

## Corporate Policy and Performance Board– Priority Based Monitoring

Reporting Period: **Quarter 3 – 1st October 2016 – 31<sup>st</sup> December 2016**

### 1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the third quarter of 2016/17 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2015-18 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
- Financial Services
  - Policy, People, Performance and Efficiency
  - ICT and Support Services
  - Legal and Democracy
  - Catering, Stadium and Registration Services
  - Property Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

### 2.0 Key Developments

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

#### *Financial Services*

- a) The Government announced the Provisional Local Government Finance Settlement on 15 December 2016. The Settlement Funding Assessment for the Council was as expected after agreeing to accept the Government's offer of a multiple year settlement. Indicative settlement figures were initially published in January 2016 and the provisional settlement confirmed these figures. The figures show a reduction in the Settlement Funding Assessment of £4.9m, just under 10% from 2016/17
- b) The Settlement confirmed cuts to the New Homes Bonus and Public Health grant of £0.338m (12.3%) and £0.264m (2.5%) respectively. Part of the cut to New Homes Bonus is to be used towards funding a one-off 2017/18 Adult Social Care Support Grant with the provisional allocation awarded to the Council being £0.642m
- c) It was confirmed the Council Tax Referendum limit for 2017/18 will be 2% as per previous years whilst the Adult Social Care precept limit for the next three years will be a total of 6% with an increase of no more than 3% permitted in any one year.
- d) The Settlement also acknowledged that the Liverpool City Region will implement a pilot scheme of 100% business rate retention from April 2017. As part of the pilot it is likely that Revenue Support Grant will no longer form part of the Council's funding and will be replaced by the additional 50%

retention of business rates. As part of the pilot the Government have confirmed a no detriment guarantee will be in place which will ensure no member of the pilot will be worse off in the new scheme than it would have been under the current retention scheme.

- e) The final Settlement announcement is expected in early February. As part of the 2017/18 budget report an updated financial forecast position for the next three years will be produced, based upon the Settlement.
- f) On 07 December 2016 Council approved initial budget savings for 2017/18 totalling £7.9m. Where possible budget proposals will be implemented immediately and will help towards reducing costs in 2016/17
- g) The Council net spend position for the first half of the financial year was reported to Executive Board on 17 November 2016. Net expenditure was £0.442m over the profiled budget to date of £44.1m. The spending pressures being experienced were highlighted and Departments were requested to keep spending to absolutely essential items only. Capital spending as at 30 September 2016 totalled £20.7m, which is 18% of the planned capital spending for the financial year.
- h) The Council confirmed its acceptance of an invitation from Public Sector Audit Appointments Limited (PSAA) to become an opted-in authority for the purposes of the appointment of its external auditor, under the provisions of the Local Audit and Accountability Act 2014 and the requirements of the Local Audit (Appointing Person) Regulations 2015. This means that the Council will be part of a national sector-led procurement process as opposed to making a standalone appointment or entering into a joint procurement arrangement.
- i) In November the Council launched its fraud awareness campaign to coincide with 'International Fraud Awareness Week'. Since the campaign was launched there has been a notable increase in the number of referrals received from the public.
- j) The Council recently received an external review of the way in which it manages the finances of clients living in shared accommodation in the supported housing network. The review concluded that the Council has robust arrangements in place and that shared costs are being correctly apportioned with individual clients being charged appropriately.
- k) In December the Department for Works and Pension informed the Council that there would be 150 housing benefit claimants affected by the new benefit cap level. These claimants will be notified during the first week of January 2017 of the impact on their housing benefit.
- l) A steady flow of enquiries concern Universal Credit. With Halton being one of the first local authorities to go "Full Service" the national policy of "test and learn" means that there is a degree of confusion as complex cases are evaluated. As expected, a significant number of clients who approach the service are experiencing difficulties in the timescales taken for UC to be paid.
- m) Business Rates collection for the end of Q3 was 81.48% which was down 0.72% compared with the same time last year. This is mainly due to a number of business shut downs over the Christmas period and instalments subsequently not being made at this time.
- n) The cessation of Disability Living Allowance for those of working age continues. This has led to a significant upsurge in demand for form completion for the new Personal Independence Payment. This has led to an upsurge in the number of appeals which are being heard at the St Helens Courthouse. Benefit gains achieved continue to be very high (over £3m per year to date) and success at tribunal is currently at 83%. As expected after Christmas, the demand for debt advice is also growing.

### *Policy, People, Performance and Efficiency*

- o) A Corporate Apprenticeship Policy is now in place to enable the Council to meet its obligations, as far as it is economically able, when the apprenticeship target and the Apprenticeship Levy are introduced in April 2017. In addition several individuals are now in short term employment with the Council under the externally funded Intermediate Labour Market (ILM) scheme. Recruitment to these opportunities will be a continuous process and this may provide for further apprenticeship placements.
- p) HR, Policy and Performance teams continue to deliver a project around absence management across the workforce. The causes and costs of absence have been analysed, and are now informing review of current policy. The overriding aim is to ensure that employees are encouraged to be healthy and well, thus enabling optimum use of resources.
- q) Following a comprehensive review of the Councils recruitment process and pay processes a new HR service model is in development. An e-recruitment platform is in procurement, which along with other system enhancements and revised processes, will sit within a restructured HR function which will be developed over the coming months.
- r) Within the Efficiency Programme, a new wide-ranging work-stream to review the use of community assets, and the services delivered from them commenced during the quarter. The scope of the review includes all activity, staffing, management, financial, physical and ICT resources associated with the delivery of services. Given the complexity of this review, it is not likely to begin to deliver savings until 2018/19
- s) The Learning & Development team continue to identify areas for value adding activity to aid the efficiency and effectiveness of Council operations. Within the quarter, this included Institute of Leadership (ILM) Level 5 Award in Leadership & Management commencing at the beginning of October, and ILM Level 7 Certificate in Leadership & Management commissioned for delivery in Spring 2017. Both aimed at enhancing leadership capacity and capability within the organisation, in line with the Council's Organisational Development Strategy.
- t) Bespoke training has been designed and delivered to the Health Improvement Team, HPIJ, Education Inclusion, and Regeneration, to meet specific CPD needs. Evaluation will take place to ensure effectiveness of such tailored L&D interventions. In addition, the newly formed Regional Adoption Agency (from 5 authorities) have commissioned the L&D Team to deliver Change Management training, delivery planned for February 2017.

