

## Corporate Services - Priority Based Quarterly Performance Report

Reporting Period: **Quarter 2 – Period 01<sup>st</sup> July to 30<sup>th</sup> September 2012**

### 1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the second quarter of 2012/13 for service areas within the remit of the Corporate Services Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2012-15 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Corporate Services Policy and Performance Board:
- Financial Services
  - Human Resources & Organisational Development
  - ICT Infrastructure
  - Legal and Democracy
  - Policy & Performance
  - Property Services
  - Catering, Stadium and Registration Services

in relation to the Council's priority of Corporate Effectiveness and Business Efficiency.

- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within the Appendix (section 8).

### 2.0 Key Developments

- 2.1 There have been a number of developments within the Directorate during the period which include:-
- The Audit Commission have provided an unqualified opinion on the 2011 – 12 year end accounts and reported their findings to the Business Efficiency Board on 26<sup>th</sup> September.
  - The report referenced the high quality of the Councils working papers and its robust financial management and good financial standing and concluded that the Council provided good value for money in the delivery of its services. The Statement of Accounts has now been published and is available, along with a summary version and the Audit Commissions report, on the Councils website and can be accessed via [Annual Accounts](#)

- Various workstreams continue to be processed as part of the efficiency Programme with the 'to be' option for Waste Management services now being considered by the Business Efficiency Board. Additionally the review of Child Protection arrangements has identified some pressure points and these are now the subject of further attention in order to exploit all opportunities to enhance future working practices.
- An IT solution for the payment of non-purchase order invoices has been developed in-house and continues to be piloted in a number of areas with a full system roll-out planned for later in the year.
- Following the closure of the Corporate Training Centre, as part of the Council's asset rationalisation and efficiency programme, the Human Resources and Learning and Development teams have now successfully co-located at Kingsway House the delivery of training has successfully commenced utilising a number of alternative venues across the borough.
- The scanning of all personnel files has is now complete and work continues to further identify and embed enhanced workflow processes.
- Consultation with staff and their representatives continue to ensure the smooth transition of Public Health functions to the Council as of April 2013. Also in preparation for the forthcoming budget proposals a series of roadshows are being planned to ensure staff are able to make informed decisions concerning expressions of interest in voluntary redundancy / early retirement.
- Work is progressing on developing a system for retaining corporate records. The Corporate Records Management Unit is collating, managing and further developing the systems of control for the paper based records of the Council. This is a considerable task which is expected to take 18 – 24 months and will deliver a centralised and managed store for the whole authority.
- The SharePoint Project continues to progress which will support the initiative above and also extend the agile working capabilities of the Council thereby making a direct contribution to the effective management of the Councils physical assets.
- In July the Council approved a new Code of Conduct for Members and, following the abolition of the Standards Board, new arrangements for dealing with complaints concerning Member conduct. As a result a training session has now been developed and will be offered to Members during quarter 3.
- Preparations for the forthcoming elections of the Cheshire Police and Crime Commissioner (PCC) have progressed well during the quarter 2 period.

- Additionally the Council has been heavily involved in developing a PCC Communications Plan for Cheshire, Halton and Warrington as well as representing the area at the Electoral Commission National Communications Group.
- During the period the Council has been successfully assessed for a Level 1 review of the Charter on Elected Member Development.
- On behalf of the Liverpool City Region LEP<sup>1</sup> Halton submitted an application for funding from the governments £200M 'Pinch Point Programme' to reduce congestion on the M56 motorway. As a result the DfT have recently announced that the scheme to alleviate congestion at junction 11 was one of 57 nationally to gain approval. The scheme, which will support employment and residential development, is expected to be constructed in 2014 at a cost of £4.5M.
- Works to construct the first phase of the 3MG Western Access Road has now commenced and will serve the HBC Fields development providing a connection to the A562 / A5300 junction in Knowsley.
- A number of policy and strategy areas have been progressed including the preparation of protocols and guidance in relation to the Community Right to Challenge, presentations and briefings on the Welfare Reform Act, and the finalisation of the draft Climate Change / Low Carbon Strategy.
- Further examples include the finalisation of Halton's Health & Wellbeing Strategy and Fostering Recruitment Strategy and Foster Care Handbook and beginning consultation on the new Volunteer Strategy.
- The Performance Improvement Division will be actively supporting departments and external agencies in meeting the demands of new inspection frameworks that are being introduced across all Children's Services areas. These frameworks have raised the bar in relation to expectations of inspectors and work will be undertaken to ensure that the authority's response remains positive and continues to focus upon outcomes being achieved for children and young people within the borough.
- Proposals by the Department of Health concerning Statutory Adult Social Care Data collections are intended to make data more outcome focussed, giving more information on how well personalised care that promotes independence is being delivered. In a number of areas this will require the redesign of existing systems to ensure that statutory requirements can be met and present a significant challenge for the authority at a time of limited resources.

---

<sup>1</sup> Local Enterprise Partnership

- With the demise of Comprehensive Area Assessment (CAA) and Public Service Agreements (PSAs), the Coalition is placing greater emphasis on self-regulation with stronger accountability through increased transparency to drive further improvement e.g.
  - Further guidance is anticipated on the production of Local Accounts for Adult Social Care in November 2012, to consider how far Council related services, for example housing and employment and partners services especially the NHS, should be included to give a fuller picture.
  - Other peer challenge initiatives are continuing to be supported for both Children's Services and in Adults Services, including regional benchmarking.
  - Developments with Local Government Inform (LG Inform) promoted by the Local Government Association will be further reviewed in Quarter 3. This is an online service to allow councils to collate and compare essential data at both high and detailed levels and is being developed to collect local indicators.
- In regards to the Stadium next season will be pivotal as a decision will be made in March 2014 concerning the probable composition of the Super League for the next round of licences in 2015 – 16.
- Liverpool FC ladies have now signed a one-year rolling contract for both first and reserve team games to be played and for the first time the Stadium will host the Women's National Finals.
- The introduction of the i-pitch is proving to be a valuable asset with an estimated 200 individual teams and in excess of 15, 000 individuals using the facility since its introduction earlier this year.
- Despite prevailing economic conditions and the impact upon individuals disposable income the level of bookings at the Stadium has been maintained including 16 weddings and 18 parties and a number of other charity and award events along with some major conferences.
- Stadium Fitness Gym has seen a steady increase in pay as you go and contracted membership and a recently launched family membership scheme has generated a lot of interest.
- The provision of school catering services remains positive with the price of school meals remaining on par with neighbouring authorities and the service continuing to service all Academy Schools within the Borough. Jean Fairchild, of Ormiston Bollingbroke Academy, was recently being awarded 'Caterer of the Year' in a national competition organised by the Association of School Business Managers.

