

Performance Overview Report – Enterprise, Community & Resources

Reporting Period: **Quarter 1 – 1st April 2016 – 30th June 2016**

1.0 Introduction

1.1 This report provides an overview of issues and progress within the directorate that have occurred during the period.

2.0 Key Developments

2.1 There have been a number of developments within the Directorate during the period which include:-

Finance

- a) Following closure of the 2015/16 year-end accounts, the draft Statement of Accounts was signed off as required by the Operational Director, Finance on Thursday 30 June 2016 and passed to Grant Thornton UK LLP for them to start the audit of the accounts. Findings of the audit will be reported to the Business Efficiency Board on 28 September 2016.
- b) Implementation of the Income Manager module of Agresso was undertaken on schedule from 1 March 2016. The system provides the Council with improved online payments functionality and will deliver revenue savings through lower support and maintenance costs. Additionally a Service Level Agreement (SLA) with the National Consortium for Examination Results (NCER) went live on 1 April 2016 and is operating well. Under the SLA the Council will process invoices, collect income and prepare the financial statements for NCER.
- c) The draft Annual Governance Statement for 2015/16 was approved by the Business Efficiency Board on 8 June 2016. The Statement provides a summary of the Council's governance arrangements, the governance issues facing the Council, and the action being taken to address those issues. The document will be signed by the Leader and Chief Executive and will be published alongside the Council's financial statements.
- d) From 27th July 2016, Universal Credit Full Service commences in Halton Jobcentre Plus offices, which means that access to new claims for Housing Benefit (as well as other DWP benefits) will be closed off for many working-age claimants. Universal Credit claims must be made on-line and the Council is providing on-line access and support for claimants within Halton Direct Link. New Housing Benefit claims from pensioners are still made to the Council, as are claims from working age people residing in supported accommodation, such as YMCA and Brennan Lodge.

Policy, People, Performance and efficiency

- e) The Division has successfully implemented a range of nationally negotiated pay awards across the workforce in quarter 1. These ensure that the legislative requirements of the National Living Wage are encapsulated within revised pay points, and the HR service was able to ensure compliance with the new legislation on 1st April 2016.
- f) Work has continued on the development of a Council wide Apprenticeship Policy, which will form the basis of a framework within which the Council can meet the obligations of the forthcoming

apprenticeship target (from April 2017), and draw some return from the Apprenticeship Levy (also April 2017).

- g) The Efficiency Programme Office implemented agreed organisational processes around the acquisition, use of and costs of agency workers. Since late April 2016 these processes have been introduced universally.

ICT and Support Services

- h) The establishment of the project to provide Agresso financial services management to Merseytravel is now underway with the workshop process expecting to start mid-August 2016. This long-term relationship will encompass financial systems for both Merseytravel and the Combined Authority and will result in a collaboration and income investment opportunity for a number of years.
- i) Work is still underway negotiating the terms of the NHS/North West Authority network connection into the authority and it is expected that these link's will be in fully operational within the next quarter.
- j) Negotiations with Microsoft have now been completed and the authority now has a fully compliant Enterprise Agreement for all desktop and server based software covering the next 5 years. This will complement the work carried out late last year to gain a 5 year license for all virtual services.

Legal and Democratic Services

- k) The Local and Police & Crime Commissioner Elections were successfully carried out in May, and the EU referendum was held seamlessly in June. The new Council Constitution was also approved by Council in May.
- l) Legal Services hosted and facilitated a very positive inspection of the Council's policies & procedures under the Regulation of Investigatory Powers Act 2000 in May.

Community and Environment

- m) Halton Registration Service submitted its Annual Performance report for 15/16 to the General Registry Office (GRO) and the GRO responded with some very positive comments about the service and in particular were keen to congratulate the team on the High Level of service achieved.
- n) The school meals services re-introduced the training programme for all Kitchen Assistants who were interested in becoming catering supervisors. In partnership with Riverside College we successfully trained 10 staff to NVQ Level 2 and 2 staff to NVQ Level 3. We have just started another course with 14 staff currently enrolled which will be completed in July 17.
- o) A comprehensive stadium redecoration programme has now commenced which will see all internal corridors and function rooms being repainted and rebranded. The installation of new floodlighting began in June and will result in a lighting capacity that is at the same level of most Premier Football League venues.
- p) Opportunities for informal learning in libraries continue to grow with the introduction of Code Clubs and following a successful pilot Late Night Lego is now part of the regular informal learning programme. In addition the Roald Dahl themed Summer Reading Challenge has started with over 500 attendees at the first 2 events and a Read to Relax Group has been started at Widnes Library in partnership with Halton Integrated Recovery Service. Ebooks are also now available and a promotional campaign is underway with drop in sessions being provided to assist customers with this new service.
- q) A significant amount of work has been undertaken to assist with the in-house transition of Leisure Centres back into Council operation and the new 'Active Halton' brand is now highly visible and the

existing IT infrastructure being upgraded to deliver a better customer experience and provide business intelligence that can be used to drive further efficiencies and improvements in service delivery.

