

Corporate Policy and Performance Board– Priority Based Monitoring

Reporting Period: **Quarter 4 – 1st January 2018 – 31st March 2018**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the fourth quarter of 2017/18 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
 - Human Resources, Organisational Development, Policy, Performance and Efficiency
 - ICT Infrastructure
 - 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 Directorate during the period which include:-

Finance

Benefits Division

Universal Credit

- 2.2 As mentioned in previous monitoring reports Universal Credit (UC) full service was implemented in Halton on 27th July 2016. The latest statistics published by the Department for Works and Pension indicate that there are 8,210 UC claimants in Halton as at 8th February 2018.

Free School Meals

- 2.3 Changes in the Universal Credit (UC) regulations and free school meal (FSM) rules came into force on 1st April 2018, and from this date there is a new earnings threshold of £7,400 p.a. for UC claimants to determine entitlement to FSM. There is a transitional protection scheme for FSMs which will run until at least 2022 (the end date for full UC implementation) and is extended further for those same children up to the end of their school phase. An example would be a child currently in year 3 will have protection until year 11 (2025/26). Any child who is entitled to a FSM at 31st March 2018 will receive protection and regardless of any other change will have transitional entitlement to FSM until the end of their school phase.

- 2.4 The Council Tax Reduction and Housing Benefit application form is also treated as a claim for free school meals. The Benefits Division can therefore accommodate the above regulation change as part of its role in retrieving this information and passing it to Children's Services.

Processing Times

- 2.5 At 31st March 2018 processing times remain one of the best within both Merseyside and Greater Manchester, with new claims being processed in 18.79 days and changes in circumstances being processed in 5.33 days. In Greater Manchester the best new claims processing performance is 15 days, whilst Halton is the second best. For changes in circumstances the best performance is 4 days, whilst Halton is the second best. Comparable figures for the Liverpool City Region are not yet available, however, based upon previous years Halton's performance is likely to compare very favourably with our Merseyside neighbours.

Revenues and Financial Management Division

Local Government Finance Settlement

- 2.6 Government announced the final 2018/19 Grant Settlement (Settlement Funding Assessment) on 06 February 2018. For Halton there were no changes in the core funding figures from the provisional figures announced in December. Halton's Settlement Funding Assessment has reduced by £2.7m (5.4%) from 2017/18.
- 2.7 As part of the final Settlement Government confirmed an additional one-off Adult Social Care Support Grant of £0.4m.
- 2.8 The Settlement confirmed the continuation of the Liverpool City Region 100% Business Rate Retention Pilot Scheme. Government also confirmed the continuation of the "no detriment guarantee" which will ensure that no council will be worse off under the Pilot scheme than it would have been under the 50% retention scheme. As in 2017/18, the Council will no longer be in receipt of any Revenue Support Grant or Better Care Fund Grant, as these will be funded via the 100% business rates retention scheme.

2017/18 Budget & Council Tax Setting

- 2.9 The 2018/19 net budget of £109m was approved by Council on 07 March 2018. The net budget will be part-funded from an increase of 5% in Council Tax, inclusive of a 3% precept to support spending on Adult Social Care services. The 2018/19 council tax funding requirement is £47.447m, meaning that the Band D council tax is £1,377.88 and continues to be the fourth lowest in the North West.

2017/18 Quarter 3 Spend Position

- 2.10 The Council net spend position for the period to 31 December 2017 was reported to Executive Board on 22 February 2018. Net expenditure was £1.990m over the profiled budget to date figure of £53.248m. Capital spending as at 31 December 2017 totalled £107.9m, which is 99% of planned capital spend at this stage.

Spring 2017 Business Rate Relief

- 2.11 Additional business rate reliefs announced as part of the Chancellors 2017 Spring Budget, have been awarded in full during the year as follows:
- Business Rate Pub Relief – Rate relief has been awarded to 11 local pubs
 - Support to Small Business Relief – Rate relief has been awarded to an additional 8 small businesses.

- Local Discretionary Relief – The Council was allocated funding of £166k to provide relief to local businesses who saw a significant increase in their rateable value following the 2017 Rates Revaluation. The funding has been fully awarded to local business.

Council Tax

- 2.12 The effects of the implementation of the reform of Council Tax and the Council Tax Reduction Scheme continue to impact upon the level of collection and thereby arrears, with increased levels of recovery activity continuing. However, the amount of council tax collected during the year is £0.870m higher than forecast at the start of the year.
- 2.13 The Council Tax collection rate for 2017/18 was 94.62% which is 0.42% lower than at the same point last year.

Business Rates

- 2.14 The Business Rates collection rate for 2017/18 was 98.21% which was 0.56% higher than at the same time last year.

Audit, Procurement & Operational Finance Division

Direct Payments

- 2.15 The number of Social Care Clients opting to receive a Direct Payment increased to 681 by the end of the 2017/18 financial year. This represents an increase of over 15% since the start of the year. Direct Payments provide Clients with more choice and control over how their care and support is arranged.
- 2.16 A recent survey of Direct Payment Clients has indicated an extremely high level of satisfaction with the Council's Direct Payments scheme. 96% of respondents to the survey stated that they were happy with how their Direct Payment was working.

Statement of Members' Allowances and Expenses

- 2.17 The 2017/18 statement of Members' allowances and expenses has been published on the Council's website.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Division Restructure

- 2.18 The redesigned service model and staff structure for the Policy, People, Performance and Efficiency Division has now been operational for three full months. Anecdotal feedback from service managers within the Council, and schools who purchase service level agreements, indicates that the services are now arranged to enable a more customer focussed approach, with greater clarity of purpose. This is positive, as it was the underpinning principle of the new service design.
- 2.19 The new structure is operating well, however it has become apparent that the Recruitment & Resourcing function is under resourced, largely due to an increase in recruitment activity due to organisational changes and staff movement in several services areas. In 2016/17 around 350 recruitments were completed. It is anticipated that for the coming financial year the number could be 500 plus, based on activity during Q4.

