

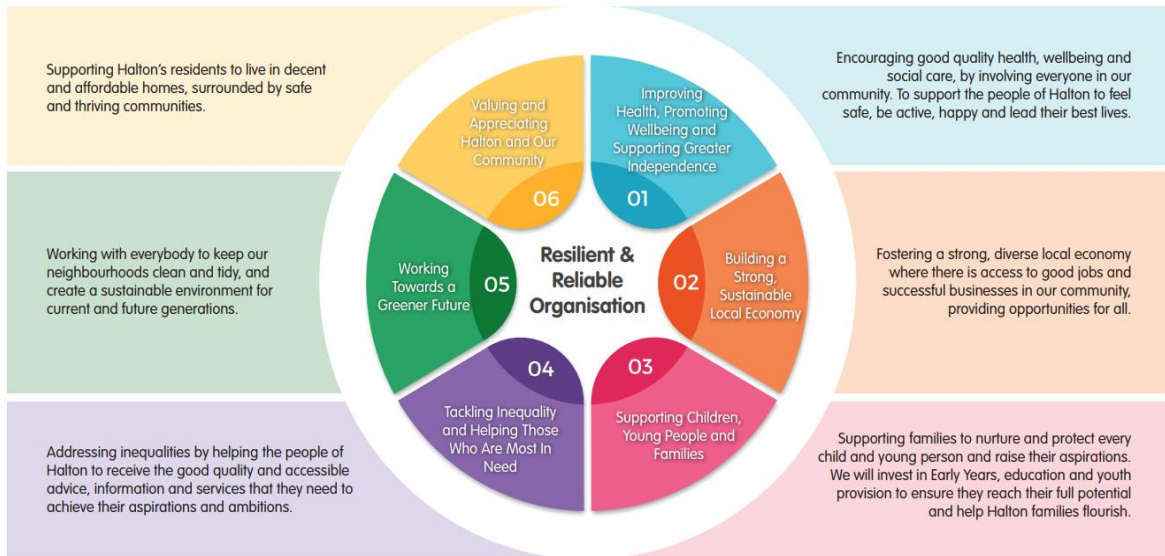
Corporate Services – Priority Based Monitoring Report Q2

Reporting Period: 1st July – 30th September 2024

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the second quarter of 2024/25 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 It covers key priorities for development or improvement in the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
 - Finance
 - Operational HR Division, Chief Executives Delivery Unit
 - 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 5 of this report.

1.4 Corporate Priorities



2.0 High Priority Equality Actions

- 2.1** 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.
- 2.2** 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>

3.0 Performance Overview

- 3.1** Key Performance Indicators across the key business areas that have been identified by the Directorate.
- 3.2** 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.
- 3.3** 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.


Key Objectives / milestones

Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
FS01	Higher proportion of council tax income due for the year to be collected compared to the previous year


Milestone	Progress Q2	Supporting Commentary
On a quarterly basis, the in-year collection rate will be compared to the same point of the previous year		<p>Council tax collection through to the end of September 2024 is 53.82% which is 0.11% lower than the collection rate at the same point last year.</p> <p>Debt relating to previous years continues to be collected, the Council utilises powers through charging orders and attachment to earnings/benefits to secure debts. £1.44m has been collected in relation to previous years' debt.</p> <p>No comparable 2024/25 council tax collection information has yet been published, to compare the Council's in-year performance against other councils.</p> <p>For 2023/24 the Council's in-year council tax collection rate was 93.78% which compares to the national collection rate of 95.9%. Council tax collection rates are heavily impacted by deprivation, where it is evidenced that the higher the deprivation the lower the collection rate. Despite this Halton out-performs a number of unitary and metropolitan authorities who have a better deprivation ranking.</p>

Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
FS02	Higher proportion of business rates income due for the year to be collected compared to previous year

Milestone	Progress	Supporting Commentary
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	Q2	
On a quarterly basis, the in-year collection rate will be compared to the same point of the previous year		<p>Business rate collection through to the end of September 2024 is 58.76% which is 2.41% higher than the collection rate at the same point last year.</p> <p>£1.343m has been collected in relation to previous years' debt.</p> <p>No comparable 2024/25 business rate collection information has yet been published to compare the Council's performance against other councils.</p> <p>For 2023/24 Halton's in-year adjusted business rate collection was 97.7% compared to an in-year comparator average of 97.2%.</p>

Corporate Priority	Priority 4 - Tackling inequality and helping those who are most in need
FS 03	Reducing the average time for processing new Housing Benefit and Council Tax Reduction claims by 1 day, compared to the previous year, to an average of 21.65 days.

Milestone	Progress Q2	Supporting Commentary
<p>On a quarterly basis, the average processing times will be compared to the target</p> <p>Q1 20.83 days</p>		<p>Q2 2023-24 24.79 days Q2 2024-25 19.58 days Q1 2024-25 20.83 days</p> <p>Processing new claims performance has improved by over 4 days compared to Q2 last year, and the main reason for the improvement is less staff sickness this year. There is a 1 day improvement for Q2 2024-25 compared to Q1 2024-25 which can be explained in part by more staff doing overtime recently.</p> <p>Q1 2024-25 New claims processing figures for a number of the Greater</p>


		Manchester Councils (latest figures available).																						
		<table border="1"> <thead> <tr> <th>Council</th> <th>Processing days</th> </tr> </thead> <tbody> <tr> <td>Halton</td> <td>21</td> </tr> <tr> <td>Blackpool</td> <td>13</td> </tr> <tr> <td>Bolton</td> <td>32</td> </tr> <tr> <td>Bury</td> <td>36</td> </tr> <tr> <td>Cheshire East</td> <td>22</td> </tr> <tr> <td>Salford</td> <td>29</td> </tr> <tr> <td>Stockport</td> <td>17</td> </tr> <tr> <td>Tameside</td> <td>27</td> </tr> <tr> <td>Trafford</td> <td>46</td> </tr> <tr> <td>Warrington</td> <td>38</td> </tr> </tbody> </table>	Council	Processing days	Halton	21	Blackpool	13	Bolton	32	Bury	36	Cheshire East	22	Salford	29	Stockport	17	Tameside	27	Trafford	46	Warrington	38
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Corporate Priority	Priority 4 – Tackling inequality and helping those who are most in need
FS 04	Reducing the average time for processing notifications of changes in circumstances for Housing Benefit and Council Tax Reduction by 1 day, compared to the previous year, to an average of 8.55 days.


