

# QUARTERLY MONITORING REPORT

**DIRECTORATE:** Health & Community  
**SERVICE:** Health & Partnerships  
**PERIOD:** Quarter 3 to period end 31st December 2008

## 1.0 INTRODUCTION

This quarterly monitoring report covers the Health & Partnerships Department third quarter period up to 31 December 2008. It describes key developments and progress against key objectives and performance indicators for the service.

The way in which traffic light symbols have been used to reflect progress to date is explained in Appendix 5

***It should be noted that this report is presented to a number of Policy and Performance Boards. Those objectives and indicators that are not directly relevant to this Board have been shaded grey.***

## 2.0 KEY DEVELOPMENTS

### **Consumer Protection**

The contract with Warrington Borough Council, for the provision of a comprehensive Trading Standards Service for Halton, commenced on 1 December 2008.

The Registration Service has been approved by the Office of the Immigration Services Commissioner to provide initial immigration advice to those accessing the Nationality Checking Service in order to ascertain that their application for citizenship was properly completed.

Work is ongoing on the provision of civil funeral ceremonies by Bereavement and Registration Officers.

Following work with the Federation of Burial and Cremation Authorities more comprehensive cremation documents have been distributed to all local funeral directors, GP surgeries and hospitals.

### **Business Support**

Work with Corporate ICT on the scoping of projects on electronic care monitoring, use of digital pens, mobile working, single assessment process and electronic document storage is continuing. We are awaiting the delivery of the 3 and 5 year ICT Strategy from Corporate ICT.

The new hardware contract that Corporate ICT have negotiated in conjunction with the implementation of Carefirst 6 may offer the Directorate real opportunities to increase mobile working solutions and avoid data duplication.

### **Commissioning**

HBC & HStHPCT are in the process of securing eternal support to develop a framework to take forward the delivery of the Section 75 Partnership agreement for the commissioning of health and social care services.

### **Quality Assurance and Supporting People**

Following the successful completion of a tender process new contracts have been awarded for the provision of Domiciliary Care across Halton. The new contracts are due to commence in April 2009.

### **Service Planning & Training**

Following ratification by Executive Board in February 2008, the Carers Centre based at 62 Church Street Runcorn transferred to the charitable trust, Halton Carers Centre and the Centre run from the Age Concern offices in Widnes closed.

The Joint Strategic Needs Assessment (Health & Wellbeing) was completed and the consultation process with members and officers began

The management of the Joint Training Partnership (Learning Disabilities) transferred from Halton & St Helens PCT to Health & Community's Training Section.

### **Housing Strategy and Homelessness**

The Housing strategy 2008-2011 was endorsed at Executive Board on 18<sup>th</sup> December 2008. Performance against delivery of the action plan will be reported to the Housing partnership Board and Urban Renewal PPB.

## **3.0 EMERGING ISSUES**

### **Consumer Protection**

The re-introduction of the web-based system for birth and death registration is scheduled to be taken forward at the end of March 2009

### **Business Support**

Health & Partnerships are working with operational teams, Corporate ICT and the Contact Centre to scope the introduction of a single point of access enablement service that is able to meet short term needs quickly to aid reablement and reduce longer term needs and associated costs. It is anticipated that this will develop into a multi agency service that meets needs holistically. A report will be submitted to the Directorate's Senior Management Team in due course.

### **Quality Assurance and Supporting People**

Work is due to commence on a feasibility study for the development of a single point of access or 'Gateway' service for supported housing. 'Gateway' services provide a single access point for vulnerable people in need of housing and housing related support. The service will assess and prioritise clients in relation to level of need and vulnerability and will work with providers to develop pathways into housing related support services and to develop a 'move on' pathway into general needs housing.

### **Service Planning & Training**

Valuing People Now, which sets out the Governments strategy for people with learning disabilities for the next 3 years, is due for publication in January 2009 and will have a significant impact on the way services are delivered.

