Departmental Quarterly Monitoring Report

<u>Directorate:</u> Environment & Economy

Department: Environmental & Regulatory Services

Period: Quarter 1 - 1st April – 30th June 2010

1.0 Introduction

This quarterly monitoring report covers the Environmental & Regulatory Department first quarter period up to 30th June 2010. It describes key developments and progress against 'key' milestones and performance indicators for the service.

The way in which the traffic lights symbols and direction of travel indicators have been used to reflect progress to date is explained within Appendix 8.

2.0 Key Developments

Open Spaces Division

In the first quarter of 2010/11 a number of key 'Playbuilder' funded Children's playgrounds were formally unveiled. New playgrounds included Town Park, Roehampton Drive and Spike Island. The Playbuilder programme has now been cancelled by Government, which will limit any further developments.

The Open Space Service has started to work towards the creation of a new cemetery for Widnes. The timescale is to have a new cemetery built and ready for burials by April 2012.

Waste & Environmental Improvement Division

The Multi-Material kerbside recycling service was extended to a further 9,000 properties in June, with;

- 5,000 households receiving blue wheeled bins,
- 3,000 households receiving blue boxes, and
- 1,000 multi-occupancy dwellings providing with large communal recycling bins.

An assessment of the provision of multi-material recycling services to all primary schools was completed in this quarter. As a result services will commence to 34 schools in September that currently are not receiving recycling collections.

During quarter 1, arrangements were being put into place for the extension of the RecycleBank 'rewards for recycling' scheme to a further 37,000 households. Residents at those properties will be able to earn reward points for recycling in their blue bins from August. The Council received national TV coverage in June for implementing the innovative scheme and remains only the second authority in the country to have done so.

The Council's efforts to tackle littering and other environmental nuisance are ongoing and in June 12 individuals were issued with Fixed Penalty Notices for littering offences.

On 30th June, officer from the Council took part in a very successful 'Operation Rogue Trader' enforcement day. The joint operation was carried out with a number of partner agencies, including The Police, Trading Standards and Courts Officers. The combined efforts of all agencies resulted in a total of 210 stop checks, with the outcomes including;

- 2 Courts warrants executed (£500)
- 8 Arrests
- 7 Detected Road Traffic Offences
- 10 Registered Waste Carrier Applications issued
- 12 Rogue Trader guidance notices issued

During the quarter all primary schools were contacted and encouraged to take up the offer of free provision of "display energy meters" as a way of monitoring electricity use. Back up advice and support was provided by Waste and Environmental Improvement Division.

Regulatory Services

Development Control Management Summary Stats for Q1:

Applications Received – 140

Applications Decided – 125

Applications on hand (undecided) – 157

Pre-Applications – Received – 72

Pre-Applications - Closed - 46

Pre-Applications – On-Hand - 82

N.B. There are certain applications (such as tree preservation orders) that are not counted in the statutory CLG speed of processing statistics (NI157). This accounts for the difference between the figures reported above and the figures given for N157.

Summary of major applications received (but not necessarily decided) over the last quarter:

10/00150/FUL - Proposed erection of 20 No. two and three bedroom houses together with associated landscaping on Land Off Rivenmill Close Widnes Cheshire.

10/00180/S73 - Proposed variation of condition Nos 2 & 3 of planning consent 98/00253/OUT to replace extant planning permission and extend time limit for implementation by a further 10 years on Land To North Of Red Brow Lane Daresbury Park Chester Road Runcorn Cheshire.

10/00181/S73 - Proposed variation of Condition Nos. 2 & 3 of planning consent 01/00356/OUT to replace extant planning permission and extend the time limit for implementation by a further 10 years on Land At Daresbury Park Daresbury Warrington Cheshire.

10/00182/S73 - Proposed variation of condition Nos. 2 & 3 of planning consent 02/00054/OUT to replace extant planning permission and extend the time limit for implementation by a further 10 years Land To North Of Red Brow Lane Daresbury Park Runcorn Cheshire.

10/00214/FUL - Proposed erection of mezzanine sales floor and associated internal and external works at ASDA Widnes Road Widnes Cheshire WA8 6AF

10/00222/REM - Application for approval of reserved matters (on 09/00101/FUL) for landscaping details at Ashley Retail Park Lugsdale Road Widnes Cheshire.