### *ICT and Support Services*

- u) An upgraded solution for the SIMS/Capita schools management system is presently being procured which will bring the solution back in-house. This work is funded through the Schools Programme and will remove any external contract costs.
- v) The roll out of the cloud services desktop systems replacement is now underway with extensive testing being undertaken over the coming months. The development will realise significant opportunities for future user support and staffing structures. In addition the Discharge Team, based at Warrington Hospital, and now utilising new desktop facilities linking them with essential information systems such as CareFirst

- w) The hardware solution for the markets Wi-Fi is now in place and operational for tenants with further expansion being planned for filtered public access linked to Leisure and Library Card ownership.
- x) Sefton - the partnership continues to develop with meetings planned over the next quarter to review further opportunities associated with the finance solution, Records Management and potential ICT opportunities.
- y) This extensive programme of works is now coming to an end with the handover to the service due by the end of this quarter.
- z) The externally sourced Bus/Taxi/Lift Generating service for disabled users (currently Glimpse) is currently being replaced by an in-house developed solution intended to go live quarter 4. This development will replace what has been a problematic and expensive external system that has never realised its potential.
- aa) The roll out programme for the replacement desktop systems is now underway with extensive testing over the next 2 months followed by a roll-out programme early in the New Year. This will realise considerable opportunity for change both externally within the wider authority and internally within the department allowing for substantial changes to be made with the staffing structures and the user support structures.

#### *Legal and Democratic Services*

- bb) An extensive review of existing Licensing policies has now been completed with revisions being approved during the third quarter. Additionally new draft byelaws for the Mersey Gateway have now received member approval and the Council's agreement to the Liverpool City Region Combined Authority Order has been authorised.

#### *Catering, Stadium and Registration Services*

- cc) Plans are now well advanced with Elton John's promoters for the pop concert which will be held at the Select Stadium on 18<sup>th</sup> June 2017. Ticket sales are going well with all the Executive Suites sold out, a crowd in excess of 15,000 is anticipated, and this will prove an excellent opportunity for Halton to showcase the Stadium for future concerts.
- dd) Inclement weather during quarter 3 has put pressure upon the School Meals service for some food items but productivity rates and costs per meal have remained exemplary and within budget. School kitchens continue to operate the themed meals calendar linking menus to the celebration of various events and curriculum topic.
- ee) Fitness memberships across the Leisure Centres have seen a significant increase following recent refurbishments and advertising and promotional campaigns. In addition the centres ran a series of swimming programmes suitable for children of 3+ years during quarter 3 and the service is presently working with a number of local schools to widen the programme further.
- ff) Plans are underway to start to seek anticipated costs for the replacement of the artificial pitch "carpet" which will need to be undertaken within the next two years.
- gg) Plans are now well advanced with Elton John's promoters for the pop concert on 18th June 2017, ticket sales are going well with all the Executive Suites sold out, a crowd in excess of 15,000 is anticipated, this will prove an excellent opportunity for Halton to showcase the Stadium for future concerts.

hh) The School Meals Service has again had an excellent year with meal numbers increasing and food cost per meal remaining within budget despite the pressures of a very wet winter having an adverse effect on some salad items. Halton School Meals service has one of the best productivity rates in the Country operating at over 10 meals per hour of labour, with excellent food cost per meal rates ranging from 70p per meal in Primary to 95p per meal in Secondary schools.

*Economy, Enterprise and Property (Property Services)*

- ii) The proposals in respect of providing new clubhouse facilities for the Linnets football club are now finalised. Procurement documentation was issued via the Chest prior to Christmas, and the intention is to shortlist interested contractors with a view to going out to tender in late January 2017.
- jj) A feasibility study has now been completed in respect of a proposed new build pavilion at Hough Green park, and approval has been given to proceed to tender stage as such tender documents are in the process of being prepared with a view of undertaking the site works during 2017.
- kk) The funding available to The One Public Estate (OPE) initiative has increased to £31m in 2016/17. Halton has submitted 2 separate bids which are included in the wider city region submission. The bids cover the Former Police Station and Magistrates Court site and the immediate surrounding area in Widnes, and the current Runcorn Magistrates Court building and surrounding area of Halton Lea. Both bids are to obtain funding to undertake master planning/feasibility studies on the respective areas to look at how they may be redeveloped in the future, the latter being linked to the healthy new towns programme
- ll) Developments at HBC Field are progressing well and Alstom are on site and the construction is on target for opening in June 2017. The profile of the remaining land is increasing and this should provide a prime opportunity for Alstom or Jaguar Land Rover suppliers
- mm) Fourteen defibrillators have been requested across Halebank and Astmoor Industrial Estates and at present 3 and 5 units are in place at each location with a further 6 to be made available early in the New Year. In addition the felling of overgrown shrubs and trees at Astmoor Industrial Estate has facilitated the letting of a 17,000 ft<sup>2</sup> unit at 7 Davy Road to a new tenant.
- nn) Works to upgrade the residential accommodation at Grangeway Court have been completed with 4 of the blocks have been fully refurbished and 1 partially refurbished, to provide residential units of varying size available as short term emergency accommodation for families in need. The scheme has also allowed 3 of the blocks to be deemed surplus to requirements as such this has enabled us to create a developable site for disposal in due course, which will generate a capital receipt in the future.
- oo) No tenders were returned in respect of the reroofing works to Widnes Market and this work will be retendered in the New Year. The works to upgrade the lighting Internally are well advanced with the main hall lighting, bulkhead lighting and fan-light spotlighting complete, the upgrading of the electric meters have also been completed as has the upgrading to the external market lighting. The works to create the new market office are to follow on after the roofing works are completed in 2017.