- A property consultant's term-contract for design and other property related services is now being evaluated with an appointment being expected within quarter 3. Additionally some condition survey work has now been re-prioritised in order to provide a sharper focus upon energy efficiency works as a means of mitigating against the impact of future increases in energy costs.

### 3.0 Emerging Issues

- 3.1 A number of emerging issues have been identified during the period that will impact upon the work of the Directorate including:-
- I. Proposals to replace current Council Tax exemptions on unoccupied properties with a locally determined discount have now been published. A report concerning the Council's position will be submitted to Members of this Policy and Performance Board during quarter 3.
  - II. The changes to Council Tax Benefit Regulations will mean significant changes as the Council implements its own Local Scheme. Additionally the 50% retention of Business rates will substantially affect future local government funding arrangements and both of these issues will have implications in terms of future collection rates.
  - III. The Council's role in a pilot exercise for the implementation of a Personal Independence Allowance to replace the existing Disability Living Allowance is causing substantive concerns for both the disabled community and carers within the borough. Other reforms, such as those to Working Tax Credit, Housing Benefit and Social Fund payments will also impact heavily on residents and it is anticipated that the demand for welfare rights related advice will increase substantially in the immediate future.
  - IV. The Chancellor's Autumn Statement is expected to be made in early December and that the provisional funding settlement for 2013 – 14 will be received shortly after this.
  - V. Details of a third Council Tax Freeze Scheme have now been published and for Councils who freeze or lower their level of Council Tax in 2013 – 14 the government will offer a grant.
  - VI. This will be payable for 2 years and will be equal to a 1% increase on the 2012 – 13 Council Tax requirement. Additionally the threshold at which a referendum must be called has been lowered to a 2% increase in the Council Tax requirement. The Council's response to the scheme will be determined as part of the approval of the 2013/14 budget by full Council on 6<sup>th</sup> March 2013.

- VII. Work to identify further savings to fund the forecast £14.2M funding gap for the coming financial year is continuing. During quarter 3 work will also commence on the Human Resource implications of any budget proposals with considerable emphasis being given to effective negotiation with employees and their representatives.
- VIII. A number of major ICT projects will be further developed as we move forward these will include, for example,
- Disaster Recovery Systems with enhancements to the Storage Networks;
  - Extension on wireless networking including public access trials linked to secure web filtering;
  - The re-development of the authority's main server based Back-Up facilities for data management and application support.
- IX. Within policy related areas work continues in supporting Halton's Clinical Commissioning Group authorisation process and working with Halton LINK and other partner agencies on the transition to a local Healthwatch.
- X. In addition to the Draft Care and Support Bill, which the Government published for consultation in July , the Department of Health have also published the White Paper 'Caring for our Future: Reforming care and support, further details of which are available [here](#). It sets out the Government's vision for a reformed care and support system. Government intends to work with a range of stakeholders to take forward their vision and additional information will be provided as the initiative progresses.
- XI. A new joint inspection framework of multi-agency arrangements for the protection of children will begin by June 2013 which will focus upon the effectiveness of local authority and partner agencies services for children who may be at risk of harm, including the effectiveness of early identification and help. Alongside the proposed new framework for the inspection of services for looked after children and care leavers there is the prospect of a more straightforward and cohesive inspection regime.
- XII. Halton Borough Council will be distributing its Adult Carers Survey between Monday 1 October and Friday 30 November to a sample of carers who are known to the Council. The survey's aim is to find out more about carers' views and experiences; for example, whether services that they receive are helping them in their caring role; their lives outside of caring; and also their perception of the services they receive from Halton Borough Council.

- XIII. CQC is consulting on proposals for its strategy for the next three years. The consultation ends on 6<sup>th</sup> December and can be accessed at <http://www.cqc.org.uk/thenextphase>, as since changes in the Government's approach to regulation there are currently fewer organisations that regulate or supervise in the health & social care system.
- XIV. It is anticipated that the NW Regional Flood and Coastal Committee will soon confirm indicative grant allocations for 3 flood defence schemes in Halton i.e. Compass Close and Bridgewater & Lockgate in Runcorn and Pitville Terrace in Widnes.
- XV. The winter maintenance season will commence in quarter 3 and pre-season trials and calibration of the gritting fleet and equipment have now been completed and salt stores are fully stocked.
- XVI. The delivery of major bridge maintenance works continues as planned and recently the parapet heights have been increased from 1.4 to 1.8 metres in order to mitigate against the risk of suicide attempts.
- XVII. Arrangements are currently on-going to terminate a number of leasing arrangements prior to year-end as part of the Council's Asset Management Strategy. And work is soon to commence on John Briggs House to facilitate the transfer of staff from Midwood House.
- XVIII. Work has also begun to undertake a feasibility study in relation to the development of the former Widnes Recreation Club site in Widnes to allow for new sports facilities and discussions have commenced with colleagues at Norton Priory Museum regarding the progression of a feasibility and lottery bid submission to re-develop the facility.

#### **4.0 Risk Control Measures**

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2012/13 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant 'high' risks has been undertaken in Quarter 2 and will be undertaken in quarter 4. Progress against the application of the risk treatment measures in Quarters 2 is reported in each of the Departmental Quarterly Monitoring Reports.

Below is a summary for one high risk identified for an area falling within the remit of this PPB, where progress is uncertain :

- The Welfare Reform agenda may have an impact on the accessibility of families to school lunches if on low incomes. Work will be undertaken with Finance and the Welfare Rights team to model the potential impact on school meals finance in terms of lost income, the impact on families in terms of

health (including HBC staff) and registration for free school meals under the new rules (arrangements unclear at present); to ensure that all those children entitled to a free school meal receive them.

All other high risk mitigation measures are being implemented as planned.

## 5.0 Progress Against High Priority Equality Actions

The Council must have evidence that it reviews its services and policies to show that they comply with the Public Sector Equality Duty (PSED) which came into force in April 2011. The PSED also requires us to publish this information as it is available.