Milestone	Progress Q2	Supporting Commentary
<p>On a quarterly basis, the average processing times will be compared to the target</p> <p>Q1 13.70 days</p>	<div style="background-color: yellow; border: 1px solid black; padding: 2px; display: inline-block;">U</div>	<p>Q2 2023-24 20.05 days Q2 2024-25 15.62 days Q1 2024-25 13.70 days</p> <p>Processing changes in circumstances has improved by over 4 days compared to Q2 last year. Lower levels of staff sickness this year has helped improve the performance. Performance in 2024-25 for Q2 compared with Q1 has worsened by nearly 2 days. This can be attributed to a significant increase in</p>

		<p>Department for Works and Pensions notifications related to the “managed migration” of housing benefit claimants to Universal Credit which commenced in May 2024.</p> <p>Q1 2024-25 Changes in circumstances processing figures for some Greater Manchester Councils (latest figures available).</p> <table border="1"> <thead> <tr> <th>Council</th> <th>Processing days</th> </tr> </thead> <tbody> <tr> <td>Halton</td> <td>14</td> </tr> <tr> <td>Blackpool</td> <td>5</td> </tr> <tr> <td>Bolton</td> <td>11</td> </tr> <tr> <td>Bury</td> <td>4</td> </tr> <tr> <td>Cheshire East</td> <td>2</td> </tr> <tr> <td>Salford</td> <td>2</td> </tr> <tr> <td>Stockport</td> <td>16</td> </tr> <tr> <td>Tameside</td> <td>27</td> </tr> <tr> <td>Trafford</td> <td>16</td> </tr> <tr> <td>Warrington</td> <td>11</td> </tr> </tbody> </table>	Council	Processing days	Halton	14	Blackpool	5	Bolton	11	Bury	4	Cheshire East	2	Salford	2	Stockport	16	Tameside	27	Trafford	16	Warrington	11
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Corporate Priority	Priority Two - Building a strong, sustainable, local economy
FS 05	Ensuring 90% of all suppliers’ invoices are paid within 30 days, including those which are disputed invoices.

Milestone	Progress Q2	Supporting Commentary
<p>On a quarterly basis, the proportion of suppliers’ invoices paid within 30 days will be assessed</p> <p>Q1 92.28%</p>		<p>During the period 1 April to 30 September 2024, the Council paid 26,566 supplier invoices. 91.44% of these invoices were paid within 30 days. These figures exclude invoices paid under SLAs with the Council’s schools</p>


Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
FS 06	Higher proportion of historic sundry debt to be collected compared to the same point the previous year

Milestone	Progress Q2	Supporting Commentary
On a quarterly basis, the collection rate for the total outstanding historic debt (balance as at the previous year-end) will be compared to the same point the previous year		Total outstanding historic debt stood at £17,460,981 as at 31 March 2024. By 30 September 2024, 55.01% of this debt had been collected. The collection rate for historic debt was 42.85% at the same point last year.


Operational HR Division, Chief Executives Delivery Unit

Key Objectives / milestones


Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
CXDU 01	Reduction in Sickness absence across the Council - Review and amend policy to focus on attendance, train and empower managers to apply procedure timely.

Milestone	Progress Q2	Supporting Commentary
24/25 -12.5 FTE days average lost		3.03 Q1 3.69 Q2



Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
CXDU 02	Promote increased stability of the workforce across the organisation - Improve the Employer value proposition of HBC to Attract and retain talent and become an Employer of choice.

Milestone	Progress Q2	Supporting Commentary
Improve the Employer value proposition of HBC to Attract and retain talent and become an Employer of choice. 24/25 – turnover 13% stability 88%		Turnover: 330 leavers / 2391 employees * 100 = 13.80% Stability: 2132 employees 12m in post / 2389 employees * 100 = 89.24% Stability above target and turnover slightly under target however improvement from Q1 which was 15.29%

Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
CXDU 03	Reduce flexible workforce (agency) spend and deployment across the organisation

Milestone	Progress Q2	Supporting Commentary
24/25 – 11m		Q1 - £3,397,163.09 Total spend Total Agency Worker Usage (number of placements – year to date) - <i>556 placement plus 27 off contract</i> Total Agency Worker Cost (cumulative gross cost – year to date) £7,385,900.17 (both on and off contract) Q2 Q2 - £3,988,737.08


Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
CXDU 04	To increase the number of post filled 1st time To reduce the proportion of vacancies required advertisement

Milestone	Progress Q2	Supporting Commentary
To reduce the proportion of vacancies required advertisement 23/24 – 78% -current 24/25 – 13.5% 25/26 – 12% 26/27 – 10%		Q1 – 14% - significant decrease from Q1 of readvertisements. Q2 – 6%
To increase the number of post filled 1st time 23/24 – 78% -current 24/25 – 80% 25/26 – 83% 26/27 – 88%		Q1 – 90% - increase from Q1, however both over target Q2 – 94%

ICT

Key Objectives / milestones


Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
ICT 01	LD1 Average availability of the Council's M365 Systems 24/7 - 365.