- r) Data has been published for participation in sport at least once a week for at least 30 minutes at national, regional and local authority level for both 16 years and above and for 14 years and above. Halton indicators show no significant difference since previous results, however, all percentages have decreased to some degree. It is hoped that the new activities at Frank Myler Pavilion and the increase in Gym memberships will have a positive effect on this measure.
- s) A wide range of leisure and fitness opportunities continue to be provided through a considerable number of venues for all ages and include Group Workout Classes to suit all abilities, Aqua Babes which, in partnership with Sure Start, provides 30 minute supervised structures swimming sessions for parents and toddlers, and various other sessions including yoga, gymnastics, trampolining, netball and GP referral sessions.
- t) During quarter 1 a new Food Waste Collection pilot has been introduced to 1, 800 households across the Hale, Heath and Beechwood wards with containers being provided to allow unused and waste food to be processed into fertiliser for use by local farmers and also converted into biogas to be fed into the National Grid. As food waste forms a significant element of waste currently sent to landfill the pilot will run for 6 months to evaluate the potential benefits and cost savings that could be delivered through the extension of the scheme.
- u) The revised specification for landscape maintenance began during quarter 1 and the Council received a number of complaints with regards to grass cutting. As people have become accustomed to the new arrangements, and the reasons for the change on cutting height and frequency, the number of complaints has declined.

Economy, Enterprise and Property

- v) Works to complete the Monastery to Museum 900 at Norton Priory have progressed well since inception in August 2015 and are due to complete in July with the Museum opening to the public in August.
- w) A feasibility study has now been completed in respect of a proposed new build pavilion for Hough Green Park. An assessment of the study is currently taking place, it is anticipated that approval will be obtained to proceed with the project by August, following which tender documentation will be drawn up with the intention of proceeding with a procurement process.
- x) Following the discovery of additional asbestos on site the works to demolish the Police Station / Magistrates Court have been unavoidably delayed and the revised completion date is August 2016. Additionally the Fairfield Primary development is progressing well with Phase 2 commencing when school closes for summer break with completion planned by April 2017.
- y) It has now been confirmed that approximately 90 staff currently based in Runcorn Magistrates Court working for HM Courts & Tribunal Service (HMCTS) will be relocated within Rutland House following agreement by HMCTS to take on a lease of part of the building. This development fits well with our accommodation strategy of making Rutland House our income generation hub in terms of our current accommodation.
- z) The Education Maintenance programme of work for the financial year 2016/17 has been approved by full Council and there are 15 separate projects with an overall budget of £950k. Many of the projects will be commencing during the summer break, the majority of the projects are currently going through the procurement process with some contracts having already been awarded. All projects should be completed during the 2016 calendar year.
- aa) The Corporate Maintenance Programme has also been agreed and work has begun and new term maintenance contracts for electrical, mechanical and general building works commenced on 01st June.

The contracts are to run for 3 years with the option of a further 12 month extension based upon satisfactory performance.

- bb) The Castlefields Lakeside Development Phase 2 continues with the sales office expected to open in the second quarter with first occupations in August 16. It will deliver 79 two and three bedroom homes on the open market and so far approximately half of the homes are sold or reserved and it is likely that the development is likely to follow the previous phase as one of Keepmoat's top performing developments.
- cc) Halton Growth Hub Partnership, a consortium made up of Halton Borough Council and Halton Chamber of Commerce and Enterprise, have secured a further 2 years funding to the deliver the Department of Business Innovation & Skills (BIS) Growth Hub Programme locally until March 2018.
- dd) As part of the International Festival of Business initiative a number of tours were arranged to visit key Halton assets with, for example, 3 groups of around 40 international delegates visiting Sci Tech Daresbury and a further group visiting the 3MG (Multi Modal Gateway). The team also arranged a number of individual visits which included a visit to the Hartree Centre by a £200M Chinese IT company.
- ee) A hybrid planning application for the Crosville / Picow Farm road site has now been considered and approved and work is underway to discharge the planning pre-commencement conditions and water discharge and deed of release agreements. The Development Management Agreement with Peel Holdings has also been completed and in conjunction with this development the background studies for Picow Farm Road have been completed with the sale of the site financially supporting the Crosville site development.
- ff) A briefing for Council managers took place in Quarter 1 around Intermediate Labour Market (ILM) placements which are being offered free of charge and as part of the Ways to Work contract. Further work will need to take place with Human Resources to put relevant processes in place to allow the Council to access these resources if desirable.