As a result of undertaking a Departmental Equality Impact Assessments no high priority actions were identified for the Directorate to quarter 2 2012 – 2013.

## 4.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate.

### Financial Services





#### Key Objectives / milestones

Ref	Milestones	Q2 Progress
FS O1	Report Medium Term Financial Strategy to Executive Board <b>November 2012</b> and Council in <b>March 2013</b>	
FS O3	Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by <b>30<sup>th</sup> June 2012</b> . Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2012</b> .	





#### Supporting Commentary

The Medium Term Financial Strategy will be reported to Executive Board on 29<sup>th</sup> November and the Abstract of Accounts was approved and published as planned.

#### Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
FSLI 05	Proportion of Council Tax that was due that was collected	97.11	96.00%+ (cumulative)	57.50%		
FSLI 06	The percentage of Business Rates which	97.11	96.00%+ (cumulative)	58.84%		



	should have been received during the year that were received					
FSLI 08	Achieve investment returns for the year higher than benchmark.	1.40%	0.87%	1.93%		n/a
FSLI 10	Average time for processing new claims (Housing & C.Tax Benefit)	12.57	18	11.66		
FSLI 13	Number of residents accessing Welfare Rights Advice at a casework level.	New measure	1,100	633		n/a

### Supporting Commentary

Collection rates continue to show a positive trend despite the prevailing economic conditions. Council Tax collection is marginally higher than for the same time last year and the collection of Business rates has increased by almost 2%.

The availability of funds and a number of favourable deals have resulted in investment returns continuing to outperform the benchmarking rate at the mid-year point.





Additionally the processing of benefit claims has also reduced by 2 days as compared to the same period last year and continues to follow a positive year on year trend.

In relation to Welfare Rights advice substantive imminent welfare reform is expected to lead to increased demand for this service and to a need to consider how this demand is met.

Given limited resources, it has been decided that the Welfare Rights Service will focus on maintaining accessible telephone advice, and on skilled appeals advice and representation. The demand for these areas of advice especially is forecast to grow as the pace of legislative reform increases. This utilises a skilled staff base to its full potential and provides a service that complements that of other agencies within the advice sector.

### Human Resources & Organisational Learning and Development

#### Key Objectives / milestones

Ref	Milestones	Q2 Progress
HRLD O1	To further enhance the existing coaching programme - <b>September 2012</b>	
	Further develop the capacity for e-learning opportunities and undertake promotional activities <b>December 2012</b>	
	Promote and take forward the delivery of actions identified within the Corporate Peoples Plan <b>March 2013</b>	
HRLD O2	Further develop the HR Self-serve portal - <b>September 2012</b>	













### Supporting Commentary

Accreditation for the delivery of coaching skills has been successfully achieved and this now forms a module of the ILM programme and the e-learning programme now has 23 modules and is proving to be an effective and efficient learning medium.

Work continues to progress on the delivery of the Corporate Peoples Plan and an employee survey is currently underway which will provide additional intelligence concerning the extent to which organisational objectives are being achieved.

Work continues to develop the HR Self-serve portal although other demands have slightly limited progress at this stage.

### Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
HRLD LI 1	The number of working days / shifts lost due to sickness (Corporate)	9.03	8.5	4.35		
HRLD LI 7	The percentage of top 5% of earners that are					
	a) women	58.27	50.00	55.56		
	b) From BME communities.	2.73	1.0	2.88		
	c) With a disability	0.61	5.0	0.65		
HRLD LI 8	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	2.21	7.50	1.34		
HRLD LI 9	Minority Ethnic community staff as % of total workforce.	0.89	1.0	0.94		






### Supporting Commentary

Whilst staff sickness, which is subject to seasonal variation, is marginally higher than the same period last year at this stage it is envisaged that the annual target will be achieved and the positive year on year trend will continue.

There have been some marginal changes to the workforce profile during the period with slightly higher figures for women and BME employees as compared to the same period last year. However at this stage it is unlikely that the annual targets in relation to employees declaring a disability can be achieved.

## ICT Infrastructure

### Key Objectives / milestones

Ref	Milestones	Q2 Progress
ICT O1	Upgrade of the virtualization platform to version V6 – <b>December 2012</b>	
	Development of Cloud Application Distribution Platform - <b>February 2013</b>	
	Site to site dual Backup system - <b>September 2012</b>	
	Schools Cloud Services Trial and the development of a future primary trial site - <b>September 2012</b>	
	Interactive Web Services and SharePoint Integration – <b>June 2012</b>	







### Supporting Commentary





Progress is being made as scheduled in relation to the upgrading of the virtualisation platform and the testing of the Cloud Application platform has now commenced.

A new backup system has been installed at Runcorn and is now fully operational.

The Schools Cloud Services trials have now been completed with a further Primary School trial being implemented during Quarter 3. Additionally the Councils intranet has now been successfully migrated to SharePoint providing greater flexibility in terms of maintenance and use.

### Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
ICT LI 1	Average availability of the Council's operational servers (%).	100	99	98		
ITC LI 2	Average availability of the Councils WAN infrastructure (%).	100	99	99		
ITC LI 4	% Of all responsive repairs completed within 2 working days.	92	80	91		


Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
ITC LI 6	Member Support: % of calls responded to within 1 working day	95	99	99		
ITC L1 8	Average working days from order to completion of a new PC	10	10	9		

### Supporting Commentary

Although a small number of measures are showing a very marginal downward trend as compared to the same period last year the overall position remains positive with some measures remaining almost at their ceiling of 100%.

### Legal & Democracy

#### Key Objectives / milestones









Ref	Milestones	Q2 Progress
LD O1	Secure renewal of Lexcel & ISO Accreditation <b>January 2013</b>	
LD O3	To ensure that all members have been given the opportunity of a having a MAP meeting <b>March 2013</b> To induct all new members – by <b>October 2012</b>	

### Supporting Commentary

Work continues as planned in relation to the renewal of accreditation which will occur during quarter 4.

To date 45 MAP meetings have been held with Members with a further 4 still to be arranged.

### Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
LDLI 01	No. Of Members with Personal Development Plans (51 Total)	51 (100%)	50 <sup>2</sup> (100%)	46		
LDLI 06	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	138	N/A	98		
LDLI 07	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	20	N/A	4		
LD LI 13	% of customers satisfied or very satisfied with the service of the internal print service.	100	80	100		
LDLI 15	% satisfaction with Inside Halton	98	87	Refer comment	n/a	n/a

#### Supporting Commentary

46 of the 50 Members MAP meetings have now been held with 4 still remaining.