10/00254/FUL - Proposed redevelopment of site for the erection of an A1 foodstore (1710sq.m. GEA), 2 No. A1 non-food retail units (1784 sq.m. GEA) and an A4 family pub/restaurant (697 sq.m. GEA) with associated parking, reconfigured vehicular and pedestrian access and landscaping provision at Vestric House West Lane Runcorn Cheshire.

10/00279/FUL - Proposed development of 18 No. courtyard houses, detached garages, private access road and private open space at Former Dawsons Dance Centre Lunts Heath Road Widnes Cheshire.

10/00280/FUL - Proposed two storey office block and car park extension at Rushserve Ltd Waterloo Road Widnes Cheshire.

Changes in the Health & Safety risk rating set by the Health & Safety Executive (HSE) were introduced in April 2010. This rating system focuses less on the inherent risks associated with businesses but more on the history of compliance. It is estimated that this has the potential to raise the ratings of businesses in the Borough which will then require more frequent inspection as a result.

3.0 Emerging Issues

Waste & Environmental Improvement Division

The Government has announced a major review of waste policy, which will begin early 2011.

The review will include:

- the effect of waste policies on local communities and individual households, and how local authorities can best work with people to make the best decisions;
- maximising the contribution of the waste and recycling industries to the UK economically and environmentally;
- how we work towards a "zero waste economy", and drastically reduce the amount of waste created and valuable resources sent to landfill.; and
- new approaches to dealing with commercial waste and promoting 'responsibility deals', reducing the amount of waste generated by production and retail.

The UK has to bring in domestic legislation giving effect to the revised EU Waste Framework Directive (WFD) by 12 December 2010. Defra and the Welsh Assembly Government (WAG) are consulting on draft Regulations to bring the revised WFD into effect in England and Wales. The consultation will run from 8 July to 16 September 2010.

The main new features of the revised WFD are that it requires Member States:

- To apply the "waste hierarchy" as a priority order in waste prevention and management legislation and policy;
- To set up "separate collections" of waste for at least paper, metal, plastic, and glass by 2015 where technically, environmentally and economically practicable. (applies to both household and business waste);
- To recycle 50% of waste from households by 2020;
- To recover 70% of construction and demolition waste by 2020.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

With the exception of the refurbishment of parks, which may not proceed due to the cancellation of the play builder programme, all service objectives are progressing as planned. Additional information can be found in Appendix 1.

4.2 Progress against 'other' objectives / milestones

There are presently no other objectives/ milestones identified for this service.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total 4 0 ? 0 4

It is unlikely that at this stage that the annual targets, predominately in relation to the processing of planning applications, will be achieved. Additional details are provided in Appendix 2.

5.2 Progress Against 'other' performance indicators

Satisfaction with parks and open spaces has declined in quarter 1 and additional details are provided in Appendix 3.

6.0 Risk Control Measures

During the production of the 2009-12 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

Where a Key Service Objective has been assessed and found to have associated 'High' risk, progress against the application of risk treatment measures is to be monitored, and reported in the quarterly monitoring report in quarters 2 and 4.

7.0 Progress against high priority equality actions

Any high priority equality actions identified by the service will be reported in quarters 2 and 4.

8.0 Data quality statement

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

9.0 Appendices

Appendix 1 Progress Against 'key' objectives / milestones

Appendix 2 Progress against 'key' performance indicators

Appendix 3 Progress against 'other' performance indicators

Appendix 4 Financial Statement

Appendix 5 Explanation of use of symbols

Ref	Objective
EAR 1	To address air quality in areas in Halton where ongoing assessments have exceeded national air quality standards set out under the Environment Act 1995, in consultation with all relevant stakeholders.

Milestones	Progress Q 1	Supporting Commentary
Formal/Public declaration of the Air Quality Management Areas (AQMA) March 2011.	✓	All potential partners and participants in a working group have now been contacted and a meeting will be arranged in Autumn to initiate discussions.