Policy, planning and Transportation

- gg) Work to improve the A557 gyratory and the cycle links to the Heath / INEOS have been added as part of the programme under the Sustainable Transport Enhancement Packages and Integrated Transport Block. As part of these works newly installed electric vehicle charging points and improvement to cycle routes in Daresbury and between Ditton Road, Widnes and the Jaguar Landrover in Speke have been completed.

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:-

Finance

1. Work is underway in revising the Medium Term Financial Strategy and the Budget Working Group (BWG) will meet shortly to consider the process for identifying future savings and Directorates are presently being asked to determine saving proposals for consideration by the group.
2. Through contributions to both the Liverpool City Region (LCR) and Special Interest Group of Municipal Authorities (SIGOMA) submissions the Council will be responding to consultation and discussion papers recently released in respect of future 100% Business Rates Retention Scheme and a future needs assessment formula. In addition, focus over the next quarter will be on the design of the

business rate retention pilot programme to be operated by the Liverpool City Region councils from April 2017.

3. The Government have provided further information on the national roll out of Universal Credit (UC). The national UC rollout of working age claims is expected to be completed by September 2018. Migration of existing legacy benefits (including Housing Benefits) should begin in July 2019 and be completed in March 2022, which is a year later than previously planned. They have also announced that the incorporation of Housing Benefit for pensioners into Pension Credit will not begin until UC is fully rolled out. So local authorities can expect to be delivering Housing Benefit for pensioners into the next Parliament beyond 2020.
4. The number of calls to the Contact Centre has increased significantly during quarter 1, which in turn has increased telephone waiting times. To alleviate the situation, work has been on-going to increase the availability of information and functions via the Council's website.

Policy, People, Performance and Efficiency

5. The recent decision on exiting the European Union is likely to have an impact upon UK employment law to some degree. Whilst any legislative changes are unknown at the present time, once the UK government begins to negotiate an exit, careful monitoring of decisions will be required to ensure that any HR related changes are prepared for and implemented into policy and practice affectively. The HR service will work closely with our professional advisors and networks to keep up to date on any developments.

Economy, Enterprise and Property

6. A number of agile working hubs across the borough are in the process of being created to compliment the Councils agile working strategy. Additionally the funding available to The One Pubic Estate (OPE) initiative has increased to £31m in 2016/17 we are presently considering potential opportunities to submit bids which meet the criteria once the process opens later in the year.
7. As construction continues on the new Mersey Gateway, we are now looking forward to the next stage of the development, which is the Tolling Operation. The company managing this operation are keen to find suitable premises in Halton to establish the contact centre and will work with Halton Employment Partnership on the skills and recruitment aspects and a meeting is planned for Quarter 2.

Policy Planning and Transportation

8. The Housing and Planning Act received Royal Assent in May 2016 with the key provisions relating to Starter Homes and to 'Permission in Principle' the most notable of which are that.
 - There is a duty on local planning authorities to promote the supply of Starter Homes and planning permission can only be granted for major residential developments (10+ units) if the starter homes requirement is met. This requirement has yet to be published but is likely to require a minimum of 20% of properties to be available for qualifying first time buyers between the ages of 23 to 40 at a discount of at least 20% of market value.
 - Restrictions will apply on resales with a requirement to repay some of the discount or preventing the home being resold within a specified period other than to a first time buyer at a discount.
 - Permission in Principle is designed to separate decision-making on in principle issues, such as land use, location and the amount of residential development form matters of technical detail. The acceptability of the planning-in-principle issues cannot be re-opened at the technical details stage although once PIP has been granted full planning permission can

only be obtained and works commenced once an application for technical details consent has been approved.

9. Funding has now been received to add bus priority to the existing traffic controlled junctions along Leigh Avenue / Liverpool Road / Hale Road and the work will include refurbishment of the junctions at the Albion and at Chestnut Lodge.
10. Work at the Ditton Road roundabout are progressing and it is anticipated that traffic will be re-routed in September / October with new traffic signals at Moor Lane / Ashley way becoming operational in advance.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and Performance Monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2015 – 16 Directorate Business Plans.