Attendance at meetings by members of the public remains as expected although the number of questions being asked is unlikely to achieve the annual target figure. As previously reported both of these measures are affected by a range of influences, including the nature of agenda items etc., and attendance at meetings is only one of the channels through which the public communicate with Officers and Members of the Council.

Satisfaction with internal print services remains at ceiling and an annual reader survey to determine levels of satisfaction with Inside Halton is scheduled to be included in the winter edition of the magazine.

<sup>2</sup> 5 Members have expressed a wish not to partake in this programme.

## Policy & Performance

### Key milestones

Ref	Milestones	Q2 Progress
PPT O1	Progress the Core Strategy to adoption <b>October 2012</b> Revision of Adult and Social Care policies <b>March 2013</b>	
PPT O4	Monitor performance against the Sustainable Community Strategy targets 2011 – 16 and review delivery plans with partners <b>June 2012</b> Respond as appropriate to the Munro Review of Child Protection to ensure that the Children and Enterprise Directorate have effective quality assurance and performance management frameworks in place by <b>September 2012</b> . Support un-announced and announced statutory inspections in Children & Enterprise Directorate <b>March 2013</b>	

### Supporting commentary

In relation to the Core Strategy the Inspector has now issued the initial 'Fact Check' Report indicating that subject to any agreed modifications is 'sound' and the Strategy will be presented to Full Council in December.

Performance monitoring against the delivery of the Sustainable Community Strategy was undertaken as planned and work is now underway to undertake a review of existing targets in conjunction with the development of the suite of medium-term Directorate Plans for the coming financial year (2013 – 16).

The performance management framework for Halton Safeguarding Children Board (HSCB) has been redeveloped in response to the Munro Review and the new framework for Child Protection, introduced in May, was widely communicated to staff in order to ensure that the authority's response to inspection remains fit for purpose.

This framework remains in place until May 2013 when it is expected to be replaced with a multi-inspectorate framework which will give more focus on the interagency working and all services around vulnerable children. The Performance & Improvement Division are involved in all planning to ensure that when Ofsted are inspecting Halton, that all agencies are as prepared as they can be and that outcomes are positive for children and young people.

## Catering and Stadium Services

### Key Objectives / milestones

Ref	Milestones	Q2 Progress
CE O2	Measure customer satisfaction with Stadium Community Services - <b>January 2013.</b>	<input checked="" type="checkbox"/>
	Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price - <b>March 2013.</b>	<input checked="" type="checkbox"/>
	Formulate proposals for events linked to the Rugby World Cup 2013 - <b>September 2012.</b>	<input checked="" type="checkbox"/>
CE O3	School Lunches - Deliver a promotion and educational campaign - <b>September 2012 and January 2013.</b>	<input checked="" type="checkbox"/>
	Review and update the strategy and action plan to increase the uptake of free school meals - <b>July 2012.</b>	<input checked="" type="checkbox"/>
	Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - <b>Sept 2012.</b>	<input checked="" type="checkbox"/>
CE O8	Continue to implement annual sports bar specific action plan designed to improve profitability <b>March 2013</b>	<input checked="" type="checkbox"/>
	Continue to develop promotional strategy to attract a minimum of 18 large corporate events annually to the Stadium - <b>March 2013.</b>	<input checked="" type="checkbox"/>

### Supporting Commentary

Customer satisfaction is measured on a regular basis and will be reviewed during January.

Off-peak offers, which are made on a no loss basis to the Council, are proving to be popular and enable the use of rooms to be maximised. Additionally a range of activities are being developed in anticipation of the USA team being based at the stadium during the Rugby World Cup in 2013.

The tried and trusted method of engaging parents and pupils at parents evenings, linked to the production and distribution of termly menus, is working well. The latest Winter menu has been distributed to all Primary School Children.

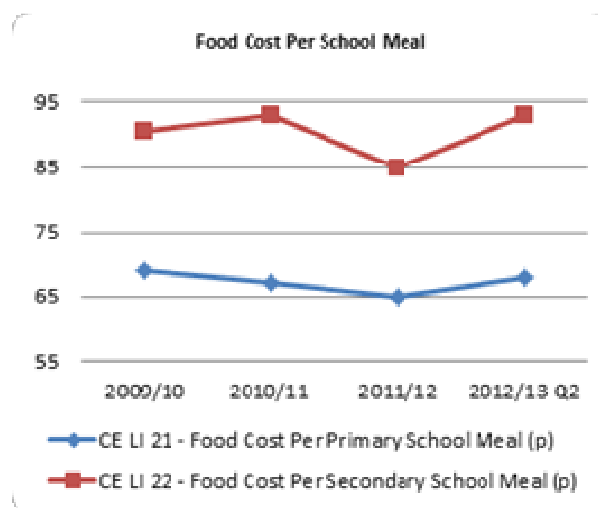
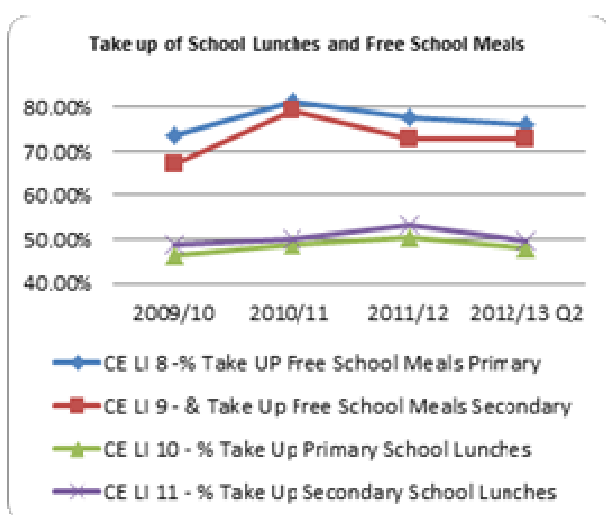
The on-going campaign is having a positive effect on free school meals uptake. Further pilot schemes are planned that could also have a positive effect

Discussions are on-going to consider how we can make the most use of school meals staff to encourage healthy eating.





A range of weekly activities are now in pace which continue to positively affect sports bar income and over 15 large functions have taken place in the Marquee Suite this year.

### Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
CELI 1	No. of meals served versus hourly input of labour (Previously SH1).	9.90	9.50	9.63	✓	↑
CELI 8	% Take up of free school meals to those who are eligible (Previously SH LI 8)					
	a) Primary Schools	77.71	82.00	76.07%	?	↓
CELI 9	b) Secondary Schools	72.81	72.50	72.6%	✓	↑
	% Take up of school lunches (%) – (Previously NI52).					
CELI 10	a) Primary Schools	50.34	52.00	47.93%	?	↑
CELI11	b) Secondary Schools	53.74	53.00	49.74%	✓	↑
CELI 21 / 22	Food cost per school meal (pence) - (Previously SH6a).					
	a) Primary Schools	65	75	68p	✓	↓
	b) Secondary Schools	85	94	93p	✓	↓





Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
CELI 2	Turnover of the Stadium (£m's) (Previously SH2).	2.10	2.45	0.815		
CELI 3	Council contribution to Stadium operating costs (£100K's) (Previously SH3).	13.4	10	3.16		

### Supporting Commentary







Additional work will be undertaken to try and improve the take up of free secondary school meals whilst primary school take up is presently on track.

Rental income will be considerably reduced this year due to Everton Football Club no longer using the Stadium. The annual effect of this will be in the region of £50K. Catering Income at the Stadium is also lower this year to date.

The Council's contribution to the Stadium operating costs has decreased considerably as compared to the same period last year and the annual target is on track to be achieved.

### Property Services

#### Key Objectives / milestones

Ref	Milestones	Q2 Progress
EEP O1	Market the Lakeside and Canal side development sites in <b>July 2012</b> .	
	Review accommodation in light of budget decisions by <b>July 2012</b> .	
	Identify further property to be considered for sales and implement asset disposals by <b>March 2013</b> .	
	Commence the development of Moss bank Park by <b>March 2013</b> .	
EEP O2	Maintain a comprehensive database of all commercial properties by <b>March 2013</b> .	
	Facilitate the Mersey Gateway acquisition and business relocation programme by <b>March 2013</b> .	

### Supporting Commentary







A provisional agreement is now in place for the disposal of Phase I Lakeside with requisite planning permission application being determined by Committee in December. Discussions have commenced for the release of a second parcel of land for private development with all proposals seeking to align with the emerging Affordable Housing Strategy.

Accommodation needs continue to be reviewed regularly and an asset disposal report is being prepared for the Asset Management Working Group in December.

The development of Moss Bank Park continues and discussions have taken place with both a developer and planning colleagues and legal and transportation issues are currently being addressed.

In relation to the Mersey Gateway the land acquisition and business relocation programme has already commenced with the serving of the General Vesting Declarations Numbers 1-5 and will be completed by April 2013. A number of businesses have now identified potential alternative premises.

### **Key Performance Indicators**

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q2 Actual	Q2 Progress	Direction of travel
<b><u>PYS LI 01</u></b>	The % of Authority buildings open to the public which suitable and accessible to Disabled people (%).	86	86	86		
<b><u>NI 185 / NI 194 Replacement</u></b>	New Greenhouse gas (GHG) emissions indicator.	Total 25,817t CO <sub>2</sub> e 2010/11 figure	Total 25,559t CO <sub>2</sub> e 2011/12 Target	Total 23,917t CO <sub>2</sub> e 2011/12 Actual		
<b><u>DIS LI 02</u></b>	The % occupancy of Widnes Market Hall.	85	90	95		

### **Supporting Commentary**

As reported previously the target for disabled access to buildings will remain at current levels for the foreseeable future due to both the nature of some buildings and current resource availability.

As reported in Quarter 1 work continues in relation to emissions and the occupancy of Widnes Market Hall remains positive and above anticipated levels at the mid-year point.

## 7.0 Financial Statements

### FINANCE DEPARTMENT

#### Revenue Budget as at 30<sup>th</sup> September 2012

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	7,239	3,493	3,297	196
Supplies & Services	583	272	258	14
Other Premises	130	45	39	6
Agency Related	1	0	0	0
Insurances	1,661	1,259	1,441	(182)
Charitable Relief	120	0	0	0
Concessionary Travel	2,348	28	14	14
Council Tax Benefits	11,137	11,137	11,137	0
Rent Allowances	52,961	25,599	25,599	0
Non HRA Rebates	49	24	25	(1)
<b>Total Expenditure</b>	<b>76,229</b>	<b>41,857</b>	<b>41,810</b>	<b>47</b>
<b><u>Income</u></b>				
Fees & Charges	-42	-21	-49	28
SLA to Schools	-867	0	0	0
NNDR Administration Grant	-169	0	-3	3
Hsg Ben Administration Grant	-1,283	-641	-642	1
Rent Allowances	-52,370	-26,525	-26,524	(1)
Council Tax Benefits Grant	-10,990	-5,633	-5,634	1
Reimbursements & Other Grants	-737	-347	-347	0
Liability Orders	-373	-186	-179	(7)
Non HRA Rent Rebates	-49	-24	-35	11
Transfer from Reserves	-8	-8	-8	0
<b>Total Income</b>	<b>-66,888</b>	<b>-33,385</b>	<b>-33,421</b>	<b>36</b>
<b>Net Controllable Expenditure</b>	<b>9,341</b>	<b>8,472</b>	<b>8,389</b>	<b>83</b>
<b><u>Recharges</u></b>				
Premises	508	254	267	(13)
Transport	68	34	34	0
Asset Charges	147	4	4	0
Central Support Service	3,710	1,855	1,855	0
Support Service Income	-7,808	-3,903	-3,903	0
<b>Net Total Recharges</b>	<b>-3,375</b>	<b>-1,756</b>	<b>-1,743</b>	<b>(13)</b>
<b>Net Department Total</b>	<b>5,966</b>	<b>6,716</b>	<b>6,646</b>	<b>70</b>

**Comments on the above figures:**

In overall terms spending is below the budget profile at the end of quarter two.

With regards to expenditure, employee costs are below the budget profile due to vacant posts that exist within the Procurement, Audit & Operational Finance and Revenues and Benefits Divisions. The vacant posts will act as contributions towards the Department's staff turnover savings target.

Expenditure on supplies and services is slightly lower than the budget which is mainly due to reduced spend on Procurement and Efficiency consultants.