Milestone	Progress Q2	Supporting Commentary
2023 saw the delivery of the initial Microsoft M365 E5 platform – 2024		The delivery of M365 has been a colossal undertaking, delivering a step change in the way the


<p>continues to deliver updates with key technical partners.</p>		<p>authority delivers technology to the end user. This undertaking has also crossed over the Customer Journey Transformation project delivering positive change to the end user experience linked to this change over to the Microsoft cloud. This programmes Phase 1 objective is the full transformation from legacy telephony and contact centre systems to modern, integrated communication and data infrastructure.</p> <p>It includes decommissioning outdated hardware, implementing new cloud-based contact centre solutions, building a secure on-premise and hybrid data Lakehouse, and delivering a business intelligence platform that supports the Halton operational and strategic goals.</p> <p>Successful completion of these works will enhance both internal and external communications, improve data-driven decision-making, and provide a scalable foundation for future growth and a clear foundation for further transformational project deliveries as the technologies become embedded and the environment continues to improve as the technology set and the team's skills grow. With the programme of works underway with the Business Analysis programme started Q2 and the Contact Centre solution procurement and delivery, with the Data Lakehouse project deployment starting also in Q3 the programme is well underway.</p>
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Corporate Priority	
ICT 02	LD2 Security Incidents across each reporting quarter

Milestone	Progress Q2	Supporting Commentary
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<p>The software packages and monitoring solutions will be in place by the 3rd quarter 2024. Work is underway with Emergency planning in terms of communicating the implication of loss and the need for business based resilience plans.</p>		<p>The procurement and delivery of the MDR security management systems are now in place with the security team refining and deploying systems and services in line with the suppliers recommendations. This will be an ongoing set of requirements as the cyber security space evolves and changes to deal with the ever changing threat landscape.</p> <p>The IT security team have linked up with Emergency planning and an event is planned in November to cover the cyber essentials in the case of an all out attack rendering the technology we expect to be available – all off. DR and BCM will be the focus of the event with attendees from all directorates.</p> <p>Corporate Cyber Security Video training is also planned with a package and a system currently being procured and designed.</p>
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Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
ICT 03	LD3 Number of resolved customer contacts – Contact Centre

Milestone	Progress Q2	Supporting Commentary
<p>On a quarterly basis, the delivered process and the number of contacts will be reported with an objective of delivering contact through all digital means, reducing wait times and improving resolution at 1st contact for those services that will allow.</p>		<p>28'603 individual call contacts across Quarter 2, For over 15 years the council has relied upon an on-premise Skype for Business Telephony System supported by a solution that is now struggling linking into the new technology platforms in the cloud both have more than served a purpose. The IT and Customer Service teams have operated and delivered high volume services through these technologies within the bounds of the austerity restrictions.</p>

	<p>Now, due to prolonged underinvestment and technical obsolescence, these systems are now failing and causing significant operational disruption.</p> <p>With a new phase of investment through the transformation programme and the increased IT capital programme, the Customer Journey and IT teams have embarked on a program to replace these outdated systems with the recently chosen contact centre telephony solution, that will be integrated with the Microsoft 365 Teams solution, also the IVR, to be linked to an interactive Ai driven bot to enhance customer service and one that will potentially deployed for internal services.</p> <p>This transition is part of a broader program of technology development linked to the use of business analysis skills aimed at aligning technological solutions with business goals.</p>
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Corporate Priority	Priority 4 - Tackling inequality and helping those who are most in need
ICT 04	LD4 Number of resolved contacts – One Stop Shop’s


Milestone	Progress Q2	Supporting Commentary
The partnerships within the shop’s continue to increase at a pace and a programme of work linked to the Transformation programme owned by the department. This is currently under development to increase the levels of		21’304 individual face to face interactions across Quarter 2 The Customer Journey transformation strategy outlines a comprehensive approach to enhancing the full customer journey using a variety of technologies:

<p>services available and looking to partner with key external agencies.</p>	<p>Personalised web portals, chatbots, mobile technologies, social media integration, and the latest AI and chat technologies.</p> <p>The goal is to seamlessly link the authority's contact centre and shop's with these technologies, improving both face-to-face and digital customer experiences while ensuring accessibility for all, including those with limited access to technology. This strategy will also integrate with existing CRM and Office 365 technologies to improve internal and external client interactions from contact to resolution. Digital poverty remains an issue within Halton as it does in many areas across the North West new ways of interacting with this client base will be part of the customer journey programme but the shops remain and essential aspect of the front door into the council for many.</p> <p>This programme of work will also be linked to a newly agreed partnership with NHS led Halton Health Hubs – discussions have taken place to evaluate the options for a presence within the new Runcorn Old Town hub and also to offer an NHS presence within the HBC locations. The management within this area are discussing options to increase the number of council services within the locations bringing services into the community on a face to face basis. Digital poverty and low digital skills make sure not all interactions can be digital.</p>
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Legal & Democracy

Key Objectives / milestones

Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
LD 01	To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities


Milestone	Progress Q2	Supporting Commentary
Revised Constitution to be approved by Annual Council each May		The revised Constitution was approved by Council in May

Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
LD 02	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively


Milestone	Progress Q2	Supporting Commentary
Inductions to be completed by June following election and offer of MAPs to be monitored on a quarterly basis		<p>All inductions were completed by the end of May and MAP meetings have been offered to all members.</p> <p>No MAPs have taken place in the quarter 1st July – 30th September 2024.</p> <p>Due to the elections in May and July, and subsequent holidays in July and August the Member</p>

		<p>Development Group were unable to meet until Thursday 26th September 2024.</p> <p>At the meeting on the 26th September, the group discussed the MAP Form and agreed that it needed to be updated. The Chair, Cllr Angela Teeling has asked the group to come together for a one item Agenda meeting on Thursday 10th October 2024, to discuss the form and how it can be updated.</p>
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Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
LD 03	Ensure that prosecutions are carried out expeditiously by monitoring average time taken to issue from receipt of full instructions. The target is within 10 working days.

Milestone	Progress Q2	Supporting Commentary
On a quarterly basis, the average processing times will be compared to the target		Target has been met

Corporate Priority	Priorities 1 - 6 Building a Resilient and Reliable Organisation
LD 04	Ensure that care cases are carried out expeditiously by monitoring average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department. The target is within 3 working days


Milestone	Progress Q2	Supporting Commentary
<p>On a quarterly basis, the average processing times will be compared to the target:</p> <p>Adults – 1 issued</p> <p>Children’s – 13 cases issued</p>		<p>For adult work, it’s not care proceedings, it is a welfare application in the court of protection. Once all finalised papers are received the target is to file applications within 5 working days. The target time is longer because</p>



		<p>there are not admin' resources and one full time solicitor in the team.</p> <p>For care cases, once all finalised/approved paperwork is received by the legal team, care cases are issued within 3 working days, shorter if urgent.</p>
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Catering Stadium & Registration Services

Key Objectives / milestones




Corporate Priority	<p>Priority One – Improving Health, Promoting Wellbeing and Supporting Greater Independence.</p> <p>Priority Three – Supporting Children, Young People and Families.</p> <p>Priority Six - Valuing and Appreciating Halton and our Community</p> <p>The DCBL Stadium</p>
ERD 39	Provide affordable space for business, community, cultural and recreational activities to take place.