	Ref	Objective
ensuring that an up to date development plan is available		To prepare and adopt a local development framework (LDF) and to review the LDF on a regular basis ensuring that an up to date development plan is available (statutory requirement). To achieve this by producing the following targets set out in the most current Local Development Scheme (LDS):

Milestones	Progress Q 1	Supporting Commentary
Submissions of the Core Strategy Development Plan Document (DPD) to the Secretary of State February 2011 .	✓	The Core Strategy is awaiting the final pieces of evidence upon which to justify policies (affordable housing, flood risk, energy efficiency targets). The impact of the revocation and proposed abolition of the Regional Spatial Strategy (RSS) is being assessed as this document has legally been part of the development plan. Removal of RSS may leave policy gaps in the Core Strategy and these must be revised prior to the November publication. This stage is known as the Publication stage and formal representations against the 'soundness' of the plan can be lodged. The final version of the Core Strategy will be sent to the Secretary of State in February 2011.

Ref	Objective
EAR 3	Continue to improve Parks, Sports Grounds, Open Spaces and Local Nature Reserves.

Milestones	Progress Q 1	Supporting Commentary
Runcorn Hill Park - Parks for People bid. Work up bid to 'First Round' submission stage, Dec 2010.	✓	Work on the bid is proceeding to schedule.
Develop plan for new Park and associated landscape improvements at Upton, Mar 2011.	✓	Design work is in progress and it is expected that the new park will be completed by March 2011.
Woodland Expansion - Additional 200m2 of Woodland planted Boroughwide, Mar 2011.	✓	Plans are being drawn up for planting schemes that will be delivered between October and March of this financial year.
Deliver 4 new or refurbished Play Areas through Playbuilder Programme, Mar 2011 .	?	Design work work is in progress and it was expected that the new park would be completed by March 2011. However, with the cancellation of the Playbuilder programme these may now not proceed.

Ref	Objective
EAR 4	Implementation of actions to ensure the Council achieves its targets and objectives relating to waste and climate change.

Milestones	Progress Q 1	Supporting Commentary
Extension of kerbside green waste collection service May 2010.	✓	This was completed ahead of schedule with a further 400 properties added to the scheme in February 2010.

Extension of multi-material recycling service to all properties. June 2010.	✓	See Key Developments
Review of the network of neighbourhood recycling 'Bring Sites' Sep 2010.	✓	This review will be completed by September 2010.
Produce a Schools and Retailers Recycling Communications Pack Sept 2010 (AOF 31)	✓	This work will be completed by September 2010.
Complete a full review and update of the Councils Waste Action Plan Nov 2010 .	✓	This review will be completed by September 2010.
Complete a review of the Council's Waste Management Strategy Mar 2011	✓	A review of the issues and options relating to the review of Halton's Waste Management Strategy has commenced.

Ref	Objective
EAR 5	To develop, publish and implement actions arising from an integrated Environmental Nuisance Prevention and Enforcement Strategy. This strategy will allow a co-ordinated response from the Service to reported nuisances and their remedy.

Milestones	Progress Q 1	Supporting Commentary
Develop a Strategy, in consultation with relevant HBC officers, external agencies and other stakeholders. Oct 2010	✓	Work has commenced on the production of a draft Strategy.
Develop Action Plans, in conjunction with other Divisional Managers, for service areas within the Environmental and Regulatory Services Department.	✓	The action Plans will be completed by March 2011.

Mar 2011.		
Implement actions to meet the commitments of the Strategy and Action Plans. Mar 2011.	✓	Actions will be implemented in line with the target date.

Appendix 2: Progress Against 'key' performance indicators

Ref Description Actual 2009/10 Target 2010/11 Quarter 1 Current Progress Direction of Travel Supporting Commentary
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Corporate Health

There are presently no indicators of this type identified for the service

Cost & Efficiency

There are presently no indicators of this type identified for the service

Fair Access

There are presently no indicators of this type identified for the service

Quality

There are presently no indicators of this type identified for the service

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
Service De	elivery						
<u>NI 157a</u>	Percentage of major planning applications determined within 13 weeks	60%	60%	42.86%	×	1	There were a total of 7 applications determined this quarter. Of these, 3 were determined within 13 weeks. Of the applications determined over this time period 3 related to the Eternit site on Derby Road which had significant Environmental considerations to be taken into account in its determination
<u>NI 157b</u>	Percentage of minor planning applications determined within 8 weeks	90.1%	80%	61.11%	x	1	There were a total of 36 applications determined this quarter. Of these 22 were determined within 8 weeks. The development control team has reduced in size and has been affected by transition to and establishment of the administration/ support services.(COE)
<u>NI 157c</u>	Percentage of other planning applications determined within 8 weeks	77.55%	80%	71.95%	x	1	There were a total of 82 applications determined this quarter. Of these 59 were determined within 8 weeks. The development control team has reduced in size and has been affected by the transition to and establishment of the administration/ support services.
<u>NI 159</u>	Supply of ready to develop housing sites	131.9%	100%	N/A	Refer to comment	N/A	Data collected annually. April 2011