Insurance costs are higher than the budget at the end of the quarter which is due to an increase in the cost of public liability excesses, however, the costs over and above budget will be met from the insurance reserve.

With regards to income, fees & charges are slightly above the budget which is a result of increased income generated from the sale of Concessionary Travel bus passes and blue badges.

At this stage it is anticipated that spend will be within budget at the end of the financial year.

## HUMAN RESOURCES DEPARTMENT

### Revenue Budget as at 30<sup>th</sup> September 2012

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b>Expenditure</b>				
Employees	1,813	859	760	99
Employee Training	377	39	34	5
Supplies & Services	283	101	99	2
<b>Total Expenditure</b>	<b>2,473</b>	<b>999</b>	<b>893</b>	<b>106</b>
<b>Income</b>				
Fees & Charges	-23	-16	-16	0
Reimbursements & Other Grants	-40	-40	-39	(1)
School SLA's	-382	0	0	0
Transfers from Reserves	-352	-352	-352	0
<b>Total Income</b>	<b>-797</b>	<b>-408</b>	<b>-407</b>	<b>(1)</b>
<b>Net Operational Expenditure</b>	<b>1,676</b>	<b>591</b>	<b>486</b>	<b>105</b>
<b>Recharges</b>				
Premises Support	428	214	214	0
Transport Recharges	16	8	8	0
Asset Charges	1	1	1	0
Central Support Recharges	776	388	388	0
Support Recharges Income	-2,921	-1,460	-1,460	0
<b>Net Total Recharges</b>	<b>-1,700</b>	<b>-849</b>	<b>-849</b>	<b>0</b>
<b>Net Departmental Total</b>	<b>-24</b>	<b>-258</b>	<b>-363</b>	<b>105</b>

#### Comments on the above figures:

In overall terms, spending is below budget profile at the end of the second quarter.

Regarding expenditure, employee costs are lower than the budget, which is mainly due to a number of vacant posts within both Human Resources and Learning and Development. These posts will contribute towards the Department's 2012/13 staff turnover savings target. The vacant posts will also act as contributions towards the Department's 2013/14 savings proposals.

Occupational health charges are also lower than the budget at the end of the first quarter which is due to the Council utilising counselling services being provided by St John's Unit.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

## ICT AND SUPPORT SERVICES DEPARTMENT

### Revenue Budget as at 30<sup>th</sup> September 2012

	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
<u>Expenditure</u>				
Employees	5,665	2,754	2,752	2
Supplies & Services	882	411	219	192
Computer Repairs & Software	412	300	324	(24)
Communications Costs	368	368	350	18
Other Premises	15	7	15	(8)
Other Transport	3	1	0	1
<b>Total Expenditure</b>	<b>7,345</b>	<b>3,841</b>	<b>3,660</b>	<b>181</b>
<u>Income</u>				
Fees & Charges	-227	-113	-83	(30)
Reimbursements & Other Grants	0	0	-7	7
Internal Billing	-97	0	0	0
SLA to Schools	-205	0	0	0
Transfers from Reserves	-100	-100	-100	0
<b>Total Income</b>	<b>-629</b>	<b>-213</b>	<b>-190</b>	<b>(23)</b>
<b>Net Controllable Expenditure</b>	<b>6,716</b>	<b>3,628</b>	<b>3,470</b>	<b>158</b>
<u>Recharges</u>				
Premises	345	172	172	0
Transport	38	19	19	0
Asset Charges	1,545	49	49	0
Central Support Services	1,066	533	533	0
Support Service Income	-9,848	-4,924	-4,924	0
<b>Net Total Recharges</b>	<b>-6,854</b>	<b>-4,151</b>	<b>-4,151</b>	<b>0</b>
<b>Net Department Total</b>	<b>-138</b>	<b>-523</b>	<b>-681</b>	<b>158</b>

### Comments on the above figures

In overall terms spending is below the budget profile at the end of quarter two.

With regards to expenditure, spend on supplies & services is lower than the budget profile at the end of the quarter. This is due to reduced expenditure on general equipment and furniture which is a result of the procurement policy introduced during 2011/12 whereby surplus furniture made available due to staff leaving the Council is re-allocated wherever possible before any new purchases are made.

With regards to income, fees & charges are currently lower than the budget profile which is due to the introduction of an additional income target for 2012/13 not yet being fully achieved. This budget will continue to be monitored closely throughout the financial year.

At this stage it is anticipated that the overall net Department spending will be within budget at the year end.

**Capital Projects as at 30<sup>th</sup> September 2012**

Capital Expenditure	2012/13 Capital Allocation £'000	Allocation to Date £'000	Actual Spend to Date £,000	Total Allocation Remaining £'000
IT Rolling Programme	1,123	400	326	797
<b>Net Expenditure</b>	<b>1,123</b>	<b>400</b>	<b>326</b>	<b>797</b>

**Comments on the above figures.**

It is expected that the full capital allocation will be spent by the financial year end.

## LEGAL & DEMOCRATIC SERVICES DEPARTMENT

### Revenue Budget as at 30<sup>th</sup> June 2012

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
Expenditure				
Employees	2,103	559	514	45
Supplies & Services	420	151	146	5
Civic Catering & Functions	29	0	0	0
Legal Expenses	207	56	53	3
Capital Financing	21	0	0	0
<b>Total Expenditure</b>	<b>2,780</b>	<b>766</b>	<b>713</b>	<b>53</b>
Income				
Land Charges	-95	-24	-23	(1)
School SLA's	-47	0	0	0
License Income	-268	-53	-58	5
Print Unit Fee Income	-173	-43	-48	5
Other Income	-22	-6	-3	(3)
Transfers from Reserves	-118	-118	-118	0
<b>Total Income</b>	<b>-723</b>	<b>-244</b>	<b>-250</b>	<b>6</b>
<b>Net Operational Expenditure</b>	<b>2,057</b>	<b>522</b>	<b>463</b>	<b>59</b>
<b>Recharges</b>				
Premises Support	385	81	81	0
Transport Recharges	35	9	9	0
Asset Charges	2	0	0	0
Central Support Recharges	1,015	254	254	0
Support Recharges Income	-2,361	-590	-590	0
<b>Net Total Recharges</b>	<b>-924</b>	<b>-246</b>	<b>-246</b>	<b>0</b>
<b>Net Departmental Total</b>	<b>1,133</b>	<b>276</b>	<b>217</b>	<b>59</b>

#### Comments on the above figures:

In overall terms spending is below the budget profile at the end of the first quarter.