	Progress Q2	Supporting Commentary
Meeting space occupancy levels %		<p>Following the introduction of a central recharge from April 2024, which allows all council departments to book meeting space in the Executive Boxes at the Stadium for no additional cost, the Stadium has seen an increase in occupancy levels in comparison to the same period the previous year.</p> <p>2024 Q2 has seen meeting space occupancy at 42.3% which shows an increase of 22.3% from the same period in the previous operating year which was 20%.</p> <p>There was an expected drop in usage during Q2 in conference and function bookings in the Stadium's</p>

		<p>suites, which is attributed to the summer break, however, even with the anticipated reduction 2024 Q2 occupancy is at 50.4% compared to 40% occupancy in Q2 2023 representing a 10.4% increase.</p>
Sports hall occupancy levels %		<p>Sports hall occupancy has increased in the Q2 period to 57.69% in comparison to 19.23% in Q2 2023.</p> <p>This increase can be attributed to the Stadium accommodating local dance schools for competitions and showcases, the ambition is to continue to grow this usage and the positive direction.</p> <p>Stadium Management have reviewed fees and charges to ensure they are in line with other Council service areas and are currently in discussion with user groups, in addition Stadium Management are progressing with the development of additional usage packages for this area i.e. children's party packages.</p>
4g pitch occupancy levels %	N / A	<p>Winter occupancy only starts in QTR3.</p>
Customer satisfaction % of 4/5 star reviews.		<p>96% of returns rated the stadium in terms of 'Quality of Venue' between 4 and 5 stars.</p> <p>95% of returns rated the stadium in terms of 'Quality of Catering' between 4 and 5 stars.</p> <p>98% of returns said they would likely or very likely use the stadium again.</p> <p>96% of customers would likely or very likely recommend the stadium to others. (1 star being very poor and 5 stars being excellent)</p>

		Overall, 93% of customers rated the stadium very good or excellent.
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Corporate Priority	Priority Three – Supporting Children, Young People and Families. Priority Four - Tackling Inequality and Helping Those Who Are Most in Need. Registrars
ERD 40	Provide accessible and efficient Registration Service to Halton residents.





Milestone: Quarterly updates on progress and annual performance data statistics to be reported to the relevant PPB	Progress Q2	Supporting Commentary
Births (or declarations) within 5 working days of request		100% achievement. Appointment availability monitored to ensure births registered with required timeframe. Above National Benchmark set by GRO 95%
Deaths (or declarations) within 2 working days of request		99.04% achievement. Appointment availability monitored and adjusted to meet required deadline. Some delays in process due to new Death Certification Reform in Sept 2024.
Waiting times - % of customers seen early, on time or within 10 minutes of their appointment time.		97.38% achieved. Above National Benchmark 90% set by GRO

[Property Services](#)



Key Objectives / milestones


Corporate Priority	Priority One – Improving Health, Promoting Wellbeing and Supporting Greater Independence. Priority Three – Supporting Children, Young People and Families. Priority Five – Working Towards a Greener Future. Property Services
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ERD 11	Rationalise the Council's main office accommodation to deliver revenue savings.
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Milestone	Progress Q2	Supporting Commentary
Exec Board approval to vacate the Municipal Building and progress with associated works – June 24.		Informal discussions held with Exec Board with regards the rationalisation of our office accommodation in September. Lead Member for Major Projects to present recommendations to Labour Group in November with a view to report going to Exec Board for approval thereafter.
Agreement to revised officer to desk ratio – September 24		Revised officer to desk ratio yet to be approved, this will be included in the Accommodation report to Exec Board in due course.
Complete options appraisal for Widnes office to present to members by March 25		RIBA stage 1 feasibility studies completed for 3 options. Report to be presented to Exec Board in due course with regards the recommendations.
Agreed approach to provision of HBC staff accommodation by March 25		RIBA stage 1 feasibility studies completed for 3 options. Report to be presented to Exec Board in due course with regards the recommendations.

Corporate Priority	Priority Five – Working Towards a Greener Future. Property Services
ERD 12	Reduce Carbon Emissions from the Council's Property Portfolio

Milestone	Progress Q2	Supporting Commentary
Deliver the leisure centre by Feb 3 rd , 2025.		Works are progressing well and on programme to be delivered by 3 rd Feb 2025
Commence works on site at St Pat's & St Luke's by December 2024.		Adult Services to report to Exec Board in respect of the future direction of Care homes in due course.

		All refurbishment works inclusive of decarbonisation work on hold until a decision is made by Exec Board. No works will commence on site prior to December 2024
Ensure year on year reduction in carbon emissions from the Council's property portfolio. Baseline at 31 st March 2023 - 6096 tonnes. target 3% after year 1, 5% reduction after year 3.		Carbon emissions from the Council property portfolio for 2023/2024 are 5593 tonnes, a reduction of 8.25% from the previous year.

