

AGENDA SUPPLEMENT (1)

Meeting: Children's Services Select Committee

Place: Council Chamber, County Hall, Trowbridge

Date: Thursday 17 March 2011

Time: <u>10.30 am</u>

The Agenda for the above meeting was published on 9 March 2011 and indicated that the reports detailed below would follow. These are now available and are attached to this Agenda Supplement.

In addition, the Minutes from the Previous Meeting are attached as those included with the Agenda, when published, were incorrect.

Please direct any enquiries on this Agenda to Sharon Smith, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718378 or email sharonl.smith@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225)713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

2. Minutes of the Previous Meeting (Pages 1 - 12)

To confirm and sign the minutes of the Children's Services Select Committee meeting held on 27 January 2011.

7. **Budget & Performance monitoring** (Pages 13 - 22)

An edited version of the budget monitoring papers, referring specifically to DCE, from Cabinet's March meeting are now attached.

Hard copies of the performance report considered by Cabinet in February have been sent to all members but an edited version referring specifically to DCE is attached for ease of reference.

Where possible, members are asked to forward any specific questions regarding the current DCE budget or performance position to the Senior Scrutiny Officer in advance of the meeting.

DATE OF PUBLICATION: 14 March 2011



CHILDREN'S SERVICES SELECT COMMITTEE

DRAFT MINUTES OF THE CHILDREN'S SERVICES SELECT COMMITTEE MEETING HELD ON 27 JANUARY 2011 AT COUNCIL CHAMBER, COUNTY HALL, TROWBRIDGE.

Present:

Cllr Andrew Davis, Cllr Peter Davis, Cllr Peter Fuller, Cllr Mark Griffiths, Cllr Russell Hawker, Mr J Hawkins, Cllr Jon Hubbard, Rev. A Kemp, Chris King, Cllr Jacqui Lay (Vice Chairman), Cllr Bill Moss, Cllr Helen Osborn, Mr N Owen, Cllr Pip Ridout, Mrs R Ryan, Cllr Carole Soden (Chairman) and Dr M Thompson

Also Present:

Cllr Lionel Grundy.

131. Apologies and substitutions

Apologies were received from Cllr Mary Douglas and Cllr Paul Darby.

132. Minutes of the Previous Meeting

The minutes of the previous meeting were agreed and signed as a correct record.

133. **Declarations of Interests**

There were no declarations of interest.

134. Chairman's Announcements

- Cllr Mary Douglas was unable to attend the meeting but requested that the Committee consider her report on the Children and Young People's Trust Board.
- 2. The Director for DCE was asked to provide a steer on the DCE structure, which had been circulated at the meeting.

The Director confirmed that a newsletter had been sent to all staff in the department providing an update on the management review. The key reason that details were not provided earlier was due to the need to

conduct in excess of 150 interviews and the Director felt disclosure of the structure would not have been appropriate for those staff affected.

The newsletter was regularly updated and would be circulated before the next Committee meeting in March. Members of Committee would be added to the circulation list accordingly.

3. <u>Visit to Melksham Oak School</u>

The Chairman and several members of the Committee visited the new Melksham Oak School (formerly George Ward) on 13 January where they were shown around by the Deputy Headteacher, Paul Kennedy.

All those in attendance were very impressed by the facilities on offer and recommended that other members of the Committee would benefit from a similar visit.

The Chairman would write to the school thanking them for the tour.

4. <u>Important Dates for the Diary</u>

i) Councillor Development event: Collecting Evidence Through Questioning

A Councillor training event that would be particularly useful to all members of Select Committees, taking place in the Chestnut Room in County Hall on Thursday 3 February from 10:00am to 4:00pm.

ii) Special Joint Budget Scrutiny

The Special Joint Scrutiny Meeting would take place on Thursday 10 February to consider the Cabinet's budget proposals for the next financial year. The meeting would commence at 10:00am and take place in the Council Chamber. All Councillors were encouraged to attend.

The final budget would be considered by Full Council on 22 February.

iii) Councillor Development: Community Leadership Workshop

This would be a half-day workshop to update and refresh Councillors on all of the tools and processes available to pursue local issues on behalf of their constituents.