Cutting the cake Fairly: CSCI review of eligibility criteria for social care was published in October 2008 and work has already begun on assessing the implications, particularly focusing on the implications on the delivery of preventative and personalised services.

### **Housing Strategy and Homelessness**

As part of the Regional spatial strategy partial review 4NW embarked on consultation relating to traveller pitch allocating for the region.

A new regional housing strategy has been produced which will guide investment decisions for the region.

NW Development agency and 4nw have launched a principles and issues paper for the forth-coming single regional strategy. The consultation period ends 30<sup>th</sup> April 2009.

## **4.0 PROGRESS AGAINST MILESTONES/OBJECTIVES**

<b>Total</b>	<b>19</b>		<b>12</b>		<b>7</b>		<b>0</b>
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Key service plan milestones are being reported this quarter, of which there are 8. Non-key milestones are routinely reported in quarters 2 and 4, however 3 non-key milestones are being reported this quarter as they have been assigned amber ratings. These are designated by the use of *italic* text in the description. In summary, of the 19 milestones for the service, 12 are on track and seven have been assigned amber lights. For further details, please refer to Appendix 1.

## 5.0 SERVICE REVIEW

### **Consumer Protection**

The Registration Service is currently surveying all customers who have applied for certificates by post to obtain feedback on the provision of this service.

## 6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

<b>Total</b>	<b>7</b>		<b>2</b>		<b>0</b>		<b>1</b>
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Of the 7 key indicators for the service, three have a report of progress against target. A further three indicators cannot currently be reported as data is not available (NI 127, 182, 183). These are new National Indicators for which data protocols are not yet established. One indicator, NI 130, is being reported, however a traffic light is not assigned as a baseline is being calculated this year. For further information and commentary, please refer to Appendix 2.

## 6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

<b>Total</b>	<b>23</b>		<b>12</b>		<b>0</b>		<b>0</b>
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'Other' indicators are routinely reported at quarter 2 and 4, however 3 indicators are being reported by exception this quarter. These are indicators that were deferred from quarter 2 because the data was not available then. One of these is a place survey indicator, for which a traffic light has not been assigned.

In summary, of the 23 other indicators for the service, twelve are on track. A further ten indicators, which are new National Indicators, cannot currently be reported as data is not yet available. For further information and commentary, please refer to Appendix 3.

## 7.0 PROGRESS AGAINST LPSA TARGETS

There are no LPSA targets for this service

## **8.0 RISK CONTROL MEASURES**

During the production of the 2008-09 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

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

## **9.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS**

During 2007/08 the service was required to undertake an Equality Impact Assessment. Progress against actions identified through that assessment, with associated High priority are to be reported in the quarterly monitoring report in quarters 2 and 4.

## **10.0 DATA QUALITY**

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

## **11.0 APPENDICES**

Appendix 1- Progress against Key Objectives/ Milestones  
Appendix 2- Progress against Key Performance Indicators  
Appendix 3- Progress against Other Performance Indicators  
Appendix 4- Financial Statement  
Appendix 5- Explanation of traffic light symbols

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
HP 1	Ensure that high level strategies are in place, and working to deliver service improvements, and support frontline services to deliver improved outcomes to the residents of Halton	Review and update the Joint Strategic Needs Assessment (JSNA) to ensure that the outcomes, with identified priorities are incorporated into the LAA May 2008		Draft JSNA complete. Presented for comment at SMT and circulated internally for consultation, presented to all HBC Policy and performance Boards in January. Period of public consultation to commence in Feb 09.
HP 2	Work with operational managers to make best use of the workforce and IT resources, to improve service delivery and assist services to continuously improve within a robust performance management framework	<i>Review the Directorate IT strategy and business processes in conjunction with Corporate IT to ensure that systems available are accessible and deliver a quick and responsive service to those that need them Jun 2008.</i>		The Business process reviews of operational teams are ongoing and are being delivered by Corporate ICT.
		<i>Develop and implement an electronic solution to the Single Assessment Process (SAP) to ensure that data currently written in assessments can be effectively loaded into Carefirst, Health and other agency services information systems Jun 2008.</i>		<p>The Directorate intends to purchase a copyright license from Sheffield University so that it can implement an electronic version of Easy Care SAP using Careassess forms overlaying Carefirst 6.</p> <p>Health partners have been invited to discuss how they will utilise this system with us.</p> <p>Electronic SAP cannot be delivered until Carefirst 6 is operational.</p>