4.0 Financial Statements

Finance Department

Revenue Budget as at 30 September 2024

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	6,945	3,373	3,343	30	60
Insurances	986	565	322	243	260
Supplies & Services	417	279	366	(87)	(167)
Rent Allowances	35,500	15,651	15,651	0	0
Concessionary Travel	1,748	533	530	3	6
LCR Levy	1,748	0	0	0	0
Bad Debt Provision	77	0	0	0	(145)
Non HRA Rent Rebates	70	27	25	2	3
Discretionary Social Fund	106	53	0	53	106
Discretionary Housing Payments	300	150	101	49	97
Household Support Fund Expenditure	2,625	1,235	1,235	0	0
Total Expenditure	50,522	21,866	21,573	293	220
Income					
Fees & Charges	-335	-155	-159	4	9
Burdens Grant	-60	-66	-78	12	24
Dedicated schools Grant	-144	-10	0	(10)	(19)
Council Tax Liability Order	-581	-439	-493	54	108
Business Rates Admin Grant	-157	0	0	0	0
Schools SLAs	-312	-312	-307	(5)	(5)
LCR Reimbursement	-1,748	0	0	0	0
HB Overpayment Debt Recovery	-400	-200	-184	(16)	(36)
Rent Allowances	-34,700	-13,041	-12,926	(115)	(232)
Non HRA Rent Rebate	-70	-35	-37	2	(3)
Discretionary Housing Payment Grant	-300	-300	-93	(207)	(21)
Housing Benefits Admin Grant	-498	-249	-244	(5)	(9)
Housing Benefits Award Accuracy	0	0	-12	12	12
Universal Credits	-5	-3	0	(3)	(5)
Household Support Fund Grant	-2,625	0	-243	243	0
VEP Grant	0	0	-5	5	5
CCG McMillan Reimbursement	-87	-43	-25	(18)	5
Reimbursements & Grant Income	-151	-76	-329	253	316
Transfer from Reserves	-7	-7	-7	0	0
Total Income	-42,180	-14,936	-15,142	206	149
Net Operational Expenditure	8,342	6,930	6,431	499	369
Recharges					
Premises Support	377	188	188	0	0
Transport Support	0	0	0	0	0
Central Support	2,365	1,183	1,183	0	0
Asset Rental Support	0	0	0	0	0
Recharge Income	-6,053	-3,027	-3,027	0	0
Net Total Recharges	-3,311	-1,656	-1,656	0	0
Net Departmental Expenditure	5,031	5,274	4,775	499	369

Comments on the above figures

Based on the first 6 months of figures it is forecast net spend for the year will be £0.369m less than the approved budget profile for the Finance Department.

Concessionary Travel had previously expected an overspend of £0.127m but due to reduced passenger numbers and an adjusted tariff being applied the forecasted outturn is a £0.006m underspend. Resulting in a favourable shift of £0.133m.

There has been a reduction of Insurance premiums through negotiating better terms/changing providers resulting in a saving of £0.070m with combined liability insurances alone. Public liability claimant damages have significantly reduced from previous years resulting in a total underspend on insurances of £0.260m.




Despite an increase in budget in 2024/25, net rent allowance costs continue to be an area of concern, due to the increased costs of supported accommodation the expenditure budget is higher than the income budget. This should ideally net to zero, however, Housing benefits will only support up to a nominal figure after which, 60% will come from housing benefits and the remaining 40% is up to the Council to support. The overrun figure has reduced from prior years due to the increased support, however it is still forecasted to have a significant impact on the department's overall outturn.

Within supplies and services, there is a £0.167m overspend, £0.56m is due to the business rates team engaging with Inform CPI Ltd (Analyse Local) who specialise in identifying new business rate premises that have not been included within the rating list. Whilst there is no budget for this expenditure, the exercise has generated £0.240m in additional business rates income which should sit against the Collection Fund next year.

Reimbursement & Grant Income has significantly increased due to receiving unbudgeted income of £0.200m from NatWest purchase card rebates and an anticipated increased in procurement card income.

Approved 2024/25 Savings

FINANCE DEPARTMENT

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
F9	Internal Audit	300	Restructure in light of potential retirements over the next two years within the Internal Audit Team.	0	50		No official changes made yet
F13	Discretionary Support Scheme	221	Review the roles, procedures and structure of the team.	25	0		On track
F17	Council Tax	84	Increase the charges applied when a court summons is issued by 30% (£23), to achieve full cost recovery over the three year period.	40	40		On track
Total Finance Department				65	90		

Symbols are used in the following manner:

Progress Symbols

Symbol

Objective

Green



Indicates that the saving is on course to be achieved within the appropriate timeframe.

Amber



Indicates that it is uncertain or too early to say at this stage whether the saving will be achieved but work is ongoing.

Red



Indicates that it is highly likely or certain that the saving will not be achieved within the appropriate timeframe.

Chief Executive's Delivery Unit

Revenue Budget as at 30 September 2024

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	3,304	1,605	1,623	(18)	(35)
Employees Training	99	50	52	(2)	(9)
Apprenticeship Levy	300	136	147	(11)	(21)
Supplies & Services	391	154	124	30	62
Total Expenditure	4,094	1,945	1,946	-1	-3
Income					
Fees & Charges	-223	-122	-118	(4)	(9)
Schools SLA Income	-565	-539	-509	(30)	(56)
Transfer from Reserves	0	0	-5	5	5
Total Income	-788	-661	-632	(29)	(60)
Net Operational Expenditure	3,306	1,284	1,314	(30)	(63)
Recharges					
Premises Support	174	87	87	0	0
Transport	0	0	0	0	0
Central Support	1,209	605	605	0	0
Asset Rental Support	53	0	0	0	0
HBC Support Costs Income	-3,573	-1,787	-1,787	0	0
Net Total Recharges	-2,137	-1,095	-1,095	0	0
Net Departmental Expenditure	1,169	189	219	(30)	(63)

Comments on the above figures

Currently the Chief Executive Delivery Unit Department (CXDU) is projecting an outturn position under the approved budget profile by £0.065m.

The employee overspend is in relation to transitional costs for HR Business Partner posts.

The School SLA Income has reduced as some schools have become academies and are not buying back departmental services.