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
<u>NI 170</u>	Previously developed land that has been vacant or derelict for more than 5 years	2.33%	2.24%	N/A	Refer to comment	N/A	Data collected & reported annually. Actual 2009/10 was 2.33%
EAR LI8	Greenstat-Survey, Satisfaction with the standard of maintenance of trees, flowers and flower beds.	-	70%	60%	×		This represents a significant drop in satisfaction. The main reason for this score is due to the fact that during the first quarter of 2010/11 there has been a decline in the number of Greenstat surveys undertaken. Only four have been carried out. Managers in Open Space Services are taking steps to address this problem and it is expected that the usual 40 surveys will be carried out in Quarter 2.

Appendix 3: Progress against 'other' performance indicators

			_	
Ref	Service Area	High Priority Action	Progress	Supporting Commentary

Corporate Health

There are presently no indicators of this type identified for the service

Cost & Efficiency

There are presently no indicators of this type identified for the service

Fair Access

There are presently no indicators of this type identified for the service

Quality					
EAR LI2	Satisfaction with the standard of cleanliness and maintenance of parks and green spaces.	90%	60%	×	This represents a significant drop in satisfaction. The main reason for this score is due to the fact that during the first quarter of 2010/11 there has been a decline in the number of Greenstat surveys undertaken. Only four have been carried out. Managers in Open Space Services are taking steps to address this problem and it is expected that the usual 40 surveys will be carried out in Quarter 2.