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Health & Partnerships**

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		<i>Review complaints procedures in light of national guidance to ensure a more consistent and holistic approach, leading to lessons learned being shared will colleagues across the sector Nov 2008.</i>		The new national complaints guidance has yet to be published and therefore we are not planning to amend our policy or procedure yet
HP 3	To deliver high quality Bereavement, Consumer and Registration Services, that are fit-for-purpose and meet the needs, dignity and safety requirements of the Halton community	Develop a project plan to deliver longer-term cemetery provision, based on member decision, and commence delivery in accordance with project plan timeframes, to ensure the continued availability of new grave space to meet the needs of the Community in 2015 and beyond Jun 2008.		Whilst the June milestone has not been met, a cost benefit analysis of the various options has been completed. Members are scheduled to consider the various options resulting in decisions being made and the development of the project plan prior to financial year-end.
		Produce an initial Consumer Protection Strategic Assessment, in line with the National Intelligence Model, to support intelligence-led Trading Standards service delivery during 2009/10 Dec2008		Completed. This assessment will now inform the service delivery of the new Warrington and Halton Trading Standards service during 2009 / 2010.

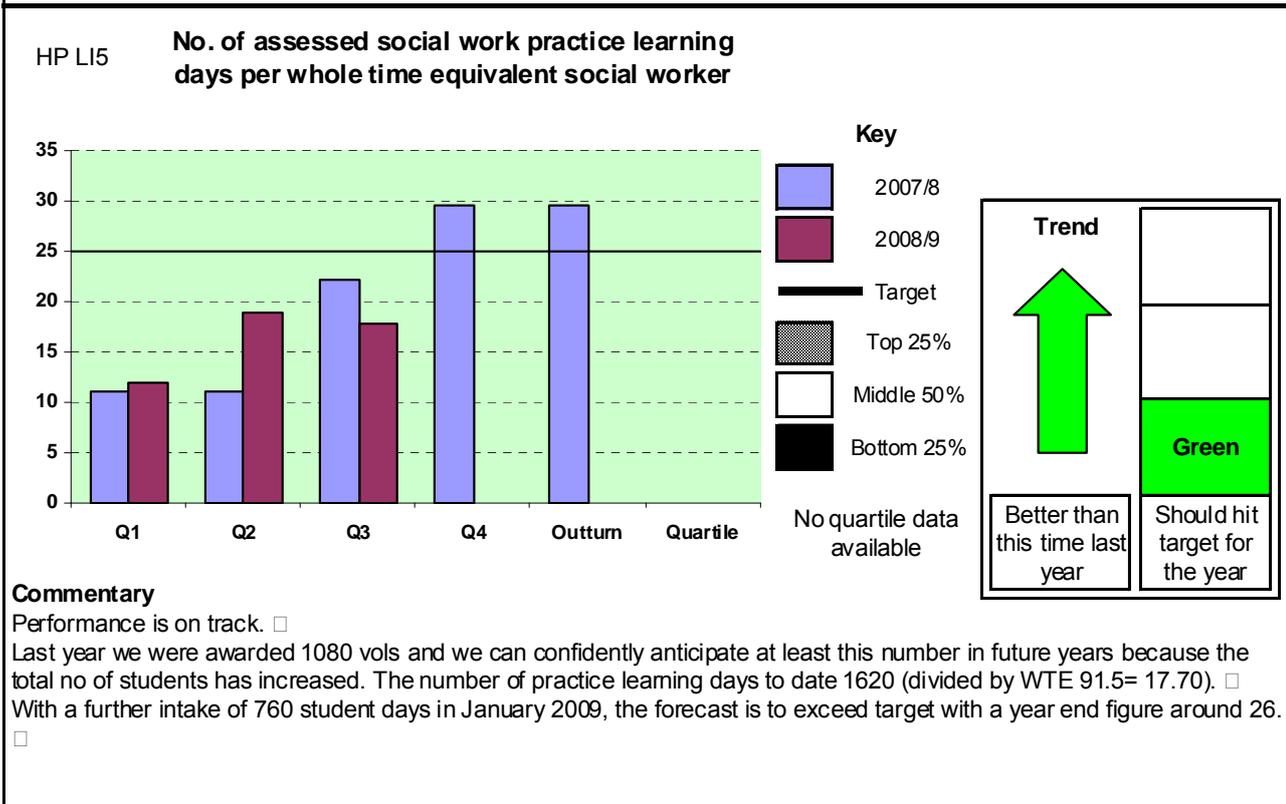
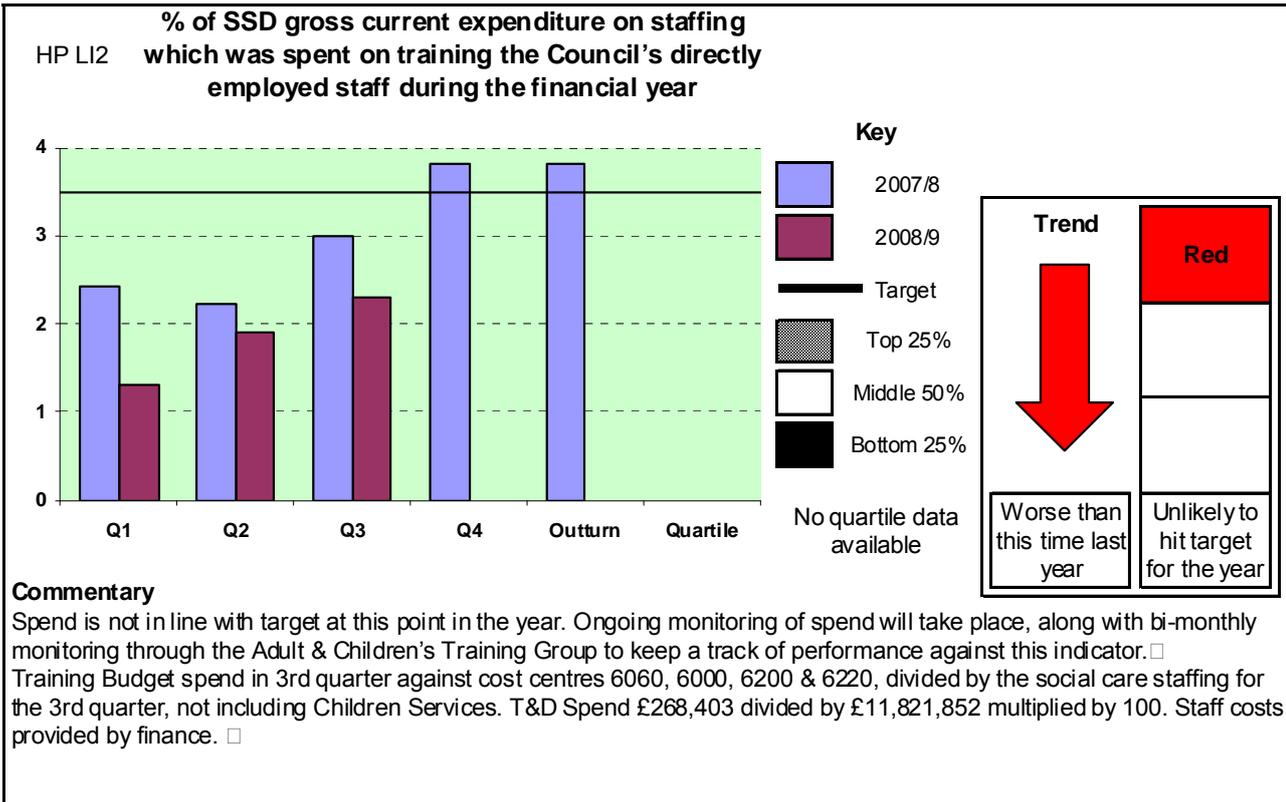
**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Health & Partnerships**