Capital Programme 2024/25

Scheme Detail	2024/25 Original Allocation £000	2024/25 Revised Allocation £000	Q1 Spend £000	Q2 Spend £000	Q3 Spend £000	Q4 Spend £000	Total Spend £000	Allocation remaining £000
Chief Executives Directorate								
IT Rolling Programme	1,026.9	1,026.9					0.0	1,026.9
Halton Smart Microgrid	11,000.0	11,000.0					0.0	11,000.0
Transformation Programme	3,740.0	3,740.0	435	624			1,059.0	2,681.0
Total Chief Execs	15,766.9	15,766.9	434.7	624.3	0.0	0.0	1,059.0	14,707.9

ICT and Administration Department

Revenue Budget as at 30 September 2024

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
Expenditure					
Employees	5,596	2,746	2,631	115	230
Supplies & Services	921	409	565	(156)	(310)
Capital Finance	100	50	11	39	81
Computer Repairs & Software	1,724	1,547	1,734	(187)	(374)
Communication Costs	13	0	59	(59)	(122)
Premises	159	81	73	8	17
Transport	3	1	0	1	2
Total Expenditure	8,516	4,834	5,073	(239)	(476)
Income					
Fees & Charges	-1,056	-533	-556	23	36
Schools SLA Income	-646	-554	-490	(64)	(130)
Reimbursements & Grant Income	0	9	18	(9)	(18)
Transfer from Reserves	-148	-148	-148	0	0
Total Income	-1,850	-1,226	-1,176	(50)	(112)
Net Operational Expenditure	6,666	3,608	3,897	(289)	(588)
Recharges					
Premises Support	550	275	275	0	0
Transport Support	19	10	10	0	0
Central Support	2,380	1,190	1,190	0	0
Asset Rental Support	1,494	0	0	0	0
Support Costs Income	-8,831	-4,417	-4,417	0	0
Net Total Recharges	-4,388	-2,942	-2,942	0	0
Net Departmental Expenditure	2,278	666	955	(289)	(588)

Comments on the above figures

At the end of the 2024/25 financial year it is forecasted that the ICT and Administration Department net spend will be over the approved budget profile by £0.588m

In previous years, a significant budget pressure for the department has been the administrative staff. Now that the service has been disaggregated the burden is no longer pooled within the department but across the Council.

The main pressures faced by the ICT and Administration Department is now in relation to the IT infrastructure, with the move to Microsoft 365, staff have been able to utilise much more efficient hardware. However, the software utilised by the new hardware is at a premium and will be a continuous pressure the Council will need to react to as prices fluctuate.

With a number of agency staff across the Council, ICT and Administrative Services are recharging licence costs for non HBC staff to their respective departments as the costs are not held within the initial contracts with suppliers such as Microsoft, this should help budget holders more readily see the impact their agency staff are having on the Council's finances as there is not just the direct fees to be considered, there is strain on a number of other services and existing contracts which do come at additional costs.

There has been a substantial increase in postage costs £0.215m as well as communication costs £0.121m

Capital Expenditure

Q2 ICT Rolling Capital programme incurred expenditure of £0.638m in relation to Dell MDR Solution HC managed detection and response

Scheme Detail	2024/25 Original Allocation £000	2024/25 Revised Allocation £000	Q1 Spend £000	Q2 Spend £000	Q3 Spend £000	Q4 Spend £000	Total Spend £000	Allocation remaining £000
Chief Executives Directorate								
IT Rolling Programme	1,026.9	1,026.9	28	668			695.7	331.2
Halton Smart Microgrid	11,000.0	11,000.0					0.0	11,000.0
Transformation Programme	3,740.0	3,740.0					0.0	3,740.0
Total Chief Execs	15,766.9	15,766.9	27.7	668.0	0.0	0.0	695.7	15,071.2

Legal and Democratic Services Department
Revenue Budget as at 30 September 2024

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	1,511	873	864	9	17
Agency Related Expenditure	0	219	527	(308)	(616)
Supplies & Services	385	260	277	(17)	(33)
Civic Catering & Functions	23	9	3	6	12
Legal Expenses	218	19	126	(107)	(259)
Transport Related Expenditure	11	10	6	4	7
Other Expenditure	0	3	3	0	0
Capital Financing	0	0	0	0	0
Total Expenditure	2,148	1,393	1,806	(413)	(872)
Income					
School SLA's	-98	-78	-77	(1)	(20)
Licence Income	-301	-139	-129	(10)	(49)
Government Grant	-42	-42	-42	0	0
Reimbursement & Other Grants	-161	-161	-161	0	0
Fees & Charges Income	-74	-40	-21	(19)	(35)
Transfer from Reserves	-27	-27	-27	0	0
Total Income	-703	-487	-457	(30)	(104)
Net Operational Expenditure	1,445	906	1,349	(443)	(976)
Recharges					
Premises Support	53	26	26	0	0
Transport Support	0	0	0	0	0
Central Support	275	139	139	0	0
Asset Rental Support	0	0	0	0	0
Support Costs Income	-2,391	-1,195	-1,195	0	0
Net Total Recharges	-2,063	-1,030	-1,030	0	0
Net Departmental Expenditure	-618	-124	319	(443)	(976)

Comments on the above figures

As at the end of September 2024 the department is reporting a net overspend against budget. It is currently forecast that net spend for the department will be over the approved budget by approximately £0.976m at the end of the financial year.


Employee costs for the year are expected to marginally be below the approved budget (including staff payments for recent elections). This is a result of the number of vacancies that exist within the department but due to the demand on the service, agency staff are required to maintain the service. The main area of concern for the department is the volume of agency costs resulting from hard to fill vacant posts. It is expected these costs will be in the region of £0.616m at the end of the financial year.

Within the forecast £0.259m overspend against budget of legal expenses, there is an estimated £0.490m costs relating to the contracting of barristers, most of which again, are due to the limited number of staff available to clear an increasing caseload. The impact of the transformation and recovery work in Children Services, as well as alternatives to agency staff such as attractive market supplements in recruitment for current locums to apply for the Solicitor posts, should help drive down the overspend in the department

Approved 2024/25 Savings

Please see Appendix A for details of progress towards achieving budget efficiency savings agreed by Council in February 2023.