2.20 The advertising of part-time posts to ensure service continuity, internal transfers where existing employees apply for new roles, the need to fill multiple posts where services alter structures, and the need for repeated recruitment activity where the labour market is difficult are all contributing factors to this situation. To mitigate this, recruitment expectations are being managed, and contingent resources are being sought to absorb the workload as efficiently as possible.

Apprenticeships

2.21 Of the ten new apprenticeship placements that had been approved for establishment in various areas of the Council, recruitment processes have been completed and at the end of Q4 three new apprentices had been appointed. At the time of writing this had increased to five, with processes being completed on the remaining five placements. Funding for the training of these apprentices has / will be drawn down from the earliest payments made to Council's Apprenticeship Levy account, which remains available until 31st March 2019.

Learning & Development

2.22 Further work has been undertaken to refine the e-learning offer available to Council staff. There are now in excess of 90 courses available through this route, which provides for an efficient and convenient way in which to deliver a wide range of learning. Alongside this, the deployment of Learning & Development Officers can be tailored to deliver more bespoke solutions to address development areas as and when identified. The adoption of a new Organisational Development model along the lines of an industry standard approach is now underway, within the scope of the new divisional structure. Further information on that model is available at:

- <https://towardsmaturity.org/model/>

ICT Infrastructure

Mersey Travel/Sefton Agresso programme update

2.23 Mersey Travel continues to be a complex delivery process with extended project closure dates. The project continues to be a draw on the main Agresso development resources. A meeting is scheduled to discuss the project close, and the move into the next phase of application maintenance and change control. The value of the project currently stands at £288'000 + licensing costs for the 17/18 period.

2.24 Sefton income will release £379,091 + Licensing charges for the 17/18 period. Sefton will be working with the Agresso team from May onwards to upgrade the current software base to the latest iteration. This will involve some major changes to all three partner systems as the solution moves forward and implements new and additional functionality. Additional services will also be implemented for Sefton with the installation of the CP management software suite.

2.25 Total services income of £667.091 for 17/18 Agresso programme.

MYAPPS.halton.gov.uk – Halton Cloud Desktop Upgrade Programme

2.26 The authorities' in house Cloud Services Delivery and Cloud Desktop upgrade continues to be successfully rolled out across all users. With User feedback being positive in terms of the added flexibility offered by the solution and the simplified and faster management of issues. The programme will continue as additional resource is allocated to the programme to move the phase 1 delivery closer to completion.

- 2.27 User feedback over the new terminal based laptop's is extremely positive, these new devices contain no software other than the ability to connect to a corporate or home network and the new "MYAPPS" corporate VDi desktop and user applications.
- 2.28 VDi is currently being rolled out with: Municipal Building. The Admin office, reception, Marketing, Customer Intelligence Unit, Planning and Development Control teams have now been upgraded to VDi and are using VDi laptops or Gigabyte Brix.
- 2.29 Vine street mental Health team, re-ablement team in Oak Meadow, Victoria park Depot, Community Centres have been upgraded to VDi. All Emergency responders now have accounts and can access in the Emergency Responders rooms within Municipal Building and Runcorn Town hall.
- 2.30 The solution is also live for colleagues in other buildings including Kingsway House, Runcorn Town Hall and Rutland House. Finance and HR teams are in the process of being upgraded. EMIS web is currently being reviewed within VDi and is currently in test.
- 2.31 New starters are now automatically set up on VDi dependant on applications. Fixes/Issues are also now been reviewed and rolled onto VDi where possible. Those users that have been set up with a partial configuration will be moved over to a VDi laptop. The differences between a user receiving a VDi laptop or a desktop brix unit is dependent upon flexible/home working.
- 2.32 Schools administrators – Head Teachers and a growing number of the authorities teaching staff are now accessing the Halton Cloud Desktop Services successfully through both a corporate "MyDesk.halton.gov.uk" access route and a curriculum "EDU1.haltonlearning.net" route. A trial is now underway delivering a virtual school through the Halton Cloud EDU1 route for pupils currently excluded from the formal schools environment.
- 2.34 The service desk now have a dedicated VDi helpdesk system enabling them to connect onto the user's sessions and help with any queries immediately. The solution also has failover enabled using the Picow Farm Data Centre which in the unlikely event of any disruptions the users can still access without seeing any difference as the desktop access will automatically swap between the Municipal and Picow Farm Data Centres.
- 2.35 In line with recent cyber-attacks a solution has been enabled which will further protect the solution from viruses, any Crypto or Malware. The product Policy Pak LPM (least privilege manager) has been rolled out to all desktops within the solution. Security solutions are also being reviewed as the project moves forward and user requirement evolves with USB workstations being introduced within offices for access to removable media for those using the VDi desktops. 3rd party applications are also being reviewed in line with security standards as the team moves users into the VDi environment.
- 2.36 Horizon Virtualization Pack for Skype for Business 16 is currently in pilot phase within the Municipal Building ground floor Admin Team – this will upgrade the access into the Lync/Skype telephony systems removing some of the minor issues as Microsoft releases further upgrades to the systems for cloud service use. A Project communication including FAQ's have now been published on the Intranet for all users offering self-help options, this will continue to be maintained.

