year as a percentage of population in previous year
- **Housing vacancy rates** – Vacancies as % of all residential dwellings across all tenures (privately rented, owner occupied, rented from the council or housing association/trust)

Strategic indicators are intended to measure the progress of actions in the Strategy. The Community strategy establishes the linkage between actions and strategic indicators in “bundles” since one action may contribute to a number of indicators and one indicator will be contributed to by a number of actions.

The process of selecting indicators began with the original Liverpool Prospectus, which included a core set of national indicators relevant to the New Commitment to Regeneration initiative and a range of ‘local’ indicators that had already been consulted on. However, it was recognised that these needed careful reviewing, revising and editing. The task of reviewing existing indicators fitted well with Liverpool’s involvement as a pilot area for the Audit Commission’s Quality of Life project. A working group was established to take the Quality of Life work forward. Members were drawn from number of partners including Liverpool City Council, Health Authority, Police, Learning and Skills Council and others from John Moore’s University, District Audit, Government Office North West. It was hoped that the Quality of Life work would help the LPG to gain a clearer idea of the suitability of some of the available indicators that they might include in the Community Strategy.

Discussion in the working group also highlighted the need to involve two types of people in identifying and developing indicators – people who have a detailed knowledge of the indicators that already exist and how they are collected and reported and senior players who have an involvement in strategic planning and can articulate what outcomes are desired.

It was felt that further work was needed to explore the full meaning of the five aspirational targets stated in the original Liverpool First prospectus. This is currently taking place and will inform the final selection of headline indicators. For example, considerable work has gone into exploring what indicators are needed to track ‘business friendliness’.

At one point the establishment of a “Liverpool Index” was considered but rejected mainly because of concerns associated with weighting but also on the grounds of not yet having a robust working set of Headline Indicators

The working group was originally charged with developing strategic indicators too. However, it was quickly agreed that it was most appropriate for this work to be undertaken by the SIPs. In some cases, for example the Strategic Housing Partnership, where the Partnership was well established, had effective ways of working in place, and had strong links to the working group, this process worked well. The Housing SIP established a sub-group to carry out this work, chaired by a Registered Social Landlord Chief Executive and facilitated by LPG Team members. The sub-group started from the bottom up, identifying what they wanted housing to look like in 10 years time, and then identifying which 3-4 indicators would enable them to track progress toward this end. In other areas, SIPs made slower progress – with continuing work required to strip out and focus indicators from a much longer list selected.

For each strategic indicator currently included in the Strategy, there is information about baseline data and targets, the lead agency accountable for progress and how the indicator relates to other plans – local, regional, or national. Indicators include a mix of Audit Commission recommended

Quality of Life, Best Value, Neighbourhood Renewal, PSA, Sustainable Quality of Life Counts and North-West Regional Development Agency Tier 2 indicators.

Of the national and regional sets only those indicators that suited Liverpool's particular circumstances were adopted. For example, the Audit Commission's Quality of Life indicators include 'Affordability of housing'. However, this was not considered to be an important issue for Liverpool where a large amount of housing is of low value (therefore relatively 'affordable'), but of poor quality and not therefore desirable. The HMRP aim for the city is to raise standards and develop a broader mix of housing. It is hoped that one of the outcomes of this strategy will be a broader range of properties across all Council tax bands rather than the current concentration in bands A and B. For this reason, the 'affordability' indicator was not considered suitable. Instead, the Strategic Housing Partnership chose an indicator measuring the proportion of domestic council-tax-banded A & B properties to those banded C to H with the aim to increase the proportion of properties in the higher bands. Another of the Audit Commission's Quality of Life indicators was River Quality, and although the importance of a clean river was recognised, it was not directly related to the strategic priorities selected, and so was not adopted.