The event would be held at 2:00pm on 24 February at Monkton Park, Chippenham and again at 2:00pm on 2 March at City Hall, Salisbury.

Subsequent to the meeting taking place the event was postponed. Further details of the revised date would be circulated once known.

5. Deferred Items

Small Schools Strategy had been deferred for consideration in March. This was predominantly due to the national policy picture for small schools which was still unclear and therefore an update at this stage would not have been appropriate.

135. Public Participation

There was no public participation.

136. <u>Coalition Changes - Update from Department for Children and Education</u> (DCE)

The Director for DCE presented an update report on Coalition Government's proposals for children's services and education and to answer questions arising.

- Clarity was provided that many changes were still taking place. The Children and Young People's Trust Board, which was no longer a statutory requirement, would be retained by Wiltshire Council although the governance arrangements would be changed to ensure it remained streamlined.
- The Education Endowment Fund had been set up to provide financial support to post-16 learners. It was unclear how to access this fund at the present time but, once known, the Department would make best efforts to do so.
- The Schools White Paper set new benchmarks in terms of floor targets with a 60% target set for primary schools and 35% for secondary. There were several schools considering academy status within the region and these schools continued to work closely with the Council.
- A Progress Check was being planned in relation to reading ability and KS2 tests were being reviewed.
- No further information had yet been provided in relation to the All Age Career Service following the wind-up of the Connexions service.

- The Early Intervention Grant would sweep up the myriad grants that the Council previously received individually. As a new combined Grant, the funding received by Wiltshire would be £3.3m less than the previous individual funds combined. Although the financial need of the Department had been assessed at £18m the amount to be received would be £14.6m.
- There had been many changes within Public Health including education (i.e. health and child poverty) where the Council had a statutory requirement to address these areas. A strategy had been developed and a consultation was currently being undertaken.

Following questions received, clarification was provided was follows:

- a) The Children's Trust Board membership had not as yet been affected although there were plans to widen the membership. The Board would meet three times per year.
- b) In relation to the Dedicated Schools Grant, there would be a recoupment process from the Council for each school moving to academy status. This equated to £9,700 within Lavington and £6,100 in South Wiltshire.
- c) A robust tendering process had been undertaken for the children's centres contract within Wiltshire. A stakeholder panel, which included key staff and local parents, were involved in the decision making process.
- d) In relation to the Pupil Premium it was clarified that, for those eligible pupils in mainstream schools, funding would be paid directly to the school where the child was registered.
- e) It was understood that academy schools were likely to be required to adhere to the same standards as those schools under local authority control.

Resolved:

- 1) To note the update.
- 2) To ensure that issues emerging as a result of national changes would be reflected in the Forward Work Programme.

137. Budget Monitoring - DCE

The Committee, at its meeting in November, requested a standing item be added to the agenda to allow members to receive details of DCE's latest budget and performance position. The Pupil Performance figures (Item 9) and Ofsted rating report (Item 12) will be considered later in the meeting.

Although there were no budget papers for consideration by Cabinet in January, hard copies of the full Cabinet budget papers in December were sent to members of the Committee for consideration. An edited version of these papers, which contained information relating to DCE, were included within the agenda pack.

The Head of Finance, DCE, was in attendance to answer any questions arising.

Resolved:

To note the latest budget position in relation to DCE.

138. Integrated Working in Wiltshire

The Committee considered an update report on progress made within Wiltshire to implement the Common Assessment Framework (CAF) and Lead Professional. The Joint Service Director for Commissioning and Performance attended to present the report and to answer questions arising.

- It was clarified that the team overseeing the CAF had moved into the Commissioning and Performance department in September 2010. The Strategy and Development Officer and support team would answer questions and provide advice and guidance as part of the 'Team around the Child' approach.
- CAF was highlighted as an issue in July 2008 where only 76 CAFs had been completed. The Department had made a continued effort to drive forward the important of CAFs and had now completed approximately 1,000 CAFs to date.
- An Action Plan had been put together which had resulted in the Department now exceeding the targets set for CAFs, with approximately 1,000 completed to date.
- Further work was still to be undertaken to extend the use of CAF and ensure it remained beneficial to children and young people, and frontline workers now understood the importance of completing a CAF.
- An E-learning module was available which covered the basic principles of CAF of which 632 staff had accessed. There were also face-to-face training courses available, of which just over 300 frontline staff had attended.
- An Integrated Processes Working Group had also been established which worked with key stakeholders, the voluntary sector and schools, to provide a better understanding of the system of Integrated working, which included CAF.