ENVIRONMENT & ECONOMY DIRECTORATE

ENVIRONMENT & REGULATORY SERVICES

Revenue Budget as at 30th June 2010

	Annual	Budget	Actual	Variance	Actual
	Revised	To Date	To Date	To Date	Including
	Budget			(overspend)	Committed Items
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	6753	1655	1717	(62)	1717
Premises Support	0	0	0	0	0
Other Premises	196	30	34	(4)	34
Landscape Maintenance	217	54	27	27	27
Supplies & Services	490	97	63	34	90
Hired & Contracted Services	442	83	79	4	83
Unitary Development Plan	30	0	0	0	0
Trade Waste Tipping	120	30	27	3	27
Use of Transport	2133	538	504	34	504
Grants To Voluntary Organisations Recycling	44 524	38 150	36 120	30	36 120
Waste Disposal	5135	1137	1104	33	1104
Agency Related	19	1137	18	1	18
Finance Charges	170	0	0	Ö	0
Asset Charges	8	0	0	Ö	0
Central Support Services	0	0	0	ő	0
Departmental Support Services	0	0	0	Ö	0
- opartimornal carpport contract					
	16281	3831	3729	102	3760
Total Expenditure	16281	3831	3729	102	3760
·	16281	3831	3729	102	3760
Income					
Income Sales	-64	-5	-1	(4)	-1
Income Sales Planning Fees	-64 -577	-5 -115	-1 -107	(4) (8)	-1 -107
Income Sales Planning Fees Building Control Fees	-64 -577 -252	-5 -115 -63	-1 -107 -18	(4) (8) (45)	-1 -107 -18
Income Sales Planning Fees Building Control Fees Pest Control	-64 -577 -252 -69	-5 -115 -63 -17	-1 -107 -18 -19	(4) (8) (45) 2	-1 -107 -18 -19
Income Sales Planning Fees Building Control Fees Pest Control Trade Waste Charges	-64 -577 -252	-5 -115 -63	-1 -107 -18	(4) (8) (45) 2 (9)	-1 -107 -18
Income Sales Planning Fees Building Control Fees Pest Control	-64 -577 -252 -69 -346	-5 -115 -63 -17 -87	-1 -107 -18 -19 -78	(4) (8) (45) 2 (9) (52)	-1 -107 -18 -19 -78
Income Sales Planning Fees Building Control Fees Pest Control Trade Waste Charges Other Fees & Charges	-64 -577 -252 -69 -346 -561	-5 -115 -63 -17 -87 -106	-1 -107 -18 -19 -78 -54	(4) (8) (45) 2 (9)	-1 -107 -18 -19 -78 -54
Income Sales Planning Fees Building Control Fees Pest Control Trade Waste Charges Other Fees & Charges Rents	-64 -577 -252 -69 -346 -561	-5 -115 -63 -17 -87 -106	-1 -107 -18 -19 -78 -54	(4) (8) (45) 2 (9) (52) (5)	-1 -107 -18 -19 -78 -54
Income Sales Planning Fees Building Control Fees Pest Control Trade Waste Charges Other Fees & Charges Rents Support Service Income	-64 -577 -252 -69 -346 -561 -18 -315 -515	-5 -115 -63 -17 -87 -106 -6	-1 -107 -18 -19 -78 -54 -1	(4) (8) (45) 2 (9) (52) (5)	-1 -107 -18 -19 -78 -54 -1 -17 -51
Income Sales Planning Fees Building Control Fees Pest Control Trade Waste Charges Other Fees & Charges Rents Support Service Income Government Grants	-64 -577 -252 -69 -346 -561 -18 -315 -515 -18	-5 -115 -63 -17 -87 -106 -6 -16 -71 0	-1 -107 -18 -19 -78 -54 -1 -17 -51 0 -53	(4) (8) (45) 2 (9) (52) (5) 1 (20)	-1 -107 -18 -19 -78 -54 -1 -17
Income Sales Planning Fees Building Control Fees Pest Control Trade Waste Charges Other Fees & Charges Rents Support Service Income Government Grants Reimbursements & Other Grants	-64 -577 -252 -69 -346 -561 -18 -315 -515 -18 -250 -101	-5 -115 -63 -17 -87 -106 -6 -16 -71 0 -53 -25	-1 -107 -18 -19 -78 -54 -1 -17 -51 0 -53 -33	(4) (8) (45) 2 (9) (52) (5) 1 (20) 0 0	-1 -107 -18 -19 -78 -54 -1 -17 -51 0 -53 -33
Income Sales Planning Fees Building Control Fees Pest Control Trade Waste Charges Other Fees & Charges Rents Support Service Income Government Grants Reimbursements & Other Grants Schools SLA Non-Revenue	-64 -577 -252 -69 -346 -561 -18 -315 -515 -18	-5 -115 -63 -17 -87 -106 -6 -16 -71 0	-1 -107 -18 -19 -78 -54 -1 -17 -51 0 -53	(4) (8) (45) 2 (9) (52) (5) 1 (20) 0	-1 -107 -18 -19 -78 -54 -1 -17 -51 0 -53
Income Sales Planning Fees Building Control Fees Pest Control Trade Waste Charges Other Fees & Charges Rents Support Service Income Government Grants Reimbursements & Other Grants Schools SLA	-64 -577 -252 -69 -346 -561 -18 -315 -515 -18 -250 -101	-5 -115 -63 -17 -87 -106 -6 -16 -71 0 -53 -25	-1 -107 -18 -19 -78 -54 -1 -17 -51 0 -53 -33	(4) (8) (45) 2 (9) (52) (5) 1 (20) 0 0 8 (132)	-1 -107 -18 -19 -78 -54 -1 -17 -51 0 -53 -33
Income Sales Planning Fees Building Control Fees Pest Control Trade Waste Charges Other Fees & Charges Rents Support Service Income Government Grants Reimbursements & Other Grants Schools SLA Non-Revenue Total Income	-64 -577 -252 -69 -346 -561 -18 -315 -515 -18 -250 -101	-5 -115 -63 -17 -87 -106 -6 -16 -71 0 -53 -25	-1 -107 -18 -19 -78 -54 -1 -17 -51 0 -53 -33	(4) (8) (45) 2 (9) (52) (5) 1 (20) 0 0	-1 -107 -18 -19 -78 -54 -1 -17 -51 0 -53 -33
Income Sales Planning Fees Building Control Fees Pest Control Trade Waste Charges Other Fees & Charges Rents Support Service Income Government Grants Reimbursements & Other Grants Schools SLA Non-Revenue	-64 -577 -252 -69 -346 -561 -18 -315 -515 -18 -250 -101	-5 -115 -63 -17 -87 -106 -6 -16 -71 0 -53 -25	-1 -107 -18 -19 -78 -54 -1 -17 -51 0 -53 -33	(4) (8) (45) 2 (9) (52) (5) 1 (20) 0 0 8 (132)	-1 -107 -18 -19 -78 -54 -1 -17 -51 0 -53 -33

Comments on the above figures:

In overall terms revenue spending at the end of quarter 1 is ahead of the budget profile.