### 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 Council including:-

#### *Financial Services*

1. Support continues to be provided on the financial aspects of the Complex Care pool budget with Halton CCG, Regional Adoption Agency, Liverpool City Region Business Rate Pilot Scheme, Mersey Gateway Funding, Schools Funding and consultations with regard to the future funding of local government.
2. Following a recent staff departure a decision has been taken to bring together the Procurement Division and the Audit & Operational Finance Division. This merging of the procurement function and the purchase-to-pay function will provide an “end-to-end” service and present opportunities to realise further cost savings.
3. Work is currently underway to implement the 2017 Business Rates Revaluation and testing is being carried out to identify any potential issues.

#### *Policy, People, Performance and Efficiency*

4. The Policy and HR functions continue to wait for final regulations and implementation details linked to legislative changes. These are slow to emerge in respect Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations. Changes to the Council’s Staffing Protocol will be made once the implications of these two items of legislation are completely clear, and the actual commencement dates of regulations, are confirmed.
5. As a large employer, the Council must ensure that it is compliant with the EU General Data Protection Regulation (GDPR). An audit will be required to ensure that all employee and personal data collected and processed meets the GDPR conditions for employee consent. In conjunction with the Information Governance function, work will take place over the coming months to review and amend HR policies, procedures and privacy notices in HR documentation accordingly. The regulation requires compliance by May 2018, and although it is an EU regulation, the UK will not have exited the union by then, thus compliance is mandatory.
6. Government announced that the National Living Wage (NLW) for people aged 25 and over will increase to from £7.20 to £7.50 per hour from 1 April 2017. The Council has previously taken a policy decision to apply the NLW to all employees, regardless of age. System amendments will be put in place to apply this increase to relevant employees via payroll.
7. As a large employer, the Council must ensure that it is compliant with the EU General Data Protection Regulation (GDPR). An audit will be required to ensure that all employee and personal data collected and processed meets GDPR conditions for employee consent. In conjunction with the Information Governance function, work will take place over the coming months to review and amend HR policies, procedures and privacy notices in HR documentation accordingly. The regulation required compliance by May 2018, and although it is an EU regulation, the UK will not have exited the union by then, thus compliance is mandatory.

### *ICT and Support Services*

8. The development of the Halton Cloud Service will continue with the incremental roll out of the new desktop facilities to all officers with plans to roll out across all Schools mid-year.
9. The authority's systems development programme will continue to manage and develop new integrated solutions releasing further savings as many of the systems over the last 36 months have been in-house developments reducing third party costs and procurement costs.

### *Legal and Democracy*

10. Democratic Services are gearing up towards the Liverpool City Regional Mayoral Election which will take place in May. Work is being carried out with senior lawyers from across the City Region Authorities to develop a new Constitution for the LCR, which will incorporate a revised code of Conduct.

### *Economy, Enterprise and Property (Property Services)*

11. A number of agile working hubs across the borough are in the process of being created to compliment the agile working strategy. Sites where these are proposed include, Grangeway, Ditton and Castlefields Community Centres, Murdishaw Play Centre and Halton Stadium. In addition to the above it is intended to create further agile hubs at Kingsway Learning Centre, and Widnes Market
12. The government have recently published their response (March 2016) to the consultation process in respect of 'reforming the business energy efficiency tax landscape' which includes items such as the carbon reduction energy efficiency scheme (CRC), climate change levy (CCL), climate change agreements (CCA), Greenhouse gas reporting (GHG) and a number of other energy related issues. The key outcomes which will impact on us to some degree are as follows:-
  - CRC to be closed from 2018/19
  - Main rates of the CCL to be increased from April 2019.
  - CCL discounts to CCA participants to be increased from April 2019
  - Consult later in 2016 on simplifying the energy & carbon reporting framework for introduction for April 2019
13. No further update has been provided on the above by government as such we await further information particularly around simplifying the energy & carbon reporting framework.

## **4.0 Risk Control Measures**

- 4.1 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 2016 – 17 Business Plan.

Progress concerning the implementation of all Directorate high-risk mitigation measures were reported to the Board at Quarter 2.

## 5.0 High Priority Equality Actions

- 5.1 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	Q3 Progress
FS 01a	Report Medium Term Financial Strategy to Executive Board - <b>November 2016.</b>	
FS 01b	Report to Council - <b>March 2017.</b>	
FS 02c	Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board.	
FS 03b	Publish the Statement of Accounts by <b>30<sup>th</sup> September 2016.</b>	
FS 04a	Establish Treasury Management Policy and report to Council - <b>March 2016.</b>	
FS 05a	Establish and report prudential indicators to Council - <b>March 2016.</b>	







#### Supporting Commentary

Medium term Financial Strategy (MTFS) will be reported to Executive Board on 17 November 2016. The financial forecast is being regularly updated and the Statement of Accounts was approved by Business Efficiency Board on 28 September 2016 and published on Council's web-site on 30 September 2016.

The 2016/17 Treasury Management Policy and Prudential Indicators were reported to Council as planned.

#### Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Yes		
FS LI 02	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	Yes		
FS LI 03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes	Yes		




Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
FS LI 04	Proportion of Council Tax that was due that was collected.	95.21%	94.75%+	82.91%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received.	96.89%	95.00%+	81.48%		
FS LI 06	Average time for processing new claims for Housing & Council Tax Benefit (Calendar days).	18.08 (Days)	20 (Days)	18.34 (Days)		

### Supporting Commentary

Collection rates are slightly down by 0.49% and 0.72% respectively when compared to the same period last year. The position will be closely monitored and all efforts will continue to maintain the rate of collection in the prevailing difficult financial circumstances.

### Policy, People, Performance & Efficiency Service

### Key Objectives / milestones

Ref	Milestones	Q3 Progress
PPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy <b>March 2017</b>	
PPE 02b	Review and refresh annual training calendar <b>March 2017</b> .	
PPE 03a	Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme ( <b>June and November 2016</b> meetings).	















### Supporting Commentary

Several strands of activity linked to the objectives of the Organisational Development Strategy will conclude during Q4, these include a review of absence management policy (linking to healthy workforce and resourcing objectives), and the adoption of the apprenticeship policy (linked to progressive development of staff over the long term).

Programmed Learning & Development interventions are scheduled and capacity developed for tailored L&D interventions where required.

Due to the programming of work in the Efficiency programme, reports have not been made to Business Efficiency Board in June / November. A new Review of Assets and Activities workstream has commenced, and appropriate progress reports will be made as initial work is completed during Quarter 4.

## Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	9.05 (Days)	10 (Days)	7.21 (Days)		
PPPE LI 02a	Total Full Time Equivalent Staffing Establishment	3,670	N / A	3580	N/A	N/A
PPPE LI 02b	Total Staff (head count)	4,876	N / A	4814	N/A	N/A
PPPE LI 03	% of training delegates attending as proportion of places reserved	86.00%	90.00%	82.00%		
PPPE LI 04	The percentage of top 5% of earners that are <sup>1</sup>					
	▪ women	54.78%	50.00%	54.9%		
	▪ from BME communities.	2.06%	1.50%	2.35%		
	▪ with a disability	0.82%	8.00%	0.83%		
PPPE LI 05	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.28%	10.00%	1.33%		
PPPE LI 06	Minority Ethnic community staff as % of total workforce.	1.00%	1.00%	1.30%		

### Supporting Commentary

Sickness absence is slightly higher than the same time last year (6.69), however review of policy, process and procedure related to absence management underway to try and achieve reductions (see Key Developments)

Q3 saw a drop in performance on training attendance, largely due to late cancellations by delegates on moving and handling training, allied to resourcing issues in some service areas. This indicator is subject to fluctuation, and given previous quarter's performance remains broadly in line with target.

Positive but nominal movement on three component indicators around the top 5% of earners, however recruitment in to 5% of earners is very limited, and as such scope for significant change is low.

<sup>1</sup> Performance targets for these measures take account of local demographic profiles

## ICT and Administrative Support Services

### Key Objectives / milestones













Ref	Milestones	Q3 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - <b>March 2017</b> .	
ICT 01b	Further development of Cloud Services Platform - <b>March 2017</b> .	
ICT 01c	SharePoint and Records Management enhancements - <b>March 2017</b> .	
ICT 01e	Further development of commercial ICT opportunity within desktop, hosting and DR provision - <b>March 2017</b> .	
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - <b>March 2017</b> .	



### Supporting Commentary

The Virtualisation Platform project is now at the stage of being tested by over 100 users and subject of any final requirements full roll-out is planned for quarter 4.

Commercial opportunities continue to be explored and exploited and a significant number of internal and external clients now fully utilise the Council's Cloud based systems.

### Key Performance Indicators

]Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 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 Councils WAN infrastructure (%).	99.00%	99.00%	99.00%		
ICT LI 03	School Support SLA: % of calls responded to within agreed target*:					
	▪ Priority 1	100%	85.00%	84.00%		
	▪ Priority 2	100%	90.00%	91.00%		
	▪ Priority 3	100%	95.00%	95.00%		
	▪ Priority 4	100%	100.00%	100.00%		

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI 04	Average working days from delivery to completion of a new PC.	8 (Days)	10 (Days)	8 (Days)		



### Supporting Commentary

Progress against the majority of measures has been maintained within targeted levels.

Further to greater stability within the support team and additional resources allocated, considerable improvements have been achieved, to the extent new Schools are now signing up to the authorities services Service Level Agreements (SLA).

### Legal & Democracy







#### Key Objectives / milestones

Ref	Milestones	Q3 Progress
LD 01	Review constitution - <b>May 2016.</b>	
LD 02b	To induct all new members <b>by October 2016.</b>	

### Supporting Commentary

Constitution was reviewed as planned and all new members are being inducted.

#### Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	7		
LD LI 04	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		
LD LI 07	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the	100%	100%	100%		



Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
	meeting.					

### Supporting Commentary

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

### Community & Environment

### Key Objectives / milestones







Ref	Milestones	Q3 Progress
CE 02	Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2017/18) - <b>January 2017</b> .	
CE 03	Deliver a promotion and educational campaign (school meals) - <b>September 2016 and January 2017</b> .	

### Supporting Commentary

Managers continue to work closely with Corporate Marketing to improve usage and uptake of all the various suites within the Stadium. A number of new events have been pencilled in that will see a number of new revenue streams introduced over the next twelve months.

In September 2106 a new Primary School menu was issued to all primary school children, users and none users and the School Meals Management attended a number of school information/open days/nights to promote the service. Similar plans are also in place for January 2017 with a special effort aimed at those children presently entitled to a free lunch who are not taking up their entitlement.

### Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 01	No. of meals served versus hourly input of labour.	11.39	10.00	10.85		
CE LI 02	Diversity – number of community groups accessing stadium facilities.	28	15	48		
CE LI 03	Number of catering staff achieving a formal qualification.	60	30	75		






### Supporting Commentary

The school meals productivity rate continues to be in the top quartile for this service area and a number of staff having enrolled to complete their qualifications in the new academic year, this number will far exceed the target and a celebration event has been scheduled for October.

The variety and number of community and groups using the Stadium increases each year proving beyond doubt the Stadium is an integral part of the local community.

### Economy, Enterprise & Property

#### Key Objectives / milestones

Ref	Milestones	Q3 Progress
EEP 01a	Commence development of Beyer Site by - <b>March 2017</b> .	
EEP 01b	Complete Asset Review by – <b>June 2016</b> .	
EEP 01c	Complete Widnes Market Hall refurbishment by - <b>March 2017</b> .	
EEP 01d	Complete Phase 1 of Fairfield Primary by - <b>March 2017</b> .	
EEP 01e	Start Term Contracts by – <b>June 2016</b> .	




### Supporting Commentary

The Beyer site has been renamed Gorsey Point, with site investigation work expected to commence in January 2017.

An asset review has been completed. The review outlined levels of occupancy and use in Council buildings and will inform the Council's agile working policy.

Works on the Market Hall refurbishment have been delayed due to no tenders being returned for roofing work. To be re-tendered for a start in early 2017. Phase 1 of Fairfield Primary was completed in September 2016 and all term contracts were renewed as planned.

#### Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
EEP LI 02	Occupancy of HBC industrial Units	94.00%	90.00%	88%	N / A	
EEP LI 03	Occupancy of Widnes Market Hall	85.00%	95.00%	79%		

### **Supporting Commentary**

The Council has disposed of three major industrial sites in this quarter. This leaves 1 plot hence the KPI now likely to be obsolete in 2017/18.

the ambitious target for Market Occupancy is unlikely to be achieved at year-end however new trader enquiries are showing a positive trend at this stage.



## 7.0 Financial Statements

### FINANCE DEPARTMENT

#### Revenue Budget as at 31<sup>st</sup> December 2016

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
<b><u>Expenditure</u></b>				
Employees	6,686	5,035	4,902	133
Supplies & Services	356	284	266	18
Other Premises	69	58	58	0
Insurances	1,456	1,012	1,012	0
Concessionary Travel	2,120	1,590	1,636	(46)
Rent Allowances	53,100	36,526	36,526	0
Non HRA Rebates	77	42	42	0
Discretionary Housing Payments	387	321	321	0
Local Welfare Payments	150	100	100	0
<b>Total Expenditure</b>	<b>64,401</b>	<b>44,968</b>	<b>44,863</b>	<b>105</b>
<b><u>Income</u></b>				
Fees & Charges	-354	-183	-165	(18)
SLA to Schools	-818	-818	-802	(16)
NNDR Administration Grant	-166	0	0	0
Hsg Ben Administration Grant	-642	-433	-433	0
Council Tax Admin Grant	-232	-233	-233	0
Rent Allowances	-52,700	-36,526	-36,526	0
Clerical Error Recoveries	-398	0	0	0
Non HRA Rent Rebates	-77	-37	-37	0
Discretionary Housing Payments Grant	-387	-387	-387	0
Reimbursements & Other Grants	-362	-272	-302	30
Liability Orders	-421	-404	-404	0
Transfer from Reserves	-410	0	0	0
<b>Total Income</b>	<b>-56,967</b>	<b>-39,293</b>	<b>-39,289</b>	<b>-4</b>
<b>Net Operational Expenditure</b>	<b>7,434</b>	<b>5,675</b>	<b>5,574</b>	<b>101</b>
<b><u>Recharges</u></b>				
Premises	340	255	255	0
Transport	8	6	6	0
Central Support Services	2,511	1,883	1,883	0
Support Services Income	-6,189	-4,626	-4,626	0
<b>Net Total Recharges</b>	<b>-3,330</b>	<b>-2,482</b>	<b>-2,482</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>4,104</b>	<b>3,193</b>	<b>3,092</b>	<b>101</b>

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

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

With regards to expenditure, employee costs are below the budget profile due to vacant posts within Procurement, Revenue & Benefits and HDL. The vacancies will go towards meeting the Departments 2016/17 staff turnover savings target and have been put forward as proposed savings for 2017/18.

Concessionary Travel expenditure is currently above the budget profile. This will continue to the end of the financial year. This is due to an increase in the rates at which the bus operators are reimbursed for concessionary travel journeys to ensure that they are no better, no worse, off under the statutory scheme.

Schools SLA income is below the budget profile due to a lower than expected buy-back of the Procurement service.

Reimbursements & other grant income is in excess of the budget profile. This is as a result of receiving a number of one-off Revenues and Benefits new burdens grants.

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

**POLICY, PEOPLE, PERFORMANCE & EFFICIENCY DEPARTMENT**

**Revenue Budget as at 31<sup>st</sup> December 2016**

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
<b>Expenditure</b>				
Employees	1,670	1,295	1,283	12
Employee Training	133	68	68	0
Supplies & Services	122	98	107	(9)
<b>Total Expenditure</b>	<b>1,925</b>	<b>1,461</b>	<b>1,458</b>	<b>3</b>
<b>Income</b>				
Fees & Charges	-110	-116	-122	6
Reimbursements & Other Grants	-10	-10	-11	1
School SLA's	-386	-386	-386	0
Transfers from Reserves	-98	0	0	0
<b>Total Income</b>	<b>-604</b>	<b>-512</b>	<b>-519</b>	<b>7</b>
<b>Net Operational Expenditure</b>	<b>1,321</b>	<b>949</b>	<b>939</b>	<b>10</b>
<b>Recharges</b>				
Premises Support	67	50	50	0
Central Support Recharges	265	198	198	0
Support Recharges Income	-1,700	-1,275	-1,275	0
<b>Net Total Recharges</b>	<b>-1,368</b>	<b>-1,027</b>	<b>-1,027</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>-47</b>	<b>-78</b>	<b>-88</b>	<b>10</b>

**Comments on the above figures**

In overall terms spending is just below the budget profile at the end of the third quarter.  
At this stage it is anticipated that spend will be within budget at the end of the financial year.

