

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 23 APRIL 2013**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **SETTING PERFORMANCE TARGETS FOR 2013/14**

1.00 **PURPOSE OF REPORT**

1.01 To endorse the review of targets by: -

- reclassifying targets to reset our Improvement Targets;
- endorsing the targets set for 2013/14;
- endorsing the aspirational targets.

1.02 To incorporate the new set of Improvement Targets within service plans for 2013/14.

1.03 To note the changes to the national performance data sets for 2013/14.

1.04 To note that further in-year challenge will be undertaken.

2.00 **BACKGROUND**

2.01 The performance targets referred to in this report (Appendices 1 and 2) comprise: -

- Local indicators set by the council as meaningful to monitor performance over and above the prescribed measures;
- National strategic indicators (NSI) as prescribed by the Welsh Government (WG); and
- The national performance management framework (PMF) as prescribed by the Welsh Local Government Association (WLGA). As reported to the Executive 12 April 2011, this has effectively been split in two; a small set of outcome focussed public accountability measures (PAM); and the remainder retained, as appropriate and where valued by authorities and professional groups, as service improvement data (SID).

2.02 The established system of categorising targets (described below) has been applied to these indicators: -

- **improvement target** - where performance is currently unsatisfactory;
- **incremental target** - where a marginal improvement in performance is sought as a business objective where performance is currently satisfactory;
- **maintenance target** - where performance is currently good and needs to continue; and
- **management information** - targets that the authority may have little or no control over but the information is useful to know (proxy indicators) or the inability to determine or compare performance trends.

3.00 **CONSIDERATIONS**

3.01 To reflect the approach to reviewing targets as endorsed by Executive 16 November 2010: -

- targets are set once each year and included in service plans;
- the review and categorisation of targets is undertaken annually by Cabinet, with advice by Overview and Scrutiny, with no alterations made to classifications outside of this time without specific reporting and explanation;
- consistent referencing is used in all reports (i.e. the national references supplemented by a separate referencing system for local measures);
- all improvement targets set will be supported by an action plan;
- all quarterly performance reports will include progress against the 'Improvement' Targets as well as listing those that are only reported annually; and
- any changes to national data sets to be reported to Cabinet as soon as practicable after WG/MLGA have published the sets, (usually undertaken on an annual basis). A summary of changes for 2013/14 are attached as Appendix 3.

3.02 The review of targets includes consideration of the target for 2013/14 and a longer-term 'aspirational' target.

3.03 The review of the categorisation and setting of targets has been undertaken by Heads of Service. Briefings including a challenge of these proposals has been undertaken by Overview and Scrutiny Chairs and Vice Chairs during March 2013.

3.04 A schedule of the proposed improvement targets for 2013/14 is attached at Appendix 1. In summary the proposals are listed below, but the overall effect on the number of Improvement Targets will be a nett increase of 4 (from 44 to 48): -

- 27 newly classified Improvement Targets, including: -
 - 17 new performance indicators (mainly annual education indicators); and
 - 10 reclassified as Improvement Targets (9 Incremental and 1 Maintenance)
- 18 Improvement Targets were reclassified as shown in Appendix 2, (9 to Maintenance, 7 to Incremental, 2 to Management Information);
- Six Improvement Targets have been deleted. These are summarised as follows: -
 - 3 were national PIs which were no longer considered useful. Two of the PIs are Service Improvement Data and therefore do not need to be reported. One was a PAM & NSI, but this was dropped from the national PAM and NSI sets during 2012-13.
 - 3 were local indicators which were also considered to no longer be useful.
 - 3 have had new local replacement indicators proposed and 1 is to have a new local indicator developed to replace it.

3.05 A list of the 22 Improvement Targets for 2012/13 which have been either reclassified or deleted are detailed with a brief explanation in Appendix 2.

3.06 During briefing sessions held with officers and the Overview and Scrutiny Chairs and Vice Chairs the following points were raised:-

3.06.1 Social & Health

- The 2013/14 and aspirational targets for the adaptation indicators (PSR/009a & b) where a DFG is used. It was resolved that the aspirational target would be 322 days for both adaptations for adults and children and that the 2013/14 target for adults would be reduced from 350 days to 345 days. Despite this agreed reduction, it has been requested that Cabinet note concerns regarding the past progress and lack of aspiration.
- The 2013/14 target for SCC/004 (looked after children with 3 or more placements during the year) had been proposed as 'below 9%' when the target had previously been 'below 5%' for a number of years, although it has never been achieved. The Service are also proposing the target be reclassified from Maintenance to Improvement in recognition that there is work to be done in this area. Scrutiny were concerned that increasing the target would be to "move the goalposts". It was resolved that the proposed target for 2013/14 should be revised to 'below 7.5%'.