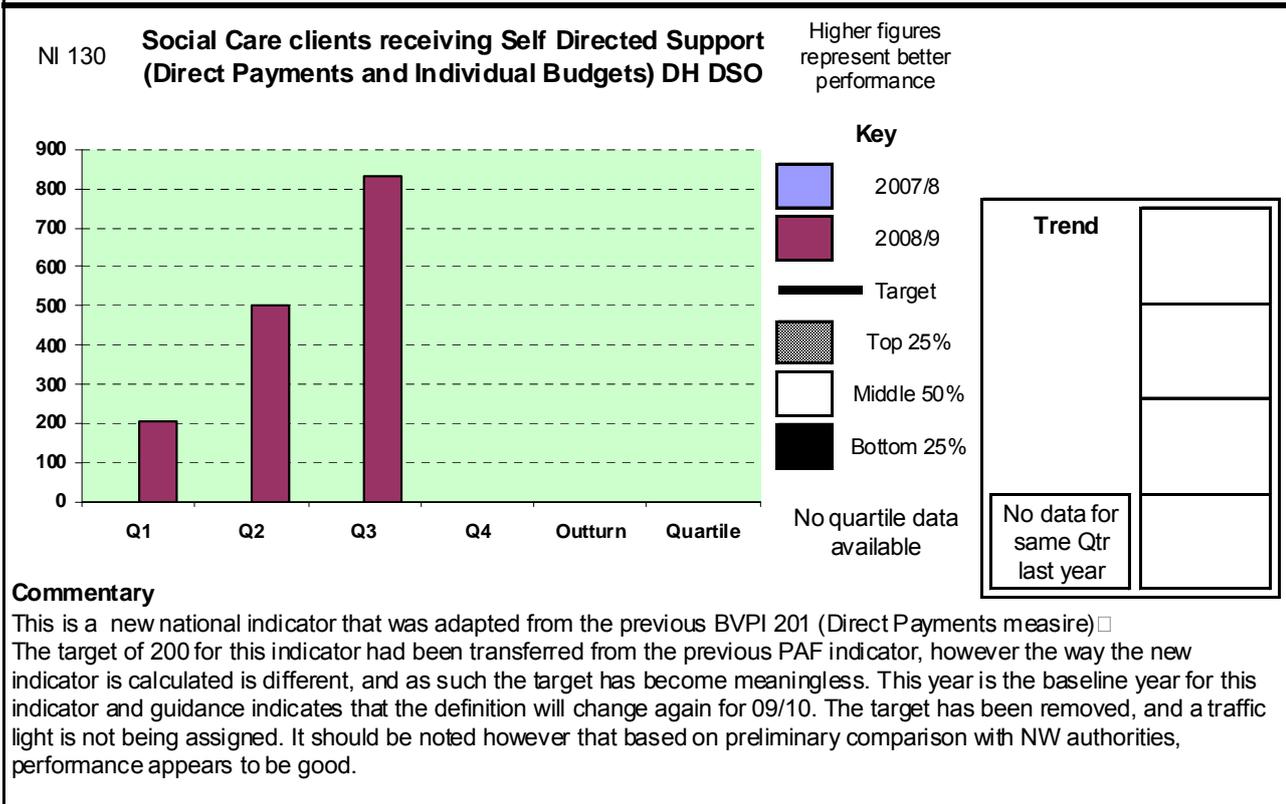
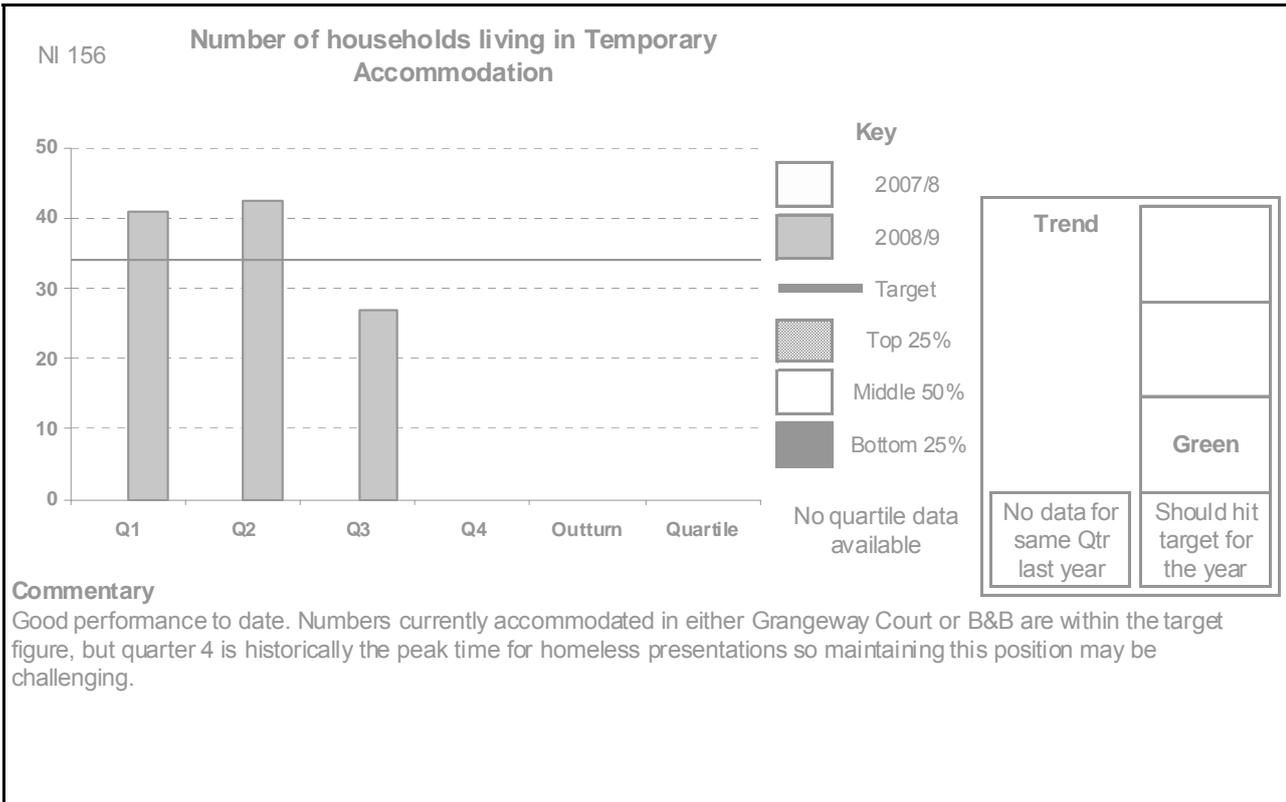
Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		Benchmark performance against national standards with relevant benchmarking group to inform improvement plan aimed at supporting continual service improvement Sep 2008.		The Service has benchmarked its performance against the national standards in the GRO/LACORS Good Practice Guide with other "new governance" services. It is hoped that a North West benchmarking exercise can be completed in quarter 4
HP 4	Ensure that effective financial strategies and services are in place to enable the Directorate to procure and deliver high quality value for money services that meet people's needs.	Commence procurement for new residential care contracts, to enhance service delivery and cost effectiveness, with a view to new contracts being in place April 2008.		Negotiations are due to start from in February 2009 with the Residential Care Providers. The draft Residential Care Strategy is on target to be completed by April 09 however there are delays in the Financial Modelling of this project.
		Commence procurement for new domiciliary care contracts, to enhance service delivery and cost effectiveness, with a view to new contracts being in place April 2008.		The Domiciliary Care contracts are on target to commence in April 09. The tender process has been completed and all the Providers have been informed. Progress is reported on an ongoing basis to service users, operational teams and stakeholders.
		<i>Project team to be established to ensure implementation of the recommendations of the commissioning framework Mar 2009.</i>		PID agreed with Health to deliver the section 75 agreement. PCT in process of appointing consultants to lead project.