## ICT & SUPPORT SERVICE DEPARTMENT

### Revenue Budget as at 31<sup>st</sup> December 2016

	Annual Budget	Budget To Date	Actual To Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
<b><u>Expenditure</u></b>				
Employees	5,487	4,083	3,827	256
Supplies & Services	773	691	603	88
Computer Repairs & Software	615	307	290	17
Communications Costs	385	385	385	0
Other Premises	32	15	13	2
Other Transport	6	5	5	0
Capital Financing	356	297	292	5
Transfers to Reserves	29	0	0	0
<b>Total Expenditure</b>	<b>7,683</b>	<b>5,783</b>	<b>5,415</b>	<b>368</b>
<b><u>Income</u></b>				
Fees & Charges	-848	-317	-329	12
SLA to Schools	-514	-514	-514	0
<b>Total Income</b>	<b>-1,362</b>	<b>-831</b>	<b>-843</b>	<b>12</b>
<b>Net Operational Expenditure</b>	<b>6,321</b>	<b>4,952</b>	<b>4,572</b>	<b>380</b>
<b><u>Recharges</u></b>				
Premises	353	265	265	0
Transport	8	6	6	0
Central Support Services	626	468	468	0
Support Service Income	-7,259	-5,451	-5,451	0
<b>Net Total Recharges</b>	<b>-6,272</b>	<b>-4,712</b>	<b>-4,712</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>49</b>	<b>240</b>	<b>-140</b>	<b>380</b>

### Comments on the above figures

Expenditure employee costs are below the budget profile this is mainly due to vacancies within the Admin Division. Staffing structure for the department is currently in the process of being reviewed and savings of £335k have been agreed for 2017/18.

Expenditure on supplies & services is also below the budget profile and savings of £60k have been approved against this budget for 2017/18.

At this stage it is expected the favourable variance against budget will continue for the remainder of the year.

**ICT & SUPPORT SERVICE DEPARTMENT**

**Capital Projects as at 31st December 2016**

Capital Expenditure	2016/17 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
IT Rolling Programme	1,100	1,100	1,100	0
<b>Total Capital Expenditure</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>0</b>

## **LEGAL & DEMOCRATIC SERVICES DEPARTMENT**

### **Revenue Budget as at 31<sup>st</sup> December 2016**

	Annual Budget	Budget To Date	Actual To Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
<b><u>Expenditure</u></b>				
Employees	1,787	1,411	1,437	(26)
Supplies & Services	434	254	240	14
Civic Catering & Functions	27	13	11	2
Mayoral Allowances	22	15	15	0
Legal Expenses	223	155	155	0
<b>Total Expenditure</b>	<b>2,493</b>	<b>1,848</b>	<b>1,858</b>	<b>(10)</b>
<b><u>Income</u></b>				
Land Charges	-103	-68	-66	(2)
License Income	-256	-195	-195	0
Schools SLA's	-66	-66	-89	23
Government Grants	-33	-33	-52	19
Other Income	-28	-20	-42	22
Transfers from Reserves	-68	-5	-5	0
<b>Total Income</b>	<b>-554</b>	<b>-387</b>	<b>-449</b>	<b>62</b>
<b>Net Operational Expenditure</b>	<b>1,939</b>	<b>1,461</b>	<b>1,409</b>	<b>52</b>
<b><u>Recharges</u></b>				
Premises Support	158	119	119	0
Transport Recharges	11	8	8	0
Central Support Recharges	361	271	271	0
Support Recharges Income	-1,867	-1,400	-1,400	0
<b>Net Total Recharges</b>	<b>-1,337</b>	<b>-1,002</b>	<b>-1,002</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>602</b>	<b>459</b>	<b>407</b>	<b>52</b>

**Comments on the above figures**

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

Employee costs are in excess of the budget profile due to unachieved staff turnover savings.

Supplies and Services is below budget due to under-spend on advertising and postage.

Schools SLA income is in excess of the annual budget as there has been an increase in the level of buyback for Legal Services, more than originally expected. This is reflected in the 2017/18 budget and a saving has been agreed to increase the budgeted income from the SLA.

Receipt of an additional Individual Elections Registration grant has resulted in Government grant income to be in excess of budget profile.

There has been an increase in the amount of chargeable works relating to Section 38 Legal work, and this has resulted in an increase in other income.

It is anticipated that spend will be within budget at the end of the financial year.