- The Service are proposing deletion of the national youth justice indicators and replacement with a set of local indicators relating to restorative justice. The proposed deletion of SCY/001a (percentage change in hours of education, training or employment young people receive whilst in the youth justice system – an Improvement Target) caused particular concern. Scrutiny felt that this indicator should be retained so there is a Youth Justice indicator which can be nationally benchmarked. The concerns held by the Service regarding the usefulness of this indicator were expressed along with the fact that as a ‘SID’ (Service Improvement Data) none of the Youth Justice services across Wales statutorily have to report this data. The Service has subsequently proposed that the indicator be reclassified as a Maintenance Target.

3.06.2 Environment

- Scrutiny expressed concern that the Regeneration indicators should be revisited as the balance is not quite right and it was felt that the Service is not challenging itself enough. The Service has agreed to consider this.

3.06.3 Corporate Resources

- Scrutiny requested that the 2013/14 targets for the time taken to process new claims and changes for Housing Benefit and Council Tax Benefit claims should be reduced as opposed to maintained, as performance is likely to be better than that targeted for 2012/13. The service has concerns that the impact of Welfare Reform on performance is currently unknown. As a result of this request the service is proposing a reduction to the target for new claims of 0.5 days (18 days down to 17.5 days) but that the target for changes to claims should remain the same at 9 days. Concern was also expressed by Scrutiny that the PIs should not be reclassified from Improvement to Incremental as this may lead to “taking our eye off the ball”. The service has agreed to propose that both indicators remain Improvement Targets.

3.06.4 Lifelong Learning

- Two queries/challenges were raised by Scrutiny which have resulted in four Improvement Targets proposed for deletion being retained as Improvement Targets.

3.07 A full schedule of the outcomes of the target setting exercise for all performance indicators is available in the Members’ Library.

3.08 The Improvement Targets are to be incorporated in the 2013/14 service plans.

3.09 Overview and Scrutiny Committees will undertake further detailed consideration of Improvement Targets and progress against their

action plans during monitoring and review of the quarterly performance reports.

- 3.10 The Improvement Plan for 2013/14 is under development and will be published in May following Cabinet and County Council endorsement. This plan will contain a range of performance 'evidence' for the priorities which can be measured over time and reported against periodically in our quarterly performance reports and annual reports.
- 3.11 The Council's corporate business and performance systems are under review with the aim of making them more fully integrated, specifically the review of the Improvement Priorities and their integration with the Strategic Register of Risks and Challenges (SARC), the alignment of the Improvement Priorities with the Medium Term Financial Plan, and the review and alignment of specific annual performance targets with the annual budget setting. For the latter, the robustness and the timing of the review of the classification of performance indicators and the targets of achievement set against them, will come into scope.
- 3.12 Further in-year challenge will be undertaken as a result of reviewing: -
- proposed changes to specific target sets e.g. Regeneration;
 - particular stepped annual targets and aspirational targets; e.g. PSR/009a & b
 - development of the Improvement Plan for 2013/14 and the review of business and performance systems set out in 3.10.

This will be reported to Cabinet in due course.

4.00 RECOMMENDATIONS

- 4.01 To endorse the review of targets by: -
- reclassifying targets to reset our Improvement Targets;
 - endorsing the targets set for 2013/14;
 - endorsing the aspirational targets.
- 4.02 To incorporate the new set of Improvement Targets within service plans for 2013/14.
- 4.03 To note the changes to the national performance data sets.
- 4.04 To note that further in-year challenge will be undertaken as a result of: -
- proposed changes to specific target sets;
 - particular stepped annual targets and aspirational targets;
 - development of the Improvement Plan 2013/14 and on-going

review and integration of business and performance systems.

5.00 FINANCIAL IMPLICATIONS

5.01 None directly related to this report.

6.00 ANTI POVERTY IMPACT

6.01 None directly related to this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None directly related to this report.

8.00 EQUALITIES IMPACT

8.01 None directly related to this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None directly related to this report.

10.00 CONSULTATION REQUIRED

10.01 Consultation within Directorates and internal and member review has been built into the process.

11.00 CONSULTATION UNDERTAKEN

11.01 Directorates have had an input into the methodology and timing.

12.00 APPENDICES

12.01 Appendix 1: Improvement Target Schedule
Appendix 2: Schedule of Reclassified / Deleted Improvement Targets
Appendix 3: National performance data sets for 2013/14

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

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