Schools ICT Programme: - Summary report 2018/19 financial year

- 2.37 Halton Borough Council (HBC) ICT Services has adapted and changed its services to schools and academies over the past few years in order to meet the changing requirements of schools. The service offers a comprehensive pack of support ranging from basic admin machine connection to the council network to scheduled technician visits, and have added services and key personnel supporting the technician to improve the overall support package from HBC. The HBC support schools and academies

with services to suit any size or type of school are:

- Fully managed ICT services for education through a dedicated account manager
- Service desk support
- Remote support services and automation
- Procurement services
- Professional services in ICT
- ICT training courses
- Project management
- ICT strategy

Total number of schools and academies in Halton	64
Number of nursery, special and primary schools and academies taking the IT Admin support	55
Number of schools and academies fully taking the ICT curriculum support (Scheduled visits once a fortnight some schools have opted for weekly visits)	29

Estimated income from IT Admin SLA (includes an element to cover the replacement of PCs)	£71,500
Estimated income from Curriculum ICT Support SLA	£77,500
Estimated income from Internet Access SLA	£30,000
Estimated income from Web filtering	£31,500
Licensing income	£13,700
Lease printer income	TBC
ICT Equipment purchased profit	£10000
Total + Printing recharges.	£234,200

ICT Capital Strategy 2018/2018

- 2.38 Additional licensing will form a large part of the ICT program this year with the renewal and the extension of the Microsoft Agreements due in June 2018 allowing for an additional 12 months extension on the Enterprise Licence, leading to negotiations over the use and licensing models associated with the use of the new Azure Cloud licensing model by Microsoft.
- 2.39 The licensing model issued by Microsoft over the last 3 years has been a constantly changing feast with little or no notice for many of the changes. This model for on premise (in-house) licensing has increased year on year by almost 20-30% forcing the use of the Azure model.
- 2.40 The strategy for Halton will focus upon a Hybrid model in that the strategy will be to retain as much control through our own data centre facilities linked to the considerable non Microsoft suite of systems and products the services manages. The objective will be to utilise the Azure model for those services that have become less cost effective to operate on a purely in-house model. This approach will allow the best of both worlds and maintain the services focus upon a cost effective delivery model – with the option to move services back, quickly and efficiently if the costs out way the perceived benefit due to hidden/new charges.
- 2.41 The investment in server hardware for the proposed SharePoint and Exchange 2016 (email) changes form the requirement for the increased stability of the SQL database licensing and associated platforms. The proposal is to extend the series of servers and storage servers that operate the authorities database needs across the 2 main data centre sites and into a 3rd location that will be used for failover and business continuity.
- 2.42 These complex changes will allow the authorities Microsoft based application databases to reside in an active/active (constantly live) state across a 2 site facility allowing for hardware and potential full site

or network failure to be dealt with effectively – most importantly reducing and removing issues with downtime. This facility will also allow services to be patched and maintained during office hours without any impact upon system users.

- 2.43 The plan to expand services across multiple locations and develop secure highly resilient facilities will require an upgrade of the existing hardware housing the key services related to SQL the Microsoft Database facilities, Exchange the authorities email systems and finally SharePoint the facility that houses the authorities documentation. To offer some background to why this program of work is so important SharePoint and Exchange alone are the two largest systems the authority operates with data sets entering into the 100's of terabytes per system before they are even backed up. These systems are now not only essential but of a considerable size that require securing and managing in a manner commensurate with their size and importance.
- 2.44 The reliance the authority has upon email and its archives together with the considerable usage SharePoint as the central systems for all secure records and data will be managed through this strategy supporting the changes made over the last 3 years to create the Halton Cloud facility. Offering commercial benefit as well an evolving platform to enable proven efficiencies for the wider authority and its education platforms.

Financial Spend Profile 2018/2019

- 2.45 The proposed investment will safeguard the development of these platforms for a further 5 years supporting the efficiencies these systems allow within the authority:

- Exchange Server & Storage £200,000

Primarily based upon additional server Hardware, and the additional server based storage model – in summary the proposal is to purchase split the email systems hardware and storage across 3 locations and potentially a fourth location within the Azure service for back-up. The email systems are now in excess of 100 terabytes in size – with a backup policy this becomes a considerable requirement upon the storage needs.

- SharePoint Server & Storage £200,000

Again a similar requirement for the SharePoint facility as the storage requirement is now of a size that inhibits back-up due to the sheer volume of data – the proposal will purchase and split the application servers and the storage servers across multiple locations. The use of the Azure model will also be investigated.

- SQL Server & Storage £200,000

The purchase of server hardware and storage hardware. SQL is the hidden cost associated with many of our systems as this is the main solution that operates 95% of the councils database driven applications – currently due to the associated costs with splitting this service the strategy has been to wait until the current programme of work allows the funding to start to segregate what is a considerable number of databases and split them across the multiple sites. Because of funding this approach is part of the incremental plan to safeguard services especially given the recent security events across the world that will only become more complex and aggressive as time goes on.

- Data Centre/Desktop Licensing £400,000

The 2018/2019 programme will increase the number of SQL licenses, Extend the current EA model whilst moving certain services into the Azure licensing model. This is a very complex and costly environment and extensive negotiations will take place in order to maximise the authorities' investment within these areas.

- Network/Server BAU Maintenance £100,000

With such an extensive infrastructure a fund has to be in place to repair and replace existing network and data centre hardware systems as and when they become past the point of repair.

2.46 Please Note the sum of the five headings, above, are estimates at this stage but it is expected this will reduce either following tender and competitive procedures or by moving some projects back into the following year.

2.47 GDPR: - Policies Approved:

- Data Protection Policy
- Data Breach Management Policy
- Subject Access Requests Policy
- Information Sharing Policy
- Privacy Impact Assessment
- Information Governance Handbook
- Council's Privacy Notice

2.48 ICT Security: - Policies Approved

- Change Management Policy V1.6
- Draft Backup Policy v1.3
- Draft Information Risk Management Policy v1.5
- Incident Management Policy v1.5
- System Backup List

Legal and Democracy

Submission to Boundary Commission Review

2.49 Extensive work has been carried out to develop the Council's submission in respect of the Boundary Commission's review of arrangements. The document will be considered by Council in Quarter 1.