• It was also clarified that CAFs did not apply to statemented children who received assistance through other arms of the organisation.

Resolved:

To note the progress made in respect of implementing CAF and Lead Professional across Wiltshire.

139. Pupil Performance Figures

The annual report, providing an overview of pupil performance at the end of each key stage for 2010 and details of Wiltshire's attainment against the national expectations, was presented by the Service Director for Schools and the Head of School Improvement.

- Although the results for KS1 reflected a slight decrease in mathematics (73% attainment in 2009 and 72% in 2010) an increase in attainment for both reading and writing was noted.
- It was clarified that attainment levels for KS2 had increased by 4% from last year and there had been a 3% increase within the foundation stage (to be renamed Foundation Years).
- The figures provided for the KS2 performance indicated that Wiltshire had now risen above the national average.
- The figures for KS3 remained steady and consistently high.
- Steady progress was being made in KS4 with Wiltshire above the national average in GCSE for English and Maths.
- The new English Baccalaureate indicator, which showed the proportion of young people gaining good GCSEs in a range of core subjects, also showed that Wiltshire was achieving above the national average with 18.8% of students achieving success against the national average of 15.6%.
- Within KS5 Wiltshire remained in line with the national average.
- It was acknowledged that the attainment levels for those pupils receiving Free School Meals (FSM) and children within the SEN category remained lower than other categories. Work continued to narrow the attainment gap, particularly within KS2 and KS4 where a greater attainment gap existed. Research on the factors attributing to this gap had already been undertaken and reducing the attainment gap remained a priority for the department.
- Changes within the department's structure would result in the education team coming together for the first time from April 2011. It was felt that this

would allow greater cohesion which would further improve attainment levels across the board.

The Committee acknowledged the hard work undertaken by the department which was reflected in the increase in attainment levels but requested more detailed statistical information in future reporting. This should include details of areas of good practice.

To assist with Councillors' understanding of the current strategies within the department, the Service Director would circulate details to include a brief description of the strategies themselves.

The Service Director proposed that Councillors may benefit from primary school visits to better understand the lessons and expectations on children and the methods being taught.

Resolved:

- 1) To note the contents of the report.
- 2) To congratulate all staff and children whose key stages have shown an improvement in their attainment levels for 2009/10.
- 3) To receive further detailed analysis data once available.

140. <u>16-19 Learning and Skills ~ Strategic Priorities for 2011-12 and update on the transfer of responsibility from the Learning and Skills Council (LSC) to the Local Authority</u>

At its meeting in September 2010, the Committee received a report providing details of the progress made by the Council following the transfer of responsibility for 16-19 learning from the Learning and Skills Council (LSC) from 1 April 2010.

A further report, presenting the draft Strategic Priorities Statement for Wiltshire 16-19 year olds in 2011/12 was presented to the Committee which also included an update on progress following the Council's new responsibility. The Head of School Improvement attended to present the report and to answer questions arising.

The following updates had occurred since circulation of the papers:

- The Education Maintenance Allowance funding was now likely to be released for learners following the same pattern as those in receipt of free school meals.
- A recent announcement relating to the Post 16 capital funding indicated that for 2011/12 £57m was likely to be made available for 6th form colleges

nationally. £30m of this would be provided to support basic needs and would be distributed to colleges, 6th forms and academies with a focus on demographic changes.

Following questions raised by the Committee the following clarifications were provided:

- a) Transport to learning facilities The department was working closely with colleagues as part of the transport review as well as working within the local community with providers.
- b) All providers within Wiltshire were working closely together for both pre 16 and post 16 learners and there was a desire to increase the range of provision as it currently stood.
- c) The local authority had a direct responsibility for schools and 6th forms which were inspected as part of the Schools Inspection provision. Where schools had a level 3 grading in quality of provision the authority was engaged with those providers.
- d) Although the Council did not have direct responsibility for Further Education colleges and training sector providers the Council in may cases did work alongside many of them.
- e) Those schools becoming an academy or those schools given an outstanding grading would not be subject to inspection at the same level.