### **COMMUNITY & ENVIRONMENT DEPARTMENT**

#### **Revenue Budget as at 31<sup>st</sup> December 2016**

	Annual Budget £'000	Budget To Date £'000	Actual £'000	Variance (overspend) £'000
<b><u>Expenditure</u></b>				
Employees	13,850	10,418	10,511	<b>(93)</b>
Other Premises	2,079	1,534	1,504	<b>30</b>
Supplies & Services	1,739	1,310	1,260	<b>50</b>
Book Fund	170	115	113	<b>2</b>
Hired & Contracted Services	1,148	757	728	<b>29</b>
Food Provisions	611	481	471	<b>10</b>
School Meals Food	2,059	1,309	1,288	<b>21</b>
Transport	55	35	27	<b>8</b>
Other Agency Costs	557	330	244	<b>86</b>
Waste Disposal Contracts	5,419	2,492	2,552	<b>(60)</b>
Grants To Voluntary Organisations	254	226	209	<b>17</b>
Grant To Norton Priory	172	172	174	<b>(2)</b>
Rolling Projects	105	73	73	<b>0</b>
Transfers To Reserves	133	0	0	<b>0</b>
Capital Financing	86	27	20	<b>7</b>
<b>Total Expenditure</b>	<b>28,437</b>	<b>19,279</b>	<b>19,174</b>	<b>105</b>
<b><u>Income</u></b>				
Sales Income	-2,344	-1,628	-1,474	<b>(154)</b>
School Meals Sales	-2,179	-1,519	-1,565	<b>46</b>
Fees & Charges Income	-5,277	-4,388	-4,267	<b>(121)</b>
Rents Income	-291	-241	-250	<b>9</b>
Government Grant Income	-1,209	-1,168	-1,168	<b>0</b>
Reimbursements & Other Grant Income	-650	-451	-454	<b>3</b>
Schools SLA Income	-83	-80	-80	<b>0</b>
Internal Fees Income	-194	-87	-75	<b>(12)</b>

School Meals Other Income	-2,350	-1,796	-1,828	<b>32</b>
Catering Fees	-187	-140	-54	<b>(86)</b>
Capital Salaries	-53	-26	-34	<b>8</b>
Rolling Projects Income	-105	-30	-30	<b>0</b>
Transfers From Reserves	-75	-67	-67	<b>0</b>
<b>Total Income</b>	<b>-14,997</b>	<b>-11,621</b>	<b>-11,346</b>	<b>(275)</b>
<b>Net Operational Expenditure</b>	<b>13,440</b>	<b>7,658</b>	<b>7,828</b>	<b>(170)</b>
<b>Recharges</b>				
Premises Support	1,915	1,401	1,401	<b>0</b>
Transport Recharges	1,942	989	989	<b>0</b>
Departmental Support Services	9	0	0	<b>0</b>
Central Support Services	2,481	1,880	1,880	<b>0</b>
HBC Support Costs Income	-447	-140	-140	<b>0</b>
<b>Net Total Recharges</b>	<b>5,900</b>	<b>4,130</b>	<b>4,130</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>19,340</b>	<b>11,788</b>	<b>11,958</b>	<b>(170)</b>

**Comments on the above figures:**

The net department budget is £170,000 over budget profile at the end of the third quarter of the 2016/17 financial year.

Employee expenditure is over budget to date mainly due to staff savings targets for the period not being achieved in full. Staff savings for the year are £553,060 which will be difficult to achieve but will be monitored closely. The use of casuals in Stadium, Catering and the Brindley is higher than at the same stage last year.

Other Agency costs are £86,000 under budget profile as many Area Forum projects have not yet started. Unallocated budgets across all Area Forums total £182,000.

Waste disposal contracts have faced a significant change this year with new contract agreements commencing in October. As charges are calculated quarterly there are no indications of actual costs just yet. However, it is expected that significant increases in spend will occur and work has already been undertaken to reduce the impact of this. Currently this budget is over budget profile and will remain a pressure to be closely scrutinised for the remainder of the year.

Sales income, Fees & Charges and Internal Catering Fees across the Department collectively continue to struggle to achieve agreed income target budgets for the year. Particular problem areas are catering sales, chargeable Open Spaces works, bar income and littering fines. Where possible budgets will be realigned from any underspending expenditure budgets.

Conversely there are some income streams that are performing well. Income relating to the collection of green waste has already overachieved by over £60,000 against its budget. Brindley income is better compared to the same stage last year and cremations income has also increased and is overachieving.

Based on current spend patterns it is estimated the year-end outturn for the department will show an overspend of approximately £250,000. Expenditure will be closely monitored for the remainder of the year and the outturn position will be updated accordingly.



## **COMMUNITY & ENVIRONMENT DEPARTMENT**

### **Capital Projects as at 31<sup>st</sup> December 2016**

	2016-17 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Total Allocation Remaining £'000
Stadium Minor Works	280	260	257	23
Leisure Centres Refurbishment	275	275	276	(1)
Widnes Recreation Site	231	231	231	0
Norton Priory	2,830	2,790	2,786	44
Norton Priory Biomass Boiler	107	0	0	107
Children's Playground Equipment	65	15	13	52
Landfill Tax Credit Schemes	340	0	0	340
Upton Improvements	13	0	0	13
The Glenn Play Area	64	30	26	38
Runcorn Hill Park	210	120	120	90
Crow Wood Park Play Areas	35	5	4	31
Open Spaces Schemes	200	150	130	70
Peelhouse Lane Cemetery	105	10	10	95
Peelhouse Lane Cemetery –Enabling Works	46	35	35	11
Litter Bins	20	10	23	(3)
<b>Total</b>	<b>4,821</b>	<b>3,931</b>	<b>3,911</b>	<b>910</b>

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

The Norton Priory "Monastery To Museum" project commenced on-site in August 2015, and is now substantially completed. Spend is projected to be within the capital allocation. Total Heritage Lottery funding amounts to £3.9M over the course of the project.

The allocation for Landfill Tax Credit Schemes serves to match fund various open spaces projects, currently including The Glenn, Runcorn Hill, and Spike Island/Sankey Canal.

The budget allocation for Upton Improvements is required for final account/contract claim payments.

Works on the Glenn play area are now largely complete, with expenditure to show in the final quarter's financial report. Spend will be within budget.