General Data Protection Regulation (GDPR)

2.50 Work also continues in providing legal support to ensure that the Council is fully compliant with the General Data Protection Regulation, which comes into force in Quarter 1.

Catering, Stadium and Registration Services

School Meals

2.51 The School Meals Service was again inspected by Hospitality Assured during the Autumn, this was a full detailed inspection lasting 3 days, all aspects of the service were measured against stringent targets and again for the 9th year running the service has increased its overall score, these targets are set Nationally and are used in all sectors of the catering industry, Halton is one of only a handful of Authorities to hold this accreditation.

2.52 The School meals service over the last 12 months has seen a significant increase in schools using the online payments system for collection of dinner money and snack. The most recent being Murdishaw and The Holy Spirit, this online service enables Parents to pay on line which therefore speeds up the lunchtime dinner queues.

2.53 New menus have been prepared for the Summer Menu, due to be sent out mid-April 2018.

The Stadium

2.54 The Stadium during quarter 4 was again very busy, riding on the back of the success of our Oasis Tribute we ran another event with over 200 in attendance and have the band Space lined up for early June 2018 with more events planned throughout the year.

Property Services

Fairfield Primary- Redevelopment

2.55 Both phase 1&2 of the refurbishment of Fairfield Primary are now complete. The phase 3 works, which originally consisted of an all-weather pitch, have now been amended to enhancing the existing grass pitch and providing a Multi-Use Gaming Area (MUGA) and upgrading the playground area adjacent to the Junior building. The MUGA is complete but the works to the grass pitch have been delayed due to the poor weather, these works will now take place in April 2018.

Crow Wood Park New Pavilion Building

2.56 This project has had to be retendered due to abnormal ground conditions being discovered when the site investigations were undertaken. Tenders have now been returned and evaluation and a preferred contractor identified. A start on site is anticipated by the start of May.

Education Maintenance Programme

2.57 Works on the 2017/18 programme have now all been completed with the exception of one project which has been deferred to 2018/19 for operational reasons. The programme for 2018/19 has now been approved, this consists of 16 separate projects with a total value in the region of £900k. The projects will primarily be completed across the summer period, some will be undertaken within term time however, in agreement with the respective schools.

Corporate Maintenance Programme

2.58 Works on the 2017/18 programme have now been completed, other than a few projects which have been rolled on into 2018/19. The 2018/19 programme was approved by the Asset Management Working Group (AMWG) in January 2018 and consists of circa 25 separate projects with a total value of circa £950k. The works will be undertaken throughout the year with the intention of having all works complete by 31st March 2019.

Accommodation Moves

2.59 Discussions have now been ongoing with HM Courts & Tribunal Service for some time in respect of them taking additional space at 3rd floor level within Rutland House. The agreed date for them to take a lease on the remainder of the 3rd floor is July 1st 2018. This fits well with our accommodation strategy of making Rutland House our income generation hub.

2.60 The works at Kingsway Learning Centre are complete. The Library Service has moved in its entirety to the ground floor and the new office space at 1st floor level has 26 workstations in total, staff are due to move in in late April. There are also 30 agile workstations which are for general use by HBC staff, these agile spaces will go live once the new agile working policy is rolled out in May.

2.61 Further works associated with accommodation moves are anticipated to start within the Stadium in due course which will see a significant amount of office space created. This will further help with the strategy of vacating Kingsway House in 2019 in order to generate circa £300,000 of annual revenue savings.

Widnes Market

2.62 Works have now commenced on site in respect of the re-roofing, this was delayed to avoid any disruption to traders over the Christmas period. The anticipated completion date for the work is towards the end of August.

Western Point Primary

2.63 The single classroom extension is now complete on site and has been handed over, final completion of the project will only take place at the end of the defects periods.

Lunts Heath Primary

2.64 The single classroom extension is now complete on site and has been handed over, final completion of the project will only take place at the end of the defects periods.

Vine Street Centre

2.65 We understand North West Boroughs Healthcare have completed their fit out works following on from the completion of the ground floor refurbishment so it's anticipated they will be taking occupation soon.

The Bridge School

2.66 The project to develop a vocational centre for the Bridge school within an existing industrial unit in Astmoor is progressing. The procurement process is complete and a preferred contractor has been identified, we are just awaiting the lease arrangement to be finalised then a start on site can be made, which is anticipated for early May, with a view to have the work completed for the September 2018 term.

Brookfields School

2.67 Feasibility study complete, this has been submitted to Education for consideration, and a decision on which option they wish to proceed with.

One Public Estate

2.68 The two bids submitted by Halton as part of the Liverpool City Region One Public Estate (OPE) bid have both been successful. We have been awarded circa £66k in total to undertake master planning exercises in respect of the Former Police Station and Magistrates Court site and the immediate surrounding area in Widnes, and the former Runcorn Magistrates Court building and surrounding area of Halton Lea, the latter being linked to the healthy new towns programme.

- 2.69 The master planning exercise in respect of the Widnes site is now complete. There are 5 options with regards the proposed redevelopment of the area, and consideration is now being given to which is the most appropriate.
- 2.70 The master planning exercise for the Runcorn site is currently on hold as we understand Homes England are no longer going to take over responsibility for the former court building as was planned. We have had a discussion with HMCTS in respect of the future of the building, we are still waiting for feedback from them in respect of their intentions.

Well Windmill Hill

- 2.71 A further workshop is being organised for May to assess the options outlined in the feasibility study for the proposed Integrated Health & Wellbeing Hub for Windmill Hill. It is hoped that a final decision on the most appropriate option will be taken following the workshop..