The first Annual Review of all Strategic Indicators has recently taken place and was reported to LPG in early June. As well as collecting data for the year April 2002 - March 2003, other information about the indicators such as the frequency of collection, the breakdowns available, any additional linkage with other performance sets and the quality audit trail they are subject to is also being gathered. The review is already showing that some indicators are not robust enough to remain and one of the recommendations in the report to LPG was for a re-consideration of the full set. This will be managed by the LPG team through the Strategic Issue Partnerships

Many of the target indicators selected are already part of other monitoring systems. For example, Liverpool City Council collects data against Best Value, and PSA targets and the Council's Regeneration portfolio has a database of Regeneration activities, which overlaps extensively with activities in the Community Strategy. (30-40% of the Community Strategy indicators form part of the local authority performance management framework.) Data is also collected, stored and reported by other partner agencies. There is recognition that different systems for collecting performance management information presents a problem for LPG and there are tentative plans to develop a shared database for indicators and actions. For the time being, the spreadsheet is updated centrally, with partners sending in relevant information. In the future, LPG hopes to create a system that automatically updates from member systems, however it is acknowledged that some important and problematic issues around data protection will need to be overcome before this is possible.

Action plans are the primary monitoring tool for the LPG. Community Strategy actions are monitored biannually, using a 'traffic light system' to review progress. Particular attention is paid to those actions with milestones falling in the review period or ones that are amber (needs watching carefully) or red (progress falling behind). Amber or red actions are subject to a bi-monthly review by the relevant lead officer/partner and progress reports are brought to each LPG meeting until green status is achieved (see Appendix 2). The LPG team has now prepared the second six monthly action report. The first report covered just 25% of the actions in the Strategy.

This time around the LSP reported on nearly 75 % of the actions in the Strategy. The review cycle has already proved to be a learning process, with some actions being dropped or amended as more evidence is collected about what is working and why.

The LPG has to rely on the good will of partners to provide relevant reporting information. In some cases, it has proved difficult to secure sufficiently detailed information from partner agencies. Outcome-related data has been particularly difficult to obtain, as partners are under pressure to allocate their resources to collecting other, statutory data, which is not outcome-related.

The LPG is keen to develop an annual survey of Liverpool residents so that a range of useful qualitative information around public perceptions of quality of life in the City can be tracked over time. There is also a need to develop longitudinal studies of individuals to track improvements in quality of life over time.

The Core Cities Policy Group: LSPs and Community Strategies – set up around two years ago to provide support and learning opportunities for LSPs through the accreditation process - has proved helpful in the area of performance management. It is proposed to identify common themes in the Core Cities' Community Strategies and to agree a set of indicators all participants might use. However, details about sharing and benchmarking have not yet been discussed.

Performance managing the Partnership

It has proved difficult to develop indicators that will enable the Partnership to monitor and track the value-added of the LPG itself. Demonstrating value-added in a quantitative fashion is considered to be highly problematic. The LPG proposes to use a combination of data with more anecdotal evidence – examples of where the LPG has facilitated action that might not otherwise have taken place. For example, the LPG has enabled the health and employment partnerships to develop proposals to tackle the problem of recruitment and retention of health professionals in Liverpool. These discussions are leading to an action plan to address the issues.

In preparation for accreditation a self-assessment questionnaire was developed which asked partners to assess the partnership against the six given criteria for accreditation and give examples of good practice. This created a baseline for measuring progress and was repeated in the second year with additional elements. Thus the LPG were able to demonstrate movement in the perceptions of partners.

The LPG team undertook an Investors in People (IiP) self-assessment as part of Liverpool City Council's IiP assessment. In addition, quarterly team performance reports are prepared for the Policy and Programmes division of LCC Regeneration portfolio, featuring data about staffing, sickness rates, staff development and training, reports to committees and major pieces of work and a summary of achievements all supported by evidence. In addition a financial report is submitted monthly.

The work of the team is planned within the context of two complementary action plans: the LPG service action plan through which LPG is accountable to the Local Authority and reports to them each month and which includes LABVPI1 (Local Authority Best Value Performance Indicator); and the LSP accreditation action plan, which is reviewed quarterly by GO-NW and by Liverpool First Board.