Resolved:

To note the report.

141. Basic Skills Update

In July 2010, the Committee received a report on the level of Basic Skills (amongst adults) in Wiltshire and required an update in six months time.

The Director for Economy and Enterprise and Economic Development Manager presented an update report providing details of the work being undertaken to increase Basic Skills attainment levels.

- In addition to the information in the report, it was clarified that details of all activities planned, including those available for the unemployed for a year or more, would be submitted to the Wiltshire Assembly at its next meeting.
- The Team were working internally with the HR and Organisation Development department to develop a programme for staff, which had been delayed due to the recent management review.

- The Employment and Skills Board would be overseeing the work of the Team who were now also likely to submit a Local Enterprise Bid to the Local Enterprise Partnership.
- It was acknowledged that further importance should be given to apprenticeship schemes as set out by central government. It was now less prescriptive on how providers could fund placements and schools were also being encouraged to promote this avenue. With the current economic climate there was limited funding for the private sector in terms of apprenticeships, and potential employees would be required to pay a subsidy. However, the team were looking creatively at other ways of incentivising employers to follow the apprenticeship route.
- Members of the Committee felt that the Council should lead by example in this area and promote the apprenticeships scheme internally. However, it was understood that this may not be applicable at the moment with the cuts required across the organisation. At the most appropriate time, progression through the organisation should also be encouraged to free-up available posts for apprenticeship options.
- It was confirmed that those students leaving the County for degrees were unlikely to return to Wiltshire for employment thereafter although current figures indicated that 1 in 5 graduates were currently unable to seek employment, of which a number were returning to Wiltshire. Part of the Spatial Planning Strategy would be to encourage employers to the Wiltshire region as figures released in 1991 indicated that at that time 50,000 commuted out of the county to work and 30,000 commuting in.
- Following a member request, the Service Director would provide the Committee with the number of young people receiving degrees within Wiltshire.

Resolved:

To note the progress made in improving the level of Basic Skills attainment in Wiltshire and the current and planned activity for maximising and sustaining this improvement.

142. OfSTED Children's Services Annual Rating 2010

The Corporate Director for DCE presented a report informing members of the Ofsted assessment of children's services within Wiltshire. The report was also considered by Cabinet at its meeting on 25 January 2011.

Wiltshire had been awarded a rating of 'Performs Well' as outlined in the Ofsted rating letter dated 9 December 2010, attached to the agenda papers. There had been improvements on last year's performance as well as some areas identified for further improvement which included the quality of childminding.

primary schools and the attainment of children from low income families or those with special education needs.

Due to time constraints members of the Committee were requested to e-mail further questions relating to the report directly to the Corporate Director following the meeting.

Resolved:

- 1) To note the report.
- 2) To congratulate all staff working with children and young people in Wiltshire on receiving a rating of 'Performs well' from Ofsted following its assessment of Children's Services in Wiltshire.

143. Task Group Update

An update on the work of the Committee Task Groups was provided with the Agenda.

The Committee noted the updates provided with the following additional information:

Major Contracts Task Group

That the next meeting of the Task Group would take place on 1 February and not 2 February as indicated in the update.

144. Forward Work Programme

It was agreed that the Committee would monitor the impact of future increases to the cost of education.

It was understood that the youth service would be reviewed and that preliminary discussions had taken place. No immediate changes were to be made but the item would be added to the Forward Work Programme for consideration by the Committee at a later date.

The impact of additional academies within Wiltshire would be discussed between the Chairman and officers and details provided to Cllr Helen Osborn.

Resolved:

To note the Forward Work Programme.

145. Date of Next Meeting

Thursday 17 March 2011.

146. **Urgent Items**

There were no urgent items for discussion.

(Duration of meeting: 10.30 am - 1.30 pm)

The Officer who has produced these minutes is Sharon Smith, of Democratic & Members' Services, direct line (01225) 718378, e-mail sharonl.smith@wiltshire.gov.uk

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Wiltshire Council

Cabinet 15 February 2011

Children's Services Select Committee 17 March 2011

Performance Update

(N/B. This is an edited version of the full Performance report received by Cabinet on 15 February – this version contains only the information pertinent to DCE)

Increase opportunities to help young people achieve their potential

1. Ofsted rated Wiltshire Children's Services as "Performing Well" in its annual assessment of local areas which reported in December 2010.