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES**  
**Health & Partnerships**

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		Review the usage of Direct Payments against performance target strategy to ensure that targets on uptake are being met March 2009		Usage of Direct Payments has been reviewed and slippage has been identified against the 08/09 target. Need to align Direct Payments to Individualised Budgets and the Personalisation agenda.

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Health & Partnerships**





## **Key Performance Indicators not being reported this quarter;**

### **NI 127, Self reported experience of Social Care Users**

This indicator cannot be reported on in quarter 1 as it is based on a survey which does not take place until Quarter 4.

### **NI 182, Satisfaction of Businesses with Local Authority Regulation Services**

This is a new indicator that forms part of the new National Indicator data set and systems are not currently in place to calculate the out-turn percentage. However, the indicator is based on survey data and in Quarter 1, 40% of Consumer Protection respondees gave the highest rating whilst 60 % gave the second highest rating in answer to the two relevant questions. The single, year-end return will also include the performance of the Environmental Health and Licensing functions of the Council.

### **NI 183, Impact of LA Regulatory Services on the Fair Trading Environment**

This is a new indicator that forms part of the new National Indicator data set. It is a year-end return based on four factors, two of which are to be provided to local authorities by central government at year-end. Hence it is not possible to provide quarterly performance information.

Ref.	Description	Actual 2007/08	Target 2008/09	Quarter 3	Progress	Commentary
<b>Cost &amp; Efficiency</b>						
HP LI1	% of SSD directly employed posts vacant on 30 September	-	9	8.23		<p>A report was not available on this indicator in Q2.</p> <p>Number of vacant posts = 51, number of staff posts = 620 taken from SSDS001</p> <p>The above % figure relates to vacancies as at 30<sup>th</sup> September 2008 within Adult Services, Health &amp; Partnership (excluding housing strategy and consumer protection and Culture &amp; leisure) and Older People's Services.</p>
<b>Service Delivery</b>						
NI 119	Self-reported measure of people's overall health and wellbeing DH DSO	-	-	73.7	Refer to comment	<p>This is a new Place Survey indicator, for which data has just been released.</p> <p>Given the nature of this indicator, no target was set and until comparative data becomes available, it is difficult to place this performance figure in context.</p> <p>A further report will be made when the performance can be placed in context.</p>

**APPENDIX THREE - PROGRESS AGAINST OTHER INDICATORS  
Health & Partnerships**

Ref.	Description	Actual 2007/08	Target 2008/09	Quarter 3	Progress	Commentary
HP LI13	% of SSD directly employed staff that left during the year.	7.69	8	5		<p>A report was not available on this indicator in Q2.</p> <p>Commentary:- actual leavers = 31, number of staff posts = 620 taken from SSDS001</p> <p>Figures from Trent on actual leavers for Health &amp; Community from April – December 2008 exclude Culture &amp; Leisure, Housing Strategy and Consumer Protection.</p> <p>SSDS001 figure is number of posts, excluding the service areas above.</p>