Sources

This case study is based on interviews with Jess Williams, Monitoring and Review Co-ordinator, Liverpool Partnership Group. In addition, it draws on a number of key documents including: Liverpool First (2002-2005) Workbook: Our Community Strategy, and various papers on performance management prepared for Liverpool Partnership Group.

Further information

For further information about Liverpool Partnership Group's approach to performance management contact:

Jess Williams
Liverpool Partnership Group
Fifth Floor
Hamilton House
24 Pall Mall
Liverpool L3 6AL

Telephone: 0151 285 2348

Or visit the website: www.liverpoolfirst.org.uk

Appendix 1 – Summary of strategic performance indicators

WORKBOOK INDICATORS and TARGETS for LIVERPOOL FIRST (2002 - 2005)
indicator
Liverpool – Modern & effective Local Services
Liverpool Neighbourhood Renewal: <i>*Most NRS indicators are also incorporated into the relevant strategy.</i>
<i>Jobs : National Targets</i>
Increase the employment rates of 30 local authority districts with the poorest initial labour market conditions and narrow the gap between these and the overall rate
Generate more sustainable enterprise in disadvantaged communities.
Increase the employment rates of disabled people, lone parents, ethnic minorities and over-50s and narrow the gap between these and the overall rate
<i>Crime : National Targets</i>
Reduce domestic burglary by 25% with no local authority district having a rate more than 3 times the national average
<i>Education : National Targets</i>
Increase the percentage of pupils obtaining five or more GCSEs at grades A*-C (or equivalent) to at least 38% in every LEA by 2004
Increase the percentage of children who achieve Level 4 in each of the Key Stage 2 English and Maths tests beyond the targets for 2002 of 80% in English and 75% in Maths
<i>Health : National Targets</i>
By 2010 reduce by at least 10% the gap between the 20% of areas with the lowest life expectancy at birth and the population as a whole
Reduce, by at least 60% by 2010, the conception rate among under 18s in the worse 20% of wards, and thereby reduce the level of inequality between these areas and the average by at least 26% by 2010
<i>Housing : National Targets</i>
Reduce by 33% the number of households living in non-decent social housing, with most improvement in the most deprived local authority areas, as part of a comprehensive regeneration strategy, by 2004
<i>Environment : National Targets</i>
Improve air quality in the most deprived areas to meet the objectives and targets prescribed in the Government's Air Quality Strategy

Increase by 2003 the recycling and composting of household waste as set out in the Government's Waste Strategy.

Liverpool – A Business-Friendly and Learning City
<i>Liverpool City Centre</i>
Visitor spend
City Centre population
City Centre employment
Number of residents of the five Cluster areas assisted to access City Centre jobs
<i>Developing Competitive Businesses</i>
<i>During 2002/03, Liverpool Business Centre will agree baselines and targets with LPG to measure progress towards Liverpool First's aspirational target to be the most business-friendly city by 2006. As an interim measure we are using LBC's own business target</i>
business enquiries handled
businesses significantly assisted
Jobs created through LBC support of businesses.
number of jobs safeguarded
micro and social economy business start-ups created
<i>Getting People into Jobs</i>
Unemployment rate
Unemployment rate by Liverpool ward
Employment rates of disadvantaged groups (people with disabilities, lone parents, ethnic minorities and the over 50s)
Proportion of people with learning difficulties moving into paid or unpaid employment through the Learning Disability Partnership.
The proportion of Job Seeker Allowance claimants who have been unemployed for more than one year as a percentage of all unemployed compared to national rate
Proportion of young people leaving public care who go into Further Education or employment
<i>Lifelong Learning – Increasing Participation and Achievement</i>
Proportion of 16-18 year olds participating in structured learning
Proportion of 16-19 year olds in Greater Merseyside leaving post-compulsory education and training
Proportion of 16-19 year olds in Liverpool leaving post-compulsory education and training and becoming unemployed
Number of 16-19 year old mothers in Greater Merseyside ConneXions area engaging in employment education and training