Work goes on to improve the standards of children's attainment at preschools and schools.

The new Wellington Academy which opened in September 2009 is on target to have its new buildings completed for March 2011. The academy at Salisbury High School opened in September 2010 and money has been allocated to partially replace and significantly improve the school buildings.

Work to improve services and support for disabled children continues with short break provision and smoothing the transition experience from children's to adult's services.

Children's social care services continue to improve in line with the recommendations of the unannounced inspection of referral and assessment that was completed by Ofsted during summer 2010. It identified some strengths, some development areas, but no priority actions. Priority actions are used by Ofsted to identify areas of concern and the fact that none have been flagged is an encouraging sign that the restructure is having a positive impact.

Participation in positive activities continues to be encouraged through a variety of initiatives. The strategy for giving young people more say over budgets' has been implemented and is providing written evidence of young people's decision making with regard to budgets for the summer programme activities.

Visits and contributions to Sparksite and listeners to SPARK radio (a website and radio station for young people to find out what is going on in and around their area as well as a base for information and advice) continue, and the links on the website have been improved to include access to more opportunities.

Performance against the indicators: Schools Indicators: In the Q2 report we gave details of the provisional 2010 results; these have now been confirmed and show that good performance at Foundation Stage is being maintained. They also show improvement at Key Stage 2 with 74% of children reaching Level 4 in English and Maths compared to 71% in 2009. Key Stage 4 results show a small improvement in 5 A*-C including English and Maths. The achievement gap of children with SEN or in receipt of free school meals is still a priority for improvement.

There are 3 further categories of indicators under this outcome and information about those is shown in the table below.

| Category | Number of indicators in category | Number on target | Comment |
|-----------------------------|----------------------------------|------------------|---|
| Those with disabilities | 0 | See comment | The original indicator used for the corporate plan was from an annual national survey which has been cancelled by government. Alternative ways of measuring the success of our services for children and young people with disabilities are being considered for future years. |
| Safeguarding children | 4 | 1 | There are 2 national indicators and 2 local. One of these is on target and one is an annual indicator which will be available at year end. The indicators which measure the timeliness of Initial Assessments and Core Assessments (NI59 and NI 60) are improving, but despite closer management supervision and targeting within teams it is unlikely these targets will be met. |
| Activities for young people | 0 | See comment | The original indicator used for the corporate plan was from the annual TellUs survey which has been cancelled by government. Alternative ways of measuring young people's participation in positive activities are being considered for future years. |