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

Benefits

DWP Verify Earnings and Pensions Service

- 3.2 The Department for Works and Pensions (DWP) is rolling out a Verify Earnings and Pensions (VEP) Service during 2018, as part of its drive to combat fraud and error in the Housing Benefit system. The VEP Service will provide councils with alerts to prompts where there has been a change in a claimant's/partner's employment or pension position. Halton is scheduled to go live with this new initiative on 29th August 2018.

Revenues and Financial Management Division

Statement of Accounts

- 3.3 Work has begun on closing the accounts for 2017/18 and the process is now in place to complete the draft Statement of Accounts prior to it being passed to the council's external auditor (Grant Thornton LLP) on 31 May 2018. The external auditor has already commenced interim audit work in February and will follow this up with further detailed work from 01 June onwards. The audited Statement of Accounts is now required to be approved and published by 31 July 2018, a full two months earlier than in previous years.

Fair Funding Review

- 3.4 On 12 March 2018 the Council submitted a response to the consultation on the fair funding review. The purpose of the review will consider how the relative needs and resources of local authorities should be assessed and how they will continue to have greater control over the money that they raise. The review will be a key factor in determining future council finances and will continue over the next year with further consultations expected. The Council will continue to work with Sigoma and the Liverpool City Region to ensure responses are submitted and the Council's view is heard.

Audit, Procurement & Operational Finance

Making Tax Digital

- 3.5 Making Tax Digital is a Government initiative which sets out a vision for a digital tax system, to make it easier for individuals and businesses to get tax right and keep on top of their affairs. Under the new arrangements the Council along with other businesses will be mandated to use the Making Tax Digital for Business system from April 2019, initially to meet its VAT reporting obligations. This means that from 1 April 2019 the Council will have to capture all financial transactions in as near to “real time” as possible and then provide HMRC with information and returns using a specialist software application.
- 3.6 Work will be undertaken over the coming months to ensure that the Council has the necessary processes and software in place to meet this new obligation.

National Procurement Strategy 2018

- 3.7 A draft version of the National Procurement Strategy 2018 along with a draft toolkit have been developed and issued for consultation. The 2018 Strategy reflects learning from the 2014 Strategy and focuses on three themes which consultation has shown reflect local government’s immediate priorities:
- Showing leadership
 - Behaving commercially
 - Driving community benefits
- 3.8 Once the national Strategy is finalised and published it will provide a good benchmark for the Council to review and update its own Procurement Strategy, to ensure that it retains the right approach, focus and plan to influence procurement.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Public Sector Exit Payment Regulations

- 3.9 At the close of the financial year, final regulations and implementation guidelines in respect of the Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations had still not been forthcoming from government. The division is now working on the basis that it is unlikely that they will emerge before Autumn 2018 at the earliest. Similarly, there has been no new information on the impact upon UK employment law of the ‘Brexit’ negotiations. This remains an item for regular monitoring.

Taylor Review of Employment Practices

- 3.10 No substantive legislative change has yet emerged from the Taylor Review of Employment Practices – reported to Government in July 2017. Indicative outcomes in February 2018 focused on the key themes of employment status, treatment of agency workers, and enforcement of employment rights. Having reviewed the consultation documents issued by government on 7th February 2018, there do not appear to be any areas of practice highlighted with which the Council does not already comply, or exceed. The division will continue to monitor the issues raised by the review, and their impact on the wider employment arena.

Gender Pay Gap Report

- 3.11 The Council met its legal obligation to report the Gender Pay Gap in March 2018. The outturns were favourable by comparison (available at this link:

It is important to note that this data is not related to equal pay, which the Council addresses correctly and diligently through a job evaluation system. Work to identify any areas where the Council could address the gap will form part of ongoing Organisational Development activity, however the report largely reflects the demographic of the working population and is therefore not easily malleable.

NJC and Other Pay Claim Update

- 3.12 During the quarter, Local Government Employers and Trade Unions reached agreement on the pay claim for NJC staff (in Halton employees on grades HBC1 to HBC11). An award of 2% effective 1st April 2018, and a further 2% effective 1st April 2019 has been put in place, with greater increases at the bottom end of the pay scales to accommodate the legislative requirements of the National Living Wage between now and 2020.
- 3.13 The HR service was able to process the increase into April payroll. There are some additional complexities attached to the second year of this award (20190, as there is to be some realignment of pay scales to provide for a more equal distribution of pay points across the NJC scales. This will require some detailed work in Halton to ensure that it is fairly aligned to the existing grading structure. In order to achieve this, a working group will be convened in summer 2018 consisting of representatives from HR and the trade unions.
- 3.14 Nationally agreed pay awards for Chief Executives, Chief Officers, and employees on NHS terms and conditions remain under negotiation at the time of writing.

ICT Infrastructure

Improved Services provided to schools in 2018/19

- 3.15 VDI Desktop for Admin and Curriculum - The 'VDI' desktop gives pupils and teachers access to their own individual Windows based desktop on any device from anywhere with Internet connectivity. From the classroom to the home it allows remote, secure, filtered, managed, backed up access to data and systems.
- 3.16 Off-Site Backup – Curriculum SLA schools - Schools are required to take data security and backup seriously. With the introduction of this new service all data created on the schools servers installed by ICT Services will be automatically backed up into the Cloud storage platform managed by ICT Services, meeting Data Protection requirements.
- 3.17 Printing - HBC also assist schools in achieving significant reductions in printing costs through the introduction of Multifunctional Devices and now Risographs. These devices can be purchased outright or leased from the council at very competitive prices.
- 3.18 Records Management Unit – Utilising the purpose built corporate specialist records management Unit a solution dedicated to Schools is now in place providing physical and electronic data storage, online document and records management systems and a bespoke scanning service.

ICT Work Programme 2018/19

- 3.19 Social Care – A development project based upon creating a management solution for 'Vacancy levels in Care Homes'/managing spare beds.