Progress concerning the implementation of all Directorate high-risk mitigation measures is included in the Appendices.

5.0 High Priority Equality Actions

Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force in April 2011.

The Council's latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:


<http://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

6.0 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 Management




Key Objectives / milestones

Ref	Milestones	Q1 Progress
FS 01a	Report Medium Term Financial Strategy to Executive Board - November 2016.	
FS 02a	Provide monthly financial reports to budget holders within 8 days of month end.	
FS 03b	Publish the Statement of Accounts by 30th September 2016.	
FS 04a	Establish Treasury Management Policy and report to Council - March 2016.	
FS 05a	Establish and report prudential indicators to Council - March 2016.	

Supporting Commentary

All milestones are progressing as planned and the 2016-17 Statement of Accounts was certified as planned and this has been shared with the Councils external Auditor and the Audit of the Statement of Accounts has commenced.

Key Performance Indicators


Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
FS LI 04	Proportion of Council Tax that was due that was collected.	95.21%	94.75%+	28.46%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received.	96.89%	95.00%+	95.00%+	29.42%	

Supporting Commentary

The collection of Council Tax continues to be adversely affected by national reforms and a number of short-term occupations have impacted upon the collection of Business Rates although both remain above local collection rates. Although the processing of Benefit applications is showing a slightly downward trend as a result of new process demands it remains within targeted levels.

Policy, People, Performance & Efficiency Service









Key Objectives / milestones

Ref	Milestones	Q1 Progress
PPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy March 2017	

Supporting Commentary

Several strands of activity linked to the objectives of the recently adopted Organisational Development Strategy are in progress, these include a review of absence management (linking to healthy workforce and resourcing objectives), and the adoption of an apprenticeship policy (linked to progressive development of staff over the long term).

Key Performance Indicators


Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	9.5	9.5 days	2.28 days		
PPPE LI 04	The percentage of top 5% of earners that are ¹					
	▪ women	54.78%	50.00%	55.56%		
	▪ from BME communities.	2.06%	1.50%	2.08%		
	▪ with a disability	0.82%	8.00%	0.82%		

Supporting Commentary

A reduction in sickness has been secured in 2015/16, and the Q1 out-turn indicates that progress is being maintained.

ICT and Administrative Support Services

Key Objectives / milestones





Ref	Milestones	Q1 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2017 .	
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - March 2017 .	

Supporting Commentary

Work on the Virtualisation Platform, which will realise considerable benefits over the coming years, is now at a crucial stage with major components now in place and being tested.

The Cloud services platform continues in its development and will enhance remote access and security and enhancements to SharePoint have now been successfully deployed including those to records management interfaces.

Key Performance Indicators


Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99.00%	99.00%	99.00		
ICT LI 02	Average availability of the Council's WAN infrastructure (%).	99.00%	99.00%	99.00		

Supporting Commentary

The availability of servers and WAN infrastructure continues to remain almost at ceiling.

Legal & Democracy





Key Objectives / milestones

Ref	Milestones	Q1 Progress
LD 01	Review constitution - May 2016.	

Supporting Commentary

The Council's Constitution was reviewed and approved as planned.

Key Performance Indicators





Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
LD LI 02	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	7		
LD LI 03	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3	1		

Supporting Commentary

Performance at this point in the financial year remains at expected levels

Community & Environment

Key Objectives / milestones

Ref	Milestones	Q1 Progress
CE 01b	Deliver a comprehensive programme of Sport and Physical Activity throughout Halton	
CE 04	Deliver a Library Services programme of extended informal learning opportunities including support for digital inclusion meeting identified local targets - March 2017 .	
CE 06	Continue to deliver communications and awareness raising initiatives to ensure that participation with the Council's recycling services is maximised and that residents comply with the requirements of the Council's Household Waste Collection policy - March 2017 .	
CE 07	Continue to review and assess the effectiveness of the Council's Environmental Enforcement Plans and Policies and maintain actions to ensure that the Council continues to effectively prevent and tackle a range of waste and environmental offences - March 2017 .	

Supporting Commentary







During the period over 1400 children parents and carers attended story sessions that demonstrate the value of reading with children and the impact that this has on their speech and learning development and over 2000 children and teachers took part in library class visits.

356 adults also attended work clubs and IT clinics to learn digital skills to support job-seeking and over 750 adults and young people were helped to develop digital skill through 1 to 1 support with a further 200 attending events tailored to learning to develop computer codes for developing games and animations.

A community event was held during quarter 1 to raise awareness of recycling and waste prevention with a programme planned for the year to engage directly with households in low participation areas. Residents failing to adhere to waste collection procedures have been contacted directly.