Appendix 1: Corporate Plan 2010-2014: Priorities and measurable outcomes

| Ref | Description of Outcome | Q3 Result | 2010/11 Target | On Target (Y/N) | Q3 Comment | | |
|---|---|------------|-------------------|-----------------------|--|--|--|
| Work in partnership to support vulnerable individuals and families | | | | | | | |
| Support for | learning disabled adults | | | | | | |
| Local PI | By 2014 all learning disabled who need adult social care services when they reach adulthood will have a transition plan in place from their 16 th birthday. (H*) | 100% | 100% | Y | Having achieved our aim that young people with learning disabilities shall have a transition plan, our emphasis now is on improving the quality of those plans and their value to the young person and their family. With effect from September 2010 all of Wiltshire's six special schools are undertaking person-centred reviews starting at Year 9. Feedback from families in the pilot sites has been very positive. | | |
| Increase o | Increase opportunities to help young people achieve their potential | | | | | | |
| In schools | | | | | | | |
| We will close the attainment gap for pupils in schools through 1:1 tuition, increasing attendance, improving the quality of school facilities and extending the school 'good' and 'outstanding' ratings from Ofsted inspections. By 2011: | | | | | | | |
| D | - The achievement gap of those receiving free school meals and the rest of their peer group will be reduced to 24% | | | | | | |
| D 102a | Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2. (L*) | 28.9 | 27 | Y | Gap has reduced as results of targeted intervention through "Narrowing the Gap" which concentrated on reducing gaps particularly for children who have FSM but no other vulnerability. | | |
| NI 102b | Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4. (L*) | 36.7 | 26 | N | Provisional figures show increase in gap - further analysis of school level information being undertaken. | | |
| | - The gap for pupils who have special educational needs and their peer group be reduced to 51% at age 11 and 43% at age 16. | | | | | | |
| NI 104 | 104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold DCSF DSO. (L*) | 55.3 | - | N | Target is year on year improvement. The 09/10 result was 54.5. Every child's interventions at key stage 1 has had a positive effect on pupil progress but this is yet to impact on end of key stage 2 results. Reorganisation of Specialist Learning Centres will facilitate earlier intervention and highly targeted support. | | |
| NI 105 | 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths. (L*) | 51.8(prov) | - | N | Target is year on year improvement. The 09/10 result was 46.9. One to one tuition for some school pupils is supporting improved progress but is yet to impact on key stage 4 results. Curriculum changes are not yet sufficiently embedded to have an impact on SEN pupils for key stage 4. | | |
| | - A third of those children in care taking GCSEs will get 5+ A*-C including English and maths | | | | | | |
| NI 101 | Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths). (H*) | - | 28.6 | - | Available in Q4 | | |
| | By 2011 at least 80% of children will achieve Level 4 or above in both English and maths at Key Stage 2, up from 71% in 2009. | | | | | | |

| Ref | Description of Outcome | Q3 Result | 2010/11 Target | On Target (Y/N) | Q3 Comment | |
|--|--|-----------|-------------------|-----------------------|---|--|
| NI 73 | Achievement at level 4 or above in both English and Maths at Key Stage 2. (H*) | 74.2 | 81 | N | Rise by 3% for 2010, in line with national figures and exceeding statistical neighbours average (position of 4/11). Improvements as a result of school strategies to improve achievements including focus on vulnerable groups and improved tracking. | |
| Those with disabilities | | | | | | |
| We will improve the health, wellbeing and opportunities for children and young people with disabilities, with over 65% of parents of disabled children being satisfied with the level of service y received to support them and their children. | | | | | | |
| We will improve access to services and provide more support and choice for families and ask them to shape, and influence future services ensuring a better planned transition into adult life. The indicator previously used to measure this has been abolished by central government. New methods of measuring our services will be considered for future years. | | | | | | |
| Safeguarding children | | | | | | |
| Keeping children safe from harm and neglect is everybody's concern. We will improve the safeguarding of children and the lives of children in the care of the council through appropriate referral and assessment, ensuring that every child who is looked after or has a child protection plan has an allocated social worker. We will minimise the chances of preventable child deaths, and ensure that bullying is reduced to below the national average. | | | | | | |
| NI 59 | Initial assessments for children's social care carried out within 7 working days of referral. (H*) | 49.40% | 70% | N | Data as at November 2010. This is a cumulative indicator. Social care restructure and tightened management is leading to improved performance. It is unlikely to reach target. | |
| වි ව ව | Core assessments for children's social care that were carried out within 35 working days of their commencement. (H*) | 56.20% | 80% | N | Data as at November 2010. This is a cumulative indicator. Performance is improving but despite closer management supervision and targeting within teams. It is unlikely to reach target. | |
| Q ocal PI | **Docal PI % children and young people with a child protection plan with an allocated social worker. (H*) | | 100% | Y | · · | |
| ocal PI | Preventable child deaths recorded through the child protection review panel process. (L*) | _ | 0 | _ | Child Death review panels meet to review deaths and report at year end. In 2009/10 less than 5 were deemed preventable. | |
| Activities fo | Activities for young people | | | | | |
| We will support young people to find positive things to do in their spare time and increase their participation in activities from 73% in 2009 to 82% in 2011. | | | | | | |

We will maximise the opportunities for all to access a range of varied and interesting organised events and activities, using for example the additional activities provided through extended schools and volunteering initiatives. This should lead to reductions in anti-social behaviour. The indicator previously used to measure this has been abolished by central government. New methods of measuring our services will be considered for future years

*NB: In the tables above 'H' indicators that higher performance against the target constitutes good performance and 'L' indicates that lower performance against the target constitutes good performance.