- 3.20 Social Care – on line Information YED solution and advice solution based upon services available – in response to The Care Act 2013.
- 3.21 Smooth wall web filtering and web management – Following a number of key security changes a supplier was chosen to provide both an on-premises and cloud based Web Filtering Gateway Solution that meets with the ‘Prevent’ agenda in order to closely manage the threat landscape that exists today and in the coming years. The prevent agenda is a major and complex change to how schools web filtering is managed as any solution chosen is expected to not only deal with the management of year group access level but to also manage the radicalisation agenda, together with corporate requirement in terms of security compliance and the levels of public internet access management the authority delivers through many of its public locations. This is now becoming a complex and highly managed environment that needs to comply with an ever increasing Government and security services prescribed agenda. This solution is now live in the Schools complying with the April 2018 deadline in order to manage compliance requirements. Ongoing replacement of the corporate web management is now underway and moving into Libraries imminently.
- 3.22 Guest WiFi – Now available in all libraries, and fully managed to user level – soon to be linked to the Smooth Wall web management software extending the prevent agenda into the borough’s Libraries and public access areas such as the Markets and Community Centre’s.
- 2.23 Library desktop replacement hardware – a project is underway looking at a compliant managed solution to replace the existing equipment within the library environment – a solution that will be capable of user identification and registration given the open public access and potential criminal activity that may occur.
- 3.24 Agresso – As noted within the Agresso update above the development team will start a major version upgrade of the solution across all three partners. In addition we are working with external consultants to implement a dedicated Sefton reporting system.
- 3.25 Data Storage – Starting to identify a major enhancement to the storage capability for SharePoint as detailed within the ICT capital programme.
- 3.26 SharePoint – Upgrade to SharePoint 2016 offering additional security – functionality and deployment opportunities.
- 3.27 Cemeteries – External project delivering a commercial software solution to an external organisation operating ten crematoria – the initial income expectation will realise £40k within 2018/19.
- 3.28 Social Care – EMIS – NHS/Heath systems integration for our Social Care staff. Also implementing a Genealogy tree (shows family relationships diagrammatically and linked to the existing CF6 systems).
- 3.29 Exchange 2016 – Corporate rollout of the new email solution, changing email archiving systems and upgrading the associated storage now given the scale of the email retention requirement throughout the authority.
- 3.30 McAfee – Project to review the existing McAfee security suite with a potential change to an EFA Open Source alternative in part with the aim of reducing what is a considerable financial overhead whilst maintaining the required levels of protection utilising a best of breed approach rather than a single supplier solution for Endpoint Encryption, Data Loss Prevention, Desktop Anti-Virus, Server AV, Mail Gateway, Web Filtering (Phase 1 Smoothwall).
- 3.31 Synergy Systems Upgrade – Schools data management, system upgrade in order to comply with new Government requirements and technology requirements - compliance with new security and software improvements.

- 3.32 Transport Co-ordination – system – work is now underway to develop an in house version for the transport team.
- 3.33 Continued rollout of VDi “MYAPPS.halton.gov.uk” – the removal by 2019 of “MYDESK.halton.gov.uk” moving all users into the new MYAPPS environment utilising the latest VMWare and Microsoft technologies through the HBC Cloud facilities.

Legal and Democracy

New Road User Charging Scheme

- 3.34 Legal Services have been heavily involved in the development of a new Road User Charging Order for the Mersey Gateway & Silver Jubilee Bridge, which will be considered by Council in Quarter 1.

Local Elections May 2018

- 3.35 Preparations continue for the Local Elections in May and the consequent induction process for new Members.

Revised Council Constitution

- 3.36 The revised Constitution has been developed for approval by Council in May 2017.

Catering, Stadium and Registration Services

The Stadium

- 3.37 The new Super League season is underway with a number of new recruits and the promotion to the first team of a number of youngsters has resulted in some mixed results which has impacted significantly on attendances in a negative way which has had a knock of affect to concession income and targets.

Property Services

Mersey Gateway Temporary Use Areas

- 3.38 Work is ongoing in respect of the temporary use areas in order to get them ready to hand back to Property Services in due course. Discussions have been ongoing across the authority and with the contractors for some considerable time with regards these areas to establish our requirements. An indicative timetable has been indicated verbally, as yet however no formal timescales have been confirmed in respect of when the sites will be handed back.

Deregulation of Water Retail Market

- 3.39 Discussions are on-going at a City region level in respect of undertaking a City region procurement exercise for water services in due course. The water retail market was deregulated as of April 2017 as such there is now a requirement to procure these services via a competitive exercise. Authorities are being asked to collate the necessary site and consumption information necessary in order to undertake the exercise if deemed appropriate and this is currently ongoing. The favoured option following a

recent discussion is to undertake a mini competition via the CCS/YPO frameworks as they have already been through a procurement process and have a number of providers approved. The retail arm of the water industry only forms circa 7% of overall water charges as such no significant monetary savings are likely.

Agile Working

3.40 The new agile/flexible working policy has now been completed. The policy is due to be rolled out in May when there are going to be a number of drop in sessions for staff to attend. Once the policy has been rolled out this will enable Property to work with managers with a view to ultimately vacate Kingsway House once the lease expires in 2019.

Minimum Energy Efficiency Standards (MEES)

3.41 The Minimum Energy Efficiency Standards (MEES) come into force in April 2018. They represent one of the most significant environmental policies to impact the public sector in several years as they will make it unlawful from April 2018 to let buildings in England and Wales which do not achieve a minimum EPC rating of 'E'. Whilst we have significantly reduced our investment property portfolio over recent years we are likely to let property in the future so it has been decided to ensure EPC's are in place for any such property.