LEGAL AND DEMOCRATIC SERVICES DEPARTMENT

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
L4	Marketing, Design and Communications	45	Review the frequency of production of Inside Halton, as part of the wider consideration of the Council's communications strategy required for the Transformation Programme	15			Budget adjusted inline with the savings in the ICT department
Total Legal Services Department				15	0		

Environment & Regeneration

ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

Revenue Operational Budget at 30 September 24

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	4,805	2,549	2,390	159	329
Agency - covering vacancies	0	0	154	(154)	(320)
Agency - in addition to establishment	0		0	0	0
Repairs & Maintenance	1,706	917	967	(50)	(99)
Premises	136	119	119	0	0
Energy & Water Costs	1,247	471	417	54	107
NNDR	690	670	660	10	10
Rents	173	92	89	3	7
Economic Regeneration Activities	21	0	0	0	0
Security	544	251	278	(27)	(55)
Supplies & Services	555	194	186	8	17
Supplies & Services - Grant	1,931	367	367	0	0
Grants to Voluntary Organisations	59	59	59	0	0
Capital Finance	0	0	0	0	0
Transfer to Reserves	185	185	185	0	0
Total Expenditure	12,052	5,874	5,871	3	(4)
Income					
Fees & Charges Income	-833	-396	-427	31	63
Rent - Commercial Properties	-872	-233	-223	(10)	(20)
Rent - Investment Properties	-38	-19	-19	0	0
Government Grant	-2,311	-1,041	-1,041	0	0
Reimbursements & Other Grant Income	-148	-76	-73	(3)	(6)
Schools SLA Income	-227	-201	-197	(4)	(8)
Recharges to Capital	-295	-198	-201	3	5
Transfer from Reserves	-1,120	-1,120	-1,120	0	0
Total Income	-5,844	-3,284	-3,301	17	34
Net Operational Expenditure	6,208	2,590	2,570	20	30
Recharges					
Premises Support	2,074	1,037	1,037	0	0
Transport	30	14	14	0	0
Central Support	1,947	973	973	0	0
Asset Rental Support	4	0	0	0	0
HBC Support Costs Income	-7,927	-3,963	-3,963	0	0
Net Total Recharges	-3,872	-1,939	-1,939	0	0
Net Departmental Expenditure	2,336	651	631	20	30

Comments on the above figures

Finance communicates with the department on a regular basis to manage and analyse spending, identifying potential savings that could support current and future priorities. In an era of constrained budgets, achieving these goals is essential. The above report indicates that the department net spend will be under budget by £0.030m at year-end, compared to the month 4 projection of £0.025m under budget.

Supporting Information

The department consists of 139fte, of which 69fte are externally funded, with a staff turnover savings target of £0.126m. The employee figures in this report incorporate the projected pay award for 24/25.

Through diligent account monitoring and the success of utilising grant and external funding to alleviate pressure on the core budget is evident in employee expenses. Specific projects have been identified, and staff time has been allocated accordingly. Ensuring at all times that the Council is compliant with the grant conditions. This approach will continue throughout the year.

To fulfil statutory and contractual obligations and support the borough's regeneration, maintaining a complete staff establishment is essential. However, the challenge of filling surveyor and project manager roles, even with a market supplement, has resulted in a lack of suitable candidates. Consequently, the engagement of agency personnel has been necessary, anticipated to cost £0.320m this financial year. Without these personnel, the borough's regeneration efforts would be hindered, potentially leading to a loss of business rates and council tax. Where possible, these costs are reimbursed through capital and external funding grants.

The recruitment of agency staff has increased commercial rental income by enabling the completion of pending rent reviews. All units at The Hive are now tenanted, although a rent-free period was provided to secure lease completions, resulting in a £0.019m shortfall.

A reconciliation of service charges at Rutland House and the relocation of Connect to Halton to the Municipal Building have increased the fees and charges income. As a result, the department is forecasting an overachievement against the income target of £0.063m by year-end.

Managers have asked to identify and implement measures to reduce unnecessary spending, whilst also ensuring the needs of the service are met leading to the department's projecting a positive variance amounting to £0.017m within supplies and services.

A recent exercise was conducted to determine the costs associated with empty properties within the Borough. Consequently a new cost centre was established to monitor these expenses. In addition to the loss of rental income whilst the properties remain vacant, the Council also incurs costs for utilities, repairs, and maintenance. As of the end of September, the total cost related to these properties amounts to £0.182m. To reduce the expense, action needs to be taken to accelerate the leasing or explore temporary uses for properties, such as short-term rentals or community projects, which will generate some income and reduce costs.

The Department highlighted the necessity of expert advice to advance regeneration projects. Additionally, the change in Government highlighted the need for an up-to-date Housing Strategy for the Borough. Following a meeting with the Director of Economy, Enterprise, and Property, it was decided to use the Department's reserves to cover these one-off costs. Seeking external advice will assist with future grant funding requests from the LCR and Government, and enable the department to fulfil its obligations regarding the borough's regeneration strategy.

Although the Council has seen a significant increase in energy costs over the last few years, it is anticipated that costs this financial year will be £0.185m lower than in 2023/24, representing a decrease of over 14%. The department is forecasting that it will be £0.107m under budget by year-end.

Since contract prices are fixed until March 2025, projections are based on 2023/24 usage, using the unit price quoted by the supplier. However, if usage increases as more staff return to the office, these prices may rise. Due to a delay in securing a new security contract, the current provider has been granted a one-year extension. Based on spending over the last six months, spend is projected to exceed budget by £0.055m by the end of the year.

The Repairs and Maintenance program is under continuous review to ensure it stays within budget. This financial year is particularly challenging because the 2024/25 budget did not include an inflation adjustment and was further reduced by 10%. An exercise was conducted with the service to distinguish between capital and revenue expenditures, and the budgets have been adjusted accordingly. Despite these adjustments, revenue expenditure is projected to exceed the budget by £0.098m by the end of the year.

Similar to previous years, the school cleaning service's level agreement (SLA) is not meeting its financial targets due to the employment of agency for covering absences and leave, as well as the anticipated pay award. A reassessment of the SLA charges is in progress in preparation for the forthcoming budget year. Additionally, the demand for the service is declining as more schools transition to academy status

Approved 2024/25 Savings

Please see Appendix A for details of progress towards achieving budget efficiency savings agreed by Council in February 2023.