A review of existing enforcement arrangements has also commenced during quarter 1 with plans being developed for projects to be delivered during the year.

Key Performance Indicators





Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 07	% Take up of free school meals to those who are eligible - Primary Schools.	86.00%	87.00%	81.00%		
CE LI 08	% Take up of free school meals to those who are eligible - Secondary Schools.	77.80%	77.50%	73.87%		
CE LI 11	Residual household waste per household.	578 Kgs	593 Kgs	155kg (Estimated)		
CE LI 12	Household waste recycled and composted.	42%	42.00%	46% (Estimated)		

Supporting Commentary

In regards to waste measures are similar or slightly higher than the same period last year and annual targets are on track to be achieved.

Economy, Enterprise & Property

Key Objectives / milestones







Ref	Milestones	Q1 Progress
EEP 01a	Commence development of Bayer Site by - March 2017 .	
EEP 01b	Complete Asset Review by – June 2016 .	
EEP 03c	Develop a charging policy for business and funding support by September 2016	
EEP 03d	Completion of Tech Space Development (SciTech Daresbury) by September 2016	

Supporting Commentary

Work has now started on a Development Agreement for the Bayer site and the Council's Asset Review was completed as planned with levels of current occupancy having been identified. This work will inform the delivery of the Council's Agile Working policy.

A charging Policy is currently in development and work of Tech Space development is progressing as planned.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO2E)	21,124 (actual 14/15)	19,675	19,874 (actual 15/16)		
EEP LI 07	Number of People supported into work	Not available	532	120		N / A
EEP LI 09	Number of Businesses Supported	Not available	40	39		N / A
EEP LI 14	Number of inward investment enquiries per annum.	174	250	93		

Supporting Commentary

The figures for emissions are only available annually one year in arrears and the emissions data is categorised by School Buildings, Corporate Buildings, Unmetered Supply, Fleet Transport and Business Mileage.



Between 14/15 and 15/16 there was a marked reduction across all areas with the exception of Fleet which saw a 15% increase with the largest annual reduction of 12% falling within Street Lighting.

Both Work Programme contracts are delivering good performance in assisting people into work. Further funding has been secured for the continued delivery of the business support project and in addition to this the Business Growth Hub is progressing well with 152 enquiries being received in Quarter 1.

The number of inward investment enquiries has also shown a positive trend during the Quarter.

Policy, Planning & Transportation

Key Objectives / milestones









Ref	Milestones	Q1 Progress
PPT 01	Review progress against LCR SJB maintenance strategy and deliver 2016/17 major bridge maintenance works programme, March 2017 .	
PPT 03	To deliver the 2016/17 LTP Capital Programme March 2017 .	

Supporting Commentary

Orders have been placed with Mott MacDonald for year 1 SJB work and activities have commenced with further dates and access arrangements being agreed for cable and above deck steelwork inspections. The contract with Balvac for repainting work and Top Hat re-strengthening has been finalised and works will commence in July.

A number of LTP Capital Integrated Transport schemes have already been completed including Clifton / Grangeway Cycleway and the new crossing at the Hive with the reconstruction of the Kingsway central reservation due to commence in Quarter 3.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
PPT LI 02	Net additional homes provided	471	552	Figure reported annually at year-end		
PPT LI 03	Number of affordable homes delivered (gross)	146	138	Figure reported annually at year-end		
PPT LI 04	Processing of planning applications (%) as measured against targets for, a) 'Major' applications b) 'Minor' applications c) 'Other' applications		60.00% 80.00% 80.00%	100% 96% 97%	  	
PPT LI 14	% of network where structural maintenance should be considered: a) Principal Roads b) Non-Principal Roads	1% 2%	2 % 4 %	See below	N/A	N/A
PPT LI 17	Bus Service Punctuality a) % of buses starting route on time b) % of buses on time at intermediate timing routes	94.88 90.07	98.50 94.50	94.88 90.47	 	 

Supporting Commentary

Planning processing times have improved when compared to the same period last year and are presently significantly above targeted levels.




The surveys for structural maintenance are in the process of being undertaken for the current financial year.

Bus service punctuality is slightly down when compared to the same period last year. However it has to be appreciated that the significant number of roadworks associated with the new Mersey Gateway will have an inevitable impact upon vehicle movements and operators are continuing to monitor services and take action wherever possible.





7.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

<u>Symbol</u>	<u>Objective</u>	<u>Performance Indicator</u>
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 at this stage</u> 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

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