Clean Growth Strategy

3.42 The Government's Clean Growth Strategy was published in October. The strategy is aimed at growing the economy whilst reducing carbon emissions much further, and in respect of this the public sector will clearly be on the front line of both reducing our own emissions but also promoting a reduction in emissions across wider industry. A new voluntary target of 30% reduction in carbon emissions by 2020/21 has been introduced for Local Government based on 1990 emission rates.

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 suite of 2017 – 18 Directorate Business Plans.

Progress concerning the implementation of all high-risk mitigation measures will be monitored in 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://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality_-_objectives_progress_report_-_April_2013.pdf

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.

It should be noted that given the significant and unrelenting downward financial pressures faced by the Council there is a requirement for Departments to make continuous in-year adjustments to the allocation of resources in order to ensure that the Council maintains a balanced budget.

Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report.

Financial Management

Key Objectives / milestones

Ref	Milestones	Q4 Progress
FS 01a	Report Medium Term Financial Strategy to Executive Board - November 2017 .	<input checked="" type="checkbox"/>
FS 01b	Report to Council - March 2018 .	<input checked="" type="checkbox"/>
FS 02c	Provide quarterly monitoring reports on the overall budget to Executive Board.	<input checked="" type="checkbox"/>
FS 03b	Publish the Statement of Accounts by 31st August 2017 .	<input checked="" type="checkbox"/>
FS 04a	Establish Treasury Management Policy and report to Council - March 2017 .	<input checked="" type="checkbox"/>
FS 04b	Provide monitoring reports to Executive Board on a bi-annual basis.	<input checked="" type="checkbox"/>
FS 05a	Establish and report prudential indicators to Council - March 2017 .	<input checked="" type="checkbox"/>
FS 05b	Provide monitoring reports to the Executive Board on a bi-annual basis.	<input checked="" type="checkbox"/>

Supporting Commentary















Medium Term Financial Strategy (MTFS) was reported to Executive Board on 16th November 2017. The financial forecast is being regularly updated.

The revenue budget, capital programme and 2018/19 council tax levels were reported and approved by Council on 07 March 2018.

2017/18 Q3 was reported to Executive Board on 22nd February 2018. Q4 (Outturn) will be reported on 14th June 2018.

Half year report reported to Executive Board on 16th November 2017. Prudential borrowing indicators reviewed on a regular basis.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q4 Actual	Q4 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Yes		
FS LI 02	Receive positive annual comment 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		
FS LI 04	Proportion of Council Tax that was due that was collected	95.04%	94.75%+	94.62%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received	97.65%	95.00%+	98.21%		
FS LI 06	Average time for processing new claims (Housing & Council Tax Benefit)	19.94 (Days)	20 (Days)	18.79 (Days)		
FS LI 07	Average time for processing notifications of changes in circumstances	2.96 (Days)	5.3 (Days)	5.3 (Days)		

Supporting Commentary






2016/17 Statement of Accounts audit opinion was reported to the Business Efficiency Board on 27 September 2017.

Grant Thornton completed an annual review of the overall control environment relevant to the preparation of the Council's financial statements. As part of the 2016/17 audit, Grant Thornton concluded that their work had identified no material weaknesses that are likely to impact on the Council's financial statements.

As part of the 2016/17 audit, Grant Thornton completed a high level review of the Council's internal audit arrangements and the work that internal audit has completed on the Council's key financial systems. The conclusion from that review is that Grant Thornton did not identify any issues that will impact on their audit approach.

In terms of collection rates and processing times there has been some minor deviation when compared to the same period last year and is down 0.42%, This reflects the difficulty in collection relating to the council tax reduction scheme, however, the amount of council tax collected is higher than forecast due to continued collection of previous year debts and continued growth in the council tax base.

Key Objectives / milestones



Ref	Milestones	Q4 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy May 2017	
PPPE 01b	Review and refresh annual training calendar September 2017 .	
PPPE 01c	Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions April, September, December 2017, and March 2018 .	
PPPE 03b	Monitor impact of new policy at three monthly intervals – support with financial and data analysis September, December 2017, and March 2018 .	
PPPE 04d	Ongoing monitoring of agency usage and spend April, September, December 2017, and March 2018 .	


Supporting Commentary

Activity underway in respect of all actions. Formation of new Organisational Development Service is now aiding prioritisation of key aspects. Refer to narrative in Key Developments.

An analysis of agency demand is underway with an initial focus on Adult Social Care with resulting recommendations formulated for management consideration with work ongoing to improve and further refine the balance between agency and established resources.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q4 Actual	Q4 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	8.66 (Days)	9.5 (Days)	10.28 (Days)		
PPPE LI 02a	Total Full Time Equivalent Staffing Establishment	3,637	Not applicable	3,470	N / A	N / A
PPPE LI 02b	Total Staff (head count) (indicator for information only)	4,863	Not applicable	4,648	N / A	N / A
PPPE LI 02c	Total Agency Worker usage (number of placements – year to date)	New KPI from 2017/18 onwards	Baseline to be established	685 Placements	N / A	N / A
PPPE LI	Total Agency Worker usage	New KPI	Baseline to be	£1,718,283.35	N / A	N / A

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q4 Actual	Q4 Progress	Direction of travel
O2d	(cumulative cost – year to date)	from 2017/18 onwards	established	(Gross Cost)		
PPPE LI 07	Average time to recruit (Management Team approval to employee start date)	61 (Days)	Baseline to be established	69 (Days) (Q3 2017/18)	N / A	N / A
PPPE LI 08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	4.05%	Baseline to be established	4.41%	N / A	






Supporting Commentary

This outturn is worse than target, however it was anticipated that this may be the case because the new absence management procedures introduced on 1st July 2017 were expected to eradicate under-reporting. A full review of the impact of the new procedures is underway with a report to be formulated during Q1 18/19.

End of year agency costs demonstrate sustained reduced in spend, which has now levelled out at similar to 16/17. Work continues to balance the resource mix in services to seek further cost reductions as reliance on agency workers is lessened, over time. HR service is satisfied that agency workers are now used appropriately, following implementation of new procedures in 2016.