Regarding expenditure, employee costs are lower than the budget to date due to a number of vacant posts that exist within the Marketing & Communications Division. The in-year savings resulting from the vacant posts will contribute towards the Department's 2012/13 staff turnover savings target.

The division is currently being reviewed as part of the wider Efficiency review of Policy, Performance & Improvement, and Communications & Marketing.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.



**POLICY, PLANNING & TRANSPORTATION DEPARTMENT**

**Revenue Budget as at 30<sup>th</sup> September 2012**

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
Employees	6,052	2,850	2,885	(35)
Other Premises	241	110	86	24
Hired & Contracted Services	1,182	477	443	34
Supplies & Services	377	155	111	44
Street Lighting	1,656	582	577	5
Highways Maintenance	2,160	753	743	10
Bridges	92	30	28	2
Fleet Transport	1,259	699	699	0
Lease Car Contracts	694	624	624	0
Bus Support – Halton Hopper Tickets	170	88	90	(2)
Bus Support	575	229	229	0
Out of Borough Transport	51	19	17	2
Finance Charges	407	453	453	0
Grants to Voluntary Organisations	75	75	75	0
NRA Levy	62	31	30	1
Mersey Gateway	2,950	1,841	1,841	0
<b>Total Expenditure</b>	<b>18,003</b>	<b>9,016</b>	<b>8,931</b>	<b>85</b>
Income				
Sales	-247	-161	-160	(1)
Planning Fees	-486	-194	-184	(10)
Building Control Fees	-182	-91	-87	(4)
Other Fees & Charges	-396	-203	-292	89
Rents	-14	-14	-4	(10)
Grants & Reimbursements	-634	-304	-330	26
School SLAs	-38	0	0	0
Recharge to Capital	-3,251	-1,393	-1,393	0
	-966	-105	-105	0
Contribution from Reserves				
Total Income	-6,214	-2,465	-2,555	90
<b>Net Controllable Expenditure</b>	<b>11,789</b>	<b>6,551</b>	<b>6,376</b>	<b>175</b>

<b><u>Recharges</u></b>				
Premises Support	839	381	381	0
Transport Recharges	518	282	282	0
Asset Charges	8,494	0	0	0
Central Support Recharges	3,007	1,504	1,504	0
Departmental Support Recharges	546	0	0	0
Support Recharges Income – Transport	-3,993	-2,172	-2,172	0
Support Recharges Income – Non Transport	-4,254	-1,400	-1,400	0
<b>Net Total Recharges</b>	<b>5,157</b>	<b>-1,405</b>	<b>-1,405</b>	<b>0</b>
<b>Net Departmental Total</b>	<b>16,946</b>	<b>5,146</b>	<b>4971</b>	<b>175</b>

**Comments on the above figures:**

In overall terms revenue spending at the end of quarter 2 is below budget profile. This is due to a number of expenditure and income budget areas.

Staffing is above budget due to savings targets not being fully met within Logistics, Performance and Policy & Strategy divisions.

Other Premises is below budget to date mainly due to lower than expected utility bills with the Logistics Division.

Hired & Contracted Services are under budget to date due to small variances within Highway Development and Policy & Strategy.

Supplies & Services is below budget due to a combination of small variances to date across Logistics and Traffic, Risk & Emergency Planning divisions.

Fees & Charges income is above income target partly due to MOT fees performing better than anticipated at this point in time. The remaining variance relates to Traffic Management where there have been additional road closures, higher than expected number of defects and overstays by Statutory Undertakers. It is anticipated beyond 2012/13 that this will not continue as Statutory Undertakers are taking action to improve their efficiency and standards of work to avoid incurring these charges and challenging/refusing to pay invoices.

Grants and reimbursements are above budget to date due to Supervision of Private development income within the Highway Development Division. This is ad hoc and therefore difficult to predict as it depends on developments coming forward and formal agreements being entered into. It is therefore not yet known whether more income will be received in this financial year.

At this stage it is anticipated that overall spend will be lower than the Departmental budget at the financial year-end.

## POLICY, PLANNING & TRANSPORTATION

### Capital Projects as at 30<sup>th</sup> September 2012

	2012/13 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Local Transport Plan				
Bridges & Highway Maintenance				
Bridge Assessment, Strengthening & Maintenance	5,245	2,992	2,850	2,395
Road Maintenance	1,578	615	602	976
	<b>6,823</b>	<b>3,607</b>	<b>3,452</b>	<b>3,371</b>
Total Bridge & Highway Maintenance				
<b>Integrated Transport</b>	<b>838</b>	<b>240</b>	<b>248</b>	<b>590</b>
	<b>7,661</b>	<b>3,847</b>	<b>3,700</b>	<b>3,961</b>
Total Local Transport Plan				
Halton Borough Council				
Early Land Acquisition Mersey Gateway	20,071	5,523	5,198	14,873
Development Costs Mersey Gateway	5,000	1,375	1,375	3,625
Street lighting – Structural Maintenance	200	4	3	197
Risk Management	167	0	0	167
Total Halton Borough Council	<b>25,438</b>	<b>6,902</b>	<b>6,576</b>	<b>18,862</b>
<u>Grant Funded</u>				
Surface Water Management Grant	172	0	0	172
Contaminated Land –Heath Road Allotments	48	2	2	46
Growth Points	380	380	380	0
Mid Mersey Local Sustainable Transport - Infrastructure	10	0	0	10
Total Grant Funded	<b>610</b>	<b>382</b>	<b>382</b>	<b>228</b>
S106 Funded				
Asda Runcorn	165	0	0	165
Everite – Derby/Peelhouse	15	0	0	15
Norlands Lane	15	0	0	15
Total S106 Funded	<b>195</b>	<b>0</b>	<b>0</b>	<b>195</b>
Total Capital Programme	<b>33,904</b>	<b>11,131</b>	<b>10,658</b>	<b>23,246</b>

The LTP allocation includes a carry forward from 11/12 of £113,000 for Integrated Transport

Work is being undertaken with regards to identifying the capital and revenue split for Mersey Gateway. The allocation to date figure is based on an historical percentage and will be subject to change.