The Runcorn Hill project is 4 years into a 5 year programme. The main capital works (Café building/pond/path/boundary works) are largely completed, with some additional path and boundary work to complete.

The allocation for Open Spaces Schemes funds a variety of small landscape improvement and play schemes. Spend will be within available funding for the year.

The Peel House Cemetery and Enabling Works was delayed due to planning issues. It is anticipated that the initial earthworks will now commence in the last quarter of the financial year 2016.

**ECONOMY ENTERPRISE & PROPERTY****Revenue Budget as at 31 December 2016**

	Annual Budget	Budget To Date	Actual To Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
<b><u>Expenditure</u></b>				
Employees	4,574	3,288	3,321	(33)
Repairs & Maintenance	2,576	1,271	1,101	170
Premises	49	44	45	(1)
Energy & Water Costs	655	388	351	37
NNDR	542	515	467	48
Rents	353	348	340	8
Economic Regeneration Activities	49	12	12	0
Supplies & Services	2,356	1,233	1,173	60
Grants to Non Voluntary Organisations	233	64	64	0
Agency Related	0	0	1	(1)
<b>Total Expenditure</b>	<b>11,387</b>	<b>7,163</b>	<b>6,875</b>	<b>288</b>
<b><u>Income</u></b>				
Fees & Charges	-291	-204	-211	7
Rent – Markets	-778	-586	-589	3
Rent – Industrial Estates	-48	-63	-186	123
Rent – Investment Properties	-855	-590	-603	13
Transfer to /from Reserves	-1,538	-1,168	-1,168	0
Government Grant – Income	-2,085	-876	-876	0
Reimbursements & Other Income	-196	-170	-174	4
Recharges to Capital	-213	-81	-51	(30)
Schools Sla Income	-558	-547	-547	0
<b>Total Income</b>	<b>6,562</b>	<b>-4,285</b>	<b>-4,405</b>	<b>120</b>
<b>Net Operational Expenditure</b>	<b>4,825</b>	<b>2,878</b>	<b>2,470</b>	<b>408</b>
<b><u>Recharges</u></b>				
Premises Support Costs	1,916	1,410	1,410	0
Transport Support Costs	19	12	12	0
Central Support Service Costs	2,084	1,551	1,551	0
Repairs & Maintenance Recharge Income	-2,703	-2,027	-2,027	0
Accommodation Recharge Income	-2,959	-2,198	-2,198	0
Central Support Service Recharge Income	-1,934	-1,449	-1,449	0
<b>Net Total Recharges</b>	<b>-3,577</b>	<b>-2,701</b>	<b>-2,701</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>1,248</b>	<b>177</b>	<b>-231</b>	<b>408</b>

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

Economy Enterprise & Property Departmental budget is £408k under budget profile at the end of the third quarter of the financial year. The significant budget variances are listed below.

The negative variance on employee costs is due targets against staff turnover savings not being met due to the low number of vacancies held within the department.

Delays in repair and maintenance work have resulted in the repairs and maintenance expenditure being lower than budget profile at Quarter 3.

NNDR expenditure is below budget due to the revaluation of a number of Council Properties.

Supplies & Services is below budget to date as there has been a conscious effort to limit spends on controllable budgets and security costs for the Council being lower than expected.

The delay in the sale of the Oldgate, Marshgate and Dewar Court industrial estates has meant rental income is above the budgeted target set for the year to date. Investment Properties rental income has remained constant and income remains above set targets. This is due to a minimal change in the occupancy rates.

Conditions relating to capital grants have meant there is reduced scope to recharge staffing costs to some capital projects which will have an impact in achieving budgeted capital salary income.

Every effort will be made to ensure that expenditure on controllable budgets is kept to a minimum within the Department for the remainder of the financial year. It is forecast net spend at year end will be below the annual budget.

## **ECONOMY ENTERPRISE & PROPERTY**

### **Capital Projects as at 31 December 2016**

Capital Expenditure	2016/17 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Castlefields Regeneration	54	24	24	30
3MG	876	327	327	549
Former Crossville Depot	4,375	2,283	2,283	2092
Johnsons Lane Infrastructure	302	0	0	302
Decontamination of Land	6	0	0	6
Sci- Tech Daresbury	15,939	14,240	14,240	1,699
Police Station Demolition	341	323	323	18
Travellers Site Warrington Road	48	0	0	48
Widnes Town Centre Initiative	16	16	16	0
Widnes Carpark, 29-31 Moor Lane & Land at Halebank	235	0	0	235
Equality Act Improvement Works	150	0	0	150
Signage at The Hive	50	0	0	50
The Croft Public House	30	0	0	30
Widnes Market Refurbishment	1,052	74	74	978
Linnets Club House	0	0	34	(34)
<b>Total Capital Expenditure</b>	<b>23,474</b>	<b>17,287</b>	<b>17,321</b>	<b>6,153</b>

#### **Comments on the above figures.**

**Castlefields Regeneration** Negotiations are on-going to settle the final CPO as part of the Castlefields project although final settlement may slip into the following financial year.

**Sci-Tech Daresbury** –The current phase of works is reaching completion. Tech Space 1 is currently in fit out and essentially completed at the end of December 2016. Final sign off of the contract is anticipated early in Q4 and once this is complete the lease to Daresbury Science and Innovation Campus LLP will be completed.

**3MG:** The sale to Alston for the first phase was completed in December. Work will continue to provide services to the land and erect the rail sidings




**Former Crossville Depot:** Work continues on site with an estimated finish on site end of March for the Marstons Pub and June for Costa.

**Widnes Market Refurbishment:** Work has been delayed due to a procurement issue. The tender process will start again in January with work hopefully starting on site early February.





## 8.0 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 <u>intervention or remedial action</u> taken.</i>

### Direction of Travel Indicator

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