Proportion of young people leaving public care who go into learning
Investor in People commitments in Greater Merseyside
The number of 19 year olds in Greater Merseyside with at least NVQ Level 2 or equivalent qualification.
Number of adults (16+) gaining Basic Skills Achievements from 2001 to 2004
The proportion of adults participating in structured learning
Proportion of adults (19+) year olds from wards within the bottom 10% of the Indices of Multiple Deprivation who are participating in structured learning
The proportion of economically active people adults with at least NVQ Level 2, 3 or 4 or equivalent qualifications.
Engagement of employers in workforce development
Proportion of employees undertaking work-related training over the past 4 weeks
Quality of education & training and user satisfaction
Lifelong Learning – Raising Attainment
Percentage of 11 year old pupils achieving Level 4 or above in English at Key Stage 2
Percentage of 11 year old pupils achieving Level 5 or above in English at Key Stage 2
Percentage of 11 year old pupils achieving Level 4 or above in Maths at Key Stage 2
Percentage of 11 year old pupils achieving Level 5 or above in Maths at Key Stage 2
Percentage of 14 year old pupils achieving Level 5 or above in English at Key Stage 3
Percentage of 14 year old pupils achieving Level 5 or above in Maths at Key Stage 3
Percentage of 14 year old pupils achieving Level 5 or above in Science at Key Stage 3
Percentage of 14 year old pupils achieving Level 5 or above in ICT (information & communication technology) at Key Stage 3
Percentage of 15/16 year olds gaining 5 or more A*-C grade GCSEs
Percentage of 15/16 year olds gaining 5 or more A*-G grade GCSEs
Percentage of children in public care gaining at least one (A-G) GCSE
Number of permanent exclusions from Liverpool schools
Percentage of half days missed as a result of total pupil absences from Liverpool schools
Levels of unauthorised absence from primary schools
Levels of unauthorised absence from secondary schools
Percentage of 11 year old Somali pupils achieving Level 4 or above in English at Key Stage 2
Percentage of 11 year old Yemeni pupils achieving Level 4 or above in English at Key Stage 2.
Percentage of 11 year old Somali pupils achieving Level 4 or above in Maths at Key Stage 2.

Percentage of 11 year old Yemeni pupils achieving Level 4 or above in Maths at Key Stage 2.
Percentage of 11 year old Somali pupils achieving Level 4 or above in Science at Key Stage 2
Percentage of 11 year old Yemeni pupils achieving Level 4 or above in Science at Key Stage 2
Liverpool – An Inclusive City
<i>Health and Social Care</i>
Life expectancy at birth, for males.
Life expectancy at birth, for females.
Deaths from cancer in under 75 year olds.
Deaths from heart disease and stroke in under 75 year olds.
Deaths from accidents
Serious injury from accidents
Number of deaths from suicide
Conceptions per 1000 girls under 18 living in Liverpool's worst wards
Emergency admissions to hospitals for people aged 75 and over
Number of children in the care of the City Council
Ratio of Black & other minority children in need.
<i>Community Safety</i>
Number of robberies in a year
Domestic burglary incidents in a year.
Number of violent crimes in a year.
Number of vehicle crimes in a year.
Number of secondary fires
Proportion of people under 25 reporting the use of Class A drugs
Levels of repeat offending amongst drug abusing offenders
The number of prisoners who go into a drugs treatment programme on release.
The cost of crime.
<i>Community Empowerment</i>
<i>Specific indicators to evaluate community engagement will be developed with voluntary and community sectors, building on the Cluster Partnership Involvement Toolkit.</i>