**COMMUNITY & ENVIRONMENT DEPARTMENT -Revenue Budget as at 30 September 2012**

	<b>Annual Budget £'000</b>	<b>Budget To Date £'000</b>	<b>Actual to Date £'000</b>	<b>Variance To Date (overspend) £'000</b>
<b><u>Expenditure</u></b>				
Employees	11,292	5,667	5,847	(180)
Other Premises	1,200	600	512	88
Supplies & Services	1,591	684	523	161
Book Fund	245	79	71	8
Promotional	265	130	126	4
Other Hired Services	925	356	346	10
Food Provisions	861	379	349	30
School Meals Food	1,656	472	433	39
Transport	43	22	34	(12)
Other Agency Costs	121	46	30	16
Waste Disposal Contracts	5,187	925	894	31
Leisure Management Contract	1,493	490	509	(19)
Grants To Voluntary Organisations	103	56	54	2
Grant To Norton Priory	222	111	112	(1)
Rolling Projects	286	81	81	0
Transfers To Reserves	10	0	0	0
Capital Financing	59	6	6	0
<b>Total Spending</b>	<b>25,559</b>	<b>10,104</b>	<b>9,927</b>	<b>177</b>
<b><u>Income</u></b>				
Sales Income	-1,949	-1,037	-997	(40)
School Meals Sales	-2,173	-692	-731	39
Fees & Charges Income	-2,393	-1,206	-1,069	(137)
Rents Income	-178	-116	-96	(20)
Government Grant Income	-31	-30	-34	4
Reimbursements & Other Income	-634	-144	-166	22
Schools SLA Income	-2,037	-136	-160	24
Internal Fees Income	-123	-61	-15	(46)
School Meals Other Income	-369	-155	-166	11
Meals On Wheels	-193	-97	-98	1
Catering Fees	-226	-113	-30	(83)
Capital Salaries	-101	-50	-44	(6)
Transfers From Reserves	-298	-17	-17	0
<b>Total Income</b>	<b>-10,705</b>	<b>-3,854</b>	<b>-3,623</b>	<b>(231)</b>
<b>Net Controllable Expenditure</b>	<b>14,854</b>	<b>6,250</b>	<b>6,304</b>	<b>(54)</b>
<b><u>Recharges</u></b>				
Premises Support	1,387	673	673	0
Transport Recharges	2,343	1,176	1,181	(5)
Departmental Support Services	9	0	0	0
Central Support Services	2,757	1,404	1,404	0
Asset Charges	2,459	0	0	0
HBC Support Costs Income	-307	-307	-307	0
<b>Net Total Recharges</b>	<b>8,648</b>	<b>2,946</b>	<b>2,951</b>	<b>(5)</b>
<b>Net Departmental Total</b>	<b>23,502</b>	<b>9,196</b>	<b>9,255</b>	<b>(59)</b>

### **Comments on the above figures:**

In overall terms the Net Operational budget is £ 59,000 over budget profile at the end of the second quarter of the financial year.

Staffing related expenditure is over budget profile by £180,000, primarily due to the premium pay savings target which account for 50% of the total staff savings target of £570,000. There is continued use of Agency staff in the Open Spaces and Waste Management Divisions with expenditure of over £193,000. Both Open Spaces and Waste Management are over budget profile to date by £61,000 and £77,000 respectively. It is hoped that the employment of apprentices can reduce this type of expenditure in the coming months.

Expenditure on Supplies and Services is currently £161,000 under budget profile. The main contributing factors are extremely low need for repairs, reduced need to replace dustbins and a low level of advertising across the department. Expenditure incurred on utilities and Rates is also lower than expected at this point in the year.

Food provisions continue to incur lower than anticipated expenditure due to lower sales and efficiencies with cost reduction. Internal Catering Fees Income is also under budget profile due to the continuing trend of reduced internal orders for catering across the council as a whole.

School Meals are performing well against budgets in respect of food costs and income. Food costs are £38,000 under budget profile and this budget is expected to be underspent at year end as it continues to benefit from renegotiated contract prices. Incomes continue to benefit from the recent price increase of school meals and school breaks are also expected to over achieve against target.

Fees & Charges income is still under achieving on its budget target across most divisions of the department. Income received from the Stadium continues to be less than budget due to the lower than expected level of bookings.

As reported in quarter 1, Trade Waste income has decreased despite a smaller increase in price this year. However expenditure on waste disposal contracts is also under budget to date. Invoices for Waste disposal contracts continue to be received late from contractors making estimates difficult to predict. Therefore this budget will continue to be monitored throughout the rest of the year. Income received in relation to events at the Stadium and other bookings are also currently lower than usual.




Rental income will be considerably reduced this current financial year due to Everton Football Club no longer using the Stadium. The annual effect of this will be in the region of £ 50,000.

**Capital Projects as at 30 September 2012**

	<b>2012/13 Capital Allocation £'000</b>	<b>Allocation To Date £'000</b>	<b>Actual Spend To Date £'000</b>	<b>Allocation Remaining £'000</b>
Stadium Minor Works	30	15	18	12
Stadium Disabled Facilities	50	13	0	50
Children's Playground Equipment	96	48	25	71
Landfill Tax Scheme Hale Park	340	170	0	340
Playground Arley Drive	72	36	2	70
Playground The Glen	5	3	1	4
Crow Wood Park	12	6	0	12
Open Spaces Scheme	150	75	41	109
Runcorn Cemetery Extension	71	36	61	10
Installation of 5 Multi Use Games Areas	29	15	0	29
Runcorn TH Park	73	37	73	0
Playground Runcorn Hill Park	6	6	6	0
Litter Bins	28	14	12	16
Castle fields Recycling Scheme	30	15	0	30
<b>Total Spending</b>	<b>992</b>	<b>487</b>	<b>239</b>	<b>753</b>




## 8.0 Appendix – Explanation for use of symbols

Symbols are used in the following manner:

<b>Progress</b>		<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber		Indicates that it is <u>uncertain or too early to say</u> at this stage, whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
Red		Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i>

### **Direction of Travel Indicator**

Where possible performance measures will also identify a direction of travel using the following convention

Green		Indicates that <b>performance is better</b> as compared to the same period last year.
Amber		Indicates that <b>performance is the same</b> as compared to the same period last year.
Red		Indicates that <b>performance is worse</b> as compared to the same period last year.
N/A		Indicates that the measure cannot be compared to the same period last year.