Staffing is above budget to date as anticipated savings from the efficiency review have not yet been met. This situation will be closely monitored through out the year.

With regard to landscape maintenance and recycling there have been delays in the start dates of some projects.

With regard to supplies & services, although expenditure appears to be below budget to date this is not the case when commitments are taken into account

With regard to income, Building Control fees are less than budget to date as a result increased competition from the private sector and the current economic climate. Planning fee income is also below budget to date. This is a result of a slow down in the development industry. Income from Open Spaces external works is also lower than anticipated. As a result these income budgets will be closely monitored throughout the year.

At this stage it is anticipated that the overall spend will be in line with the Departmental budget by the end of the financial year.

ENVIRONMENTAL & REGULATORY SERVICES DEPARTMENT

Capital Projects as at 30th June 2010

	2010/11	Allocation	Actual	Allocation
	Capital	To Date	Spend	Remaining
	Allocation		To Date	
	£'000	£'000	£'000	£'000
Screened Tip Area	25	0	0	25
Improvement To Allotments	85	1	1	84
Hale Park	447	25	25	422
Children's Playground Equipment	93	0	0	93
Milton Avenue	34	30	30	4
Victoria Park	8	4	4	4
Town Park	42	42	42	0
Hallwood/Roehampton	30	30	34	-4
Playground – Wellington Street	0	0	6	-6
Arley Drive	36	0	0	36
Playground – Runcorn Hill Park	0	0	2	-2
Landfill Tax Credit Schemes	340	0	0	340
Litter Bins	20	0	0	20
Recycling Bins	70	70	77	-7
	1230	202	221	1009
Total Capital Expenditure		_0_	_ _ .	

Comments on the above figures:

The programme is a little ahead of target, however, it is expected that the full capital allocation will be spent by the year-end

ENVIRONMENTAL & REGULATORY SERVICES DEPARTMENT

Local Strategic Partnership as at 30th June 2010

	Annual Budget	Budget To Date	Actual Spend	Variance To Date
		£'000	To Date £'000	(overspend)
	£'000			£'000
Area Forum				
Area Forum 1	110	27	-1	28
Area Forum 2	89	22	-3	25
Area Forum 3	87	22	6	16
Area Forum 4	127	32	14	18
Area Forum 5	114	29	6	23
Area Forum 6	53	13	0	13
Priority 5 Safer Halton				
Pride of Place Action Team	33	8	0	8
Area Forum Co-Ordinator	42	11	9	2
ASB Commissioned Services	543	136	1	135
Total Capital Expenditure	1218	305	29	276

Comments on the above figures:

Regular monitoring reports are sent to the local Strategic Partnership (LSP) in respect of all LSP projects and any areas of concern are dealt with throughout the year by the LSP support team and individual project managers. Some variances against the budget to date are expected, as the LSP have deliberately over-programmed in order to ensure that the full allocation of Neighbourhood Renewal Fund grant is spent during the year.

Symbols are used	Symbols are used in the following manner:							
Progress	<u>Objective</u>	Performance Indicator						
Green	Indicates that the <u>objective</u> is on course to be achieved within the appropriate timeframe.	Indicates that the annual target <u>is</u> on course to be achieved.						
Amber ?	Indicates that it is uncertain or too early to say at this stage, whether the milestone/objective will be achieved within the appropriate timeframe.	Indicates that it is <u>uncertain or too</u> <u>early to say at this stage</u> whether the annual target is on course to be achieved.						
Red	Indicates that it is highly likely or certain that the objective will not be achieved within the appropriate timeframe.	Indicates that the target <u>will not</u> <u>be achieved</u> unless there is an intervention or remedial action taken.						
Direction of Trav	vel Indicator							
Where possible the following con	·	o identify a direction of travel using						
Green	Indicates that performance in period last year.	s better as compared to the same						
Amber	Indicates that performance same period last year.	is the same as compared to the						
Red	Indicates that performance in period last year.	s worse as compared to the same						
N/A	Indicates that the measure period last year.	cannot be compared to the same						