Liverpool – A Good Place To Be
<i>Housing</i>
Number of households living in social housing that does not meet set standards of decency
Overall vacancy levels in all types of housing
Proportion of owner occupiers.
Range of domestic accommodation available across the city : Bands C-H
Range of domestic accommodation available across the city : Bands A & B
<i>The Built Environment & Open Spaces</i>
Percentage of new housing development taking place on brownfield land.
Listed buildings at risk
Hectares of derelict land
Rate per year of reclamation of brownfield land
Percentage of principal roads with negative residual life
<i>Caring for Our Environment</i>
Percentage of household waste recycled
Cost of recycling household waste, per household
Percentage of energy from renewable sources consumed by in LCC buildings
Percentage of streets having a high or acceptable standard of cleanliness
<i>Transport</i>
Pathway residents living within 400m (walking distance) of a public transport service
Share of all journeys made by pedestrians
Share of all journeys made by cyclists
Total people killed or seriously injured in road traffic accidents
Children killed or seriously injured in road traffic accidents
Percentage of buses arriving within 5 min of their scheduled time
Percentage of trains arriving within 5 min of their scheduled time
Percentage of bus stops and shelters having travel and route information
<i>Culture</i>
Number of cultural industries jobs (in Merseyside)

Tourist jobs (in Merseyside).
Visitors spend in Merseyside
Visits to the National Museums & Galleries on Merseyside
People taking part in the Museum's learning projects.
Number of swimming visits made to Leisure Centres in Liverpool
Number of library visits
Number of book and other item issues
Film and TV production days in the City

Appendix 2 – Summary progress reports

MONITORING LIVERPOOL FIRST: ACTION PROGRESS for the period October 2002 to March 2003

THEMES & SECTIONS	WORKBOOK ACTIONS		% IN REVIEW	check totals (status plus non-returns & incomplete)	REVIEWED ACTIONS STATUS (shows % of those with assigned status)							REVISIONS		
	IDENTIFICATION NUMBER	TOTAL ACTIONS AVAILABLE			TOTAL WITH ASSIGNED STATUS	GREEN	AMBER: ACTION IN PROGRESS	AMBER	RED	DEFERRED				
Liverpool - Modern and Effective Local Services	1.0	57	42.1%	24	18	15	83%	2	11%	1	6%	0	0%	4
Liverpool's Neighbourhood Strategy	1.1	5	40.0%	2	2	1	50%	0	0%	1	50%	0	0%	0
Alt Valley Cluster Partnership	1.2	6	66.7%	4	0									4
Eastern Link Cluster Partnership	1.3	15	66.7%	10	10	10	100%	0	0%		0%	0	0%	0
Liverpool Atlantic Partnership	1.4	11	63.6%	7	5	4	80%	1	20%	0	0%	0	0%	0
South Central Liverpool Partnership	1.5	14	7.1%	1	1	0	0%	1	100%	0	0%	0	0%	0
South Liverpool Partnership	1.6	6	0.0%	2002/2003 Action Plan incomplete; no monitoring possible										
Liverpool – A Business Friendly and Learning City	2.0	56	91.1%	51	49	33	67%	13	27%	3	6%	0	0%	2