APPENDIX A

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
EEP4	Cleaning Services – Council Buildings	580	Review cleaning arrangements, with a focus on only emptying bins and cleaning toilets daily.	100	0	U	A review of the cleaning service is underway with some positions removed from the structure. The full savings will not be achieved until the accommodation review is complete.
EEP2	Caretaking & Security Services	641	A review and restructuring of caretaking arrangements.	52	0	U	The restructure can now take place following the retirement of a member of staff. The full saving will not be made until financial year 25/26
Total Economy, Enterprise & Property Department				152	0		

Catering Stadium & Registration Services

COMMUNITY & GREENSPACE

Revenue Budget as at 30 September 2024

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
Expenditure					
Employees	17,358	8,358	7,845	513	1,024
Agency - covering vacancies	0	0	124	(124)	(249)
Agency - in addition to establishment	0	0	134	(134)	(268)
Premises	3,521	1,609	1,644	(35)	(60)
Supplies & Services	2,108	987	1,032	(45)	(90)
Hired & Contracted Services	510	418	418	0	0
Book Fund	128	80	80	0	0
Food Provision	388	213	195	18	37
School Meals Food	1,960	693	716	(23)	(45)
Transport	117	14	18	(4)	(9)
Other Agency Costs	441	247	247	0	0
Other Expenditure	0	0	58	(58)	(60)
Waste Disposal Contracts	7,002	1,598	1,470	128	255
Grants to Voluntary Organisations	64	32	18	14	29
Grant to Norton Priory	172	87	87	0	0
Transfers to Reserves	0	0	0	0	0
Total Expenditure	33,769	14,336	14,086	250	564
Income					
Sales Income	-1,373	-755	-734	(21)	(44)
Fees & Charges Income	-5,470	-3,091	-3,129	38	83
Rental Income	-235	-108	-123	15	30
Markets Income	-910	-462	-437	(25)	(50)
Government Grant Income	-1,165	-1,165	-1,165	0	0
Reimbursements & Other Grant Income	-703	-323	-323	0	0
School SLA Income	-1,313	-404	-404	0	0
School Meals Income	-3,598	-1,383	-1,283	(100)	(200)
Internal Fees Income	-286	-29	-59	30	60
Capital Salaries	-173	-43	-33	(10)	(20)
Transfers from Reserves	-15	-15	-15	0	0
Total Income	-15,241	-7,778	-7,705	(73)	(141)
Net Operational Expenditure	18,528	6,558	6,381	177	423
Recharges					
Premises Support	1,675	837	837	0	0
Transport	2,257	1,097	1,111	(14)	(28)
Central Support	3,897	1,949	1,949	0	0
Asset Rental Support	199	0	0	0	0
HBC Support Costs Income	-1,148	-574	-574	0	0
Net Total Recharges	6,880	3,309	3,323	(14)	(28)
Net Departmental Expenditure	25,408	9,867	9,704	163	395

Comments on the above figures

The net Departmental Expenditure is estimated to be £0.395m under the approved budget at the end of the 2024/25 financial year.

The largest contributor to the underspend is in relation to spend on Employees, this is currently forecast to be £1.024m under the approved budget profile by the end of the financial year. There are several restructures taking place across the Department, in order to facilitate these, a number of vacancies arising are being held vacant for the current financial year until the new structure is implemented, the most notable being the new structure being realised when the Halton Leisure Centre is opened.

Agency spend is currently sitting at £0.258m for the first half of the 2024/25 financial year. As the Department offers a number of front-line services, including waste collections, in order to continue operations in the event of staff sickness, there is a reliance on agency to reduce the impact on residents within the borough.

Spend on premises costs is forecast to be £0.060m over budget in 2024/25, the new leisure centre is now expected to hand over within this financial year and will begin to incur costs within 24/25. The original plans were for the leisure centre to utilise the solar farm however the extension required to provide energy to the leisure centre has only recently been submitted for planning, so there is a potential budget pressure next year as the energy will have to be supplied from elsewhere until the solar farm extension is functioning.

Supplies and services is forecast to show an overspend against budget of £0.090m, primarily caused by inflationary cost increases of key goods and services over recent years, if the Council were to contain these costs within the budget profile there would be a reduction in the service provided.

School Meals food costs have been severely impacted by the high rate of inflation on food, due to the winding up of the service, the department is likely to see an underspend in regards to its expenditure, however this will be net against a reduction in income.

Waste Disposal Contract costs are forecasted to be £0.255m under the approved budget during 2024/25. Costs are likely to increase slightly from 2023/24, although as invoices are not received until later in the financial year it is difficult to fully indicate what the outturn position will be at this stage. It is also complicated due to reconciliation adjustments for prior year costs being received several months into subsequent financial years. There is scope to further drive down these costs with an increased push to recycle more, when sorted at source the processing costs are reduced.

Income across the Department is expected to be below the approved budget profile within 2024/25 by £0.141m, these are offset against reductions in forecasted expenditure for the year in particular the staffing costs, as the staff are not in place to generate the income, however the full impact of changes of this nature will be realised following the cessation of the School Meals service as this budget pressure absorbs any underspend generated. In comparison to month 4, there is increased confidence in achieving several income targets, thereby reducing the shortfall across the department.

Budget Savings




COMMUNITY AND GREENSPACES DEPARTMENT

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
COMM3	Sport & Recreation	471	Restructuring the roles and responsibilities of the Sports Development Team	36	0		<input checked="" type="checkbox"/> Restructure is currently underway
COMM5	Stadium & Catering Services – School Meals	12	Cease to deliver the school meals service, which has made significant losses of over £200,000 for a number of years and is forecast to make a similar loss by year-end. Work would be undertaken with schools over the next two years to support them to secure an alternative means of delivery, whether in-house or via an external provider.	0	12		<input checked="" type="checkbox"/> The cessation of the service is underway with the majority of schools ending their contracts by the end of the calendar year.
Total Community & Environment Department				36	12		




5.0 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 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	N / A
	Indicates that the measure cannot be compared to the same period last year.