ICT and Administrative Support Services

Key Objectives / milestones







Ref	Milestones	Q4 Progress
ICT 01b	Further development of Cloud Services Platform - March 2018.	
ICT 01c	SharePoint and Records Management enhancements - March 2018.	
ICT 01e	Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2018.	
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - March 2018.	
ICT 02c	Improvement and enhancement of all web based customer interfaces - March 2018.	

Supporting Commentary

Roll-out of the new desktop facilities underway over 800 Virtual Desktop Users with 382 + now utilising the RDSH platform for desktop access – roll-out to continue over the coming months to cover all users.

The Improvement and enhancement of all web based customer interfaces continues to be a primary focus with content and facilities evolving monthly, in line with the ICT development programme and business requirement. A recent review and redesign of the authorities Internet and Intranet pages has taken place over the last quarter

Key Performance Indicators




Ref	Measure	15 / 16 Actual	16 / 17 Target	Q4 Actual	Q4 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99.01%	99.00%	99.07%		
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.14%	99.00%	99.03%		
ICT LI 04	Average working days from delivery to completion of a new PC.	9 (Days)	10 (Days)	10 (Days)		

Supporting Commentary

All indicators remain have achieved their annual target levels with only minor deviances in performance in comparison to the same period in the previous year.

Legal & Democracy









Key Objectives / milestones

Ref	Milestones	Q4 Progress
FS 01	Review constitution - May 2017 .	
FS 02a	To ensure that all members have been given the opportunity of a having a MAP meeting where desired.	
FS 02b	To induct all new members by October 2017 .	

Supporting Commentary

The revised Constitution was approved by Council in May2017 and MAP meetings are continually offered throughout the calendar year with all new Members having been through the induction programme.

Key Performance Indicators


Ref	Measure	15 / 16 Actual	16 / 17 Target	Q4 Actual	Q4 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	55 (98.21%)		
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	7 (Days)		
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 (Day)	3 (Days)	1 (Days)		
LD LI 05	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%		

Supporting Commentary

Although the target has not been achieved, it has stayed the same as last year. Members were given the opportunity of having a MAP meeting and offered numerous training opportunities. All other measures are showing sustained levels of performance.

Community & Environment









Key Objectives / milestones

Ref	Milestones	Q4 Progress
CE 02a	Deliver a promotion and educational campaign - September 2017 and January 2018 .	

Supporting Commentary

The introduction of Universal Credit is yet another challenge the service faces in trying to increase/maintain pupil meal numbers, a marketing campaign had been prepared for all Primary schools for the start of the new term (September 2017) that has had a positive effect on meal numbers. This programme included taster sessions and visits to Parents Evenings etc.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q4 Actual	Q4 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	75.66%	87.00%	78.20%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	65.22%	77.50%	71.88%		
CE LI 03	Take up of school lunches (%) – primary schools.	63.3%	65.00%	63.36%		
CE LI 04	Take up of school lunches (%) – secondary schools.	64.7%	57.00%	61.22%		



Supporting Commentary

Following the marketing campaign coupled with the cold wet weather there has been a fairly sharp rise in the uptake of Primary School Meals, the target of 87% was always however a very optimistic figure.

Current levels of take up are encouraging given that these measures are subject to seasonal influence, such as the spring months and summer break.

Economy, Enterprise & Property

Key Objectives / milestones





Ref	Milestones	Q4 Progress
EEP 04a	Develop Options Appraisal for Council's Office Accommodation – September 2017	
EEP 04b	Commence construction of clubhouse and installation of driving range at Widnes Golf Academy – Oct 2017	

Supporting Commentary

Latest accommodation options presented to the Asset Management Working Group (AMWG) at the October 2017 meeting.

October 2017 was the lease date for the submission of a planning application for the clubhouse and driving range. HBC approved an extension on this date due to unforeseen factors including commercial negotiations and sourcing of suitable material. A planning pre-application consultation was submitted in February 2018 for the clubhouse and driving range. The full planning application is anticipated in May 2018 with this element of the developer scheduled to be delivered by the end of 2018. Officers remain in regular communication with the developer of the site to mitigate where possible further delay.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q4 Actual	Q4 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e)	17,804 tonnes CO ₂ e (actual 15/16)	15,882 tonnes CO ₂ e (target 17/18)	16,043 tonnes CO ₂ e (actual 16/17)		
EEP LI 03	Occupancy of Widnes Market Hall	84%	84%	83%		

Supporting Commentary

The reporting requirements for emissions have been amended whereby the figures for academies are no longer included. The figure for 2015/16 has therefore been amended to reflect the change to ensure the comparison to the 2016/17 figure is meaningful.

The overall emissions for 2016/17 amount to 16,043 tonnes, which equates to a 9.8% reduction from the previous year, well within the target set.

The overall emissions of 16,043 tonnes is broken down into the following five categories:-

- School Buildings 5128t, Corporate buildings 5364t, Unmetered supply 3913t
- Fleet Transport 1297t & Business Mileage 341t.
- There was a reduction in emissions across all areas, Street Lighting had the largest annual reduction in the amount of 15.6%.

The annual figure for this indicator is a year behind and therefore only reported in the following year, with the revised target for 2017/18 is 15,882 tonnes CO₂e.

Widnes Market continues to defy the national retail trend of low retail occupancy rates. The occupancy of the market has remained relatively unchanged during the current financial year. This is despite experiencing a decline in footfall figures and the unseasonably cold weather which has further impacted upon visitor numbers to the market and town centres




7.0 Financial Statements

The Council's 2017/18 year-end accounts are currently being finalised. The year-end position for each Department will therefore be made available via the Intranet by 30th June 2018





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 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.