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Liverpool City Centre	2.1	9	66.7%	6	6	3	50%	3	50%	0	0%	0	0%	0
Developing Competitive Businesses	2.2	10	100.0%	10	10	5	50%	3	30%	2	20%	0	0%	0
Getting People into Jobs	2.3	10	90.0%	9	7	5	71%	2	29%	0	0%	0	0%	2
Lifelong Learning – Increasing Participation and Achievement	2.4	13	100.0%	13	13	9	69%	3	23%	1	8%	0	0%	0
Lifelong Learning – Raising Attainment	2.5	14	92.9%	13	13	11	85%	2	15%	0	0%	0	0%	0
Liverpool – An Inclusive and Safe City	3.0	65	83.1%	54	40	29	73%	5	13%	4	10%	2	5%	14
Health and Social Care	3.1	28	78.6%	22	10	8	80%	0	0%	2	20%	0	0%	12
Community Safety	3.2	20	75.0%	15	13	10	77%	0	0%	2	15%	1	8%	2
Community Involvement	3.3	17	100.0%	17	17	11	65%	5	29%	0	0%	1	6%	0
Liverpool – A Good Place to Be	4.0	64	79.7%	51	48	34	71%	11	23%	3	6%	0	0%	2
Housing	4.1	19	94.7%	18	16	14	88%	2	13%	0	0%	0	0%	1
The Built Environment and Open Spaces	4.2	6	83.3%	5	5	3	60%	2	40%	0	0%	0	0%	0
Caring for Our Environment	4.3	12	66.7%	8	7	5	71%	0	0%	2	29%	0	0%	1
Transport	4.4	16	75.0%	12	12	6	50%	5	42%	1	8%	0	0%	0
Culture	4.5	11	72.7%	8	8	6	75%	2	25%	0	0%	0	0%	0
ALL ACTIONS total		242	74.4%	180	155	111	72%	31	20%	11	7%	2	1%	22

T:jess/monitoring/monitoring results summary

MONITORING LIVERPOOL FIRST: Indicator progress for the period October 2002 to March 2003

	<i>INDICATORS WITH ASSIGNED STATUS</i>	<i>REVIEWED INDICATORS STATUS (shows as % of those with assigned status)</i>	<i>shows as % indicators</i>
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Liverpool Partnership Group

THEMES & SECTIONS	IDENTIFICATION NUMBER	TOTAL NUMBER OF INDICATORS	TOTAL WITH ASSIGNED STATUS	WITH ASSIGNED STATUS as a % OF ALL INDICATORS	GREEN		AMBER		RED		NO TARGET SET		CO UN
					Count	%	Count	%	Count	%	Count	%	
Liverpool - Modern and Effective Local Services	1.0	15	7	46.7%	4	57%	1	14%	2	29%	2	13%	6
Liverpool's Neighbourhood Strategy	1.1	15	7	46.7%	4	57%	1	14%	2	29%	2	13%	6
Liverpool – A Business Friendly and Learning City	2.0	51	35	68.6%	22	63%	6	17%	7	20%	5	10%	11
Liverpool City Centre	2.1	4	2	50.0%	2	100%	0	0%	0	0%	1	25%	1
Developing Competitive Businesses	2.2	5	5	100.0%	4	80%	0	0%	1	20%	0	0%	0
Getting People into Jobs	2.3	6	3	50.0%	2	67%	0	0%	1	33%	1	17%	2
Lifelong Learning – Increasing Participation and Achievement	2.4	14	3	21.4%	2	67%	0	0%	1	33%	3	21%	8
Lifelong Learning – Raising Attainment	2.5	22	22	100.0%	12	55%	6	27%	4	18%	0	0%	0
Liverpool –An Inclusive and Safe City	3.0	20	7	35.0%	7	100%	0	0%	0	0%	2	10%	11
Health and Social Care	3.1	11	4	36.4%	4	100%	0	0%	0	0%	2	18%	5
Community Safety	3.2	9	3	33.3%	3	100%	0	0%	0	0%	0	0%	6
Community Involvement NO INDICATORS YET	3.3												
Liverpool – A Good Place to Be	4.0	31	16	51.6%	11	69%	2	13%	3	19%	6	19%	9
Housing	4.1	5	0	0.0%	0		0		0		4	80%	1
The Built Environment and Open Spaces	4.2	5	2	40.0%	2	100%	0	0%	0	0%	2	40%	1
Caring for Our Environment	4.3	4	3	75.0%	1	33%	1	33%	1	33%	0	0%	1
Transport	4.4	8	5	62.5%	4	80%	0	0%	1	20%	0	0%	3
Culture	4.5	9	6	66.7%	4	67%	1	17%	1	17%	0	0%	3
ALL INDICATORS total		117	65	55.6%	44	68%	9	14%	12	18%	15	13%	31

T:jess/monitoring/monitoring results summary