**APPENDIX THREE - PROGRESS AGAINST OTHER INDICATORS**  
**Health & Partnerships**

## HEALTH & COMMUNITY - HEALTH AND PARTNERSHIP

### Revenue Budget as at 31st December 2008

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Employees	3,752	2,602	2,575	27	2,668
Premises Support	244	0	0	0	0
Other Premises	46	22	23	(1)	26
Supplies & Services	653	342	386	(44)	416
Training	147	12	24	(12)	31
Transport	15	12	15	(3)	15
Departmental Support Services	169	0	0	0	0
Central Support Services	630	0	0	0	0
Agency Related	248	151	168	(17)	195
Supporting People Payments to Providers	7,603	4,391	4,388	3	4,388
Asset Charges	1,203	0	0	0	0
Total Expenditure	<b>14,710</b>	<b>7,532</b>	<b>7,579</b>	<b>(47)</b>	<b>7,739</b>
<b>Income</b>					
Sales	-13	-10	-10	0	-10
Receivership	-32	-24	-51	27	-51
Rents	-65	-63	-152	89	-152
Supporting People Main Grant	-7,799	-5,847	-5,836	(11)	-5,836
Disabled Facilities Grant	-40	-40	-56	16	-56
Departmental Support Services	-3,730	0	0	0	0
Other Grants	-614	-513	-512	(1)	-512
Re-imbursments	-160	-160	-163	3	-163
Other Income	-84	-58	-58	0	-58
Total Income	<b>-12537</b>	<b>-6,715</b>	<b>-6,838</b>	<b>123</b>	<b>-6,838</b>
Net Expenditure	<b>2,173</b>	<b>817</b>	<b>741</b>	<b>76</b>	<b>901</b>

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

In overall terms the revenue spending at the end of Quarter 3 is £76k below budget profile, due in the main to expenditure on staff costs to date being less than expected and the overachievement of income being considerably more than anticipated at budget setting time.

Employee costs are lower than expected at the end of Quarter 3 due to a several vacancies within the department, however these posts have now been appointed to and this underspend is expected to reduce during the remaining 3 months of this financial year.

Receivership income continues to overachieve against budget profile as anticipated in Quarter 2. This is as a result of service users changing from appointee to receivership status in line with the Mental Health Act. The additional income will be used to fund a post in order to meet current demand and facilitate the transfer of appointee service users from HSHN to the Appointee & Receivership section.

Rents received to date, also continue to overachieve against budget and will continue to do so for the remainder of this financial year.

Other income includes £58k received from the PCT to be spent on training for Council, PCT and external provider staff, all members of the Joint Training Partnership which HBC now manages.

### **Health & Partnerships**

#### **Capital Projects as at 31st December 2008**

	2008/9 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
<b><u>Private Sector Housing</u></b>				
Housing Grants/Loans	284	213	205	79
Disabled Facilities Grants	1,122	800	344	778
Travellers' Transit Site	668	501	584	84
Home Link	10	7	0	10
Energy Promotion	100	70	33	67
Riverview	55	41	38	17
Adaptations Initiative	92	60	18	74
<b>Total Expenditure</b>	<b>2,331</b>	<b>1,692</b>	<b>1,222</b>	<b>1,109</b>

## HEALTH & COMMUNITY – LOCAL STRATEGIC PARTNERSHIP BUDGET

Budget as at 31st December 2008

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (Overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b>Priority 1 Healthy Halton</b>					
Diet & Exercise Programme	22	16	0	16	0
Vulnerable Adults Task Force	200	150	156	(6)	156
Vol. Sector Counselling Proj.	40	30	16	14	16
Info. Outreach Services	34	26	17	9	17
Reach for the Stars	35	26	0	26	0
Health & Comm Care & Vol Sector Carers' Forum	40	30	23	7	23
Healthy Living Programme	20	15	0	15	0
Advocacy	44	33	49	(16)	49
Capacity Building	25	19	0	19	0
Dignity	25	19	0	19	0
Falls Monitor	27	20	0	20	0
Mens Health Exp	60	45	0	45	0
Mens Health over 75	40	30	0	30	0
Malnutrition	20	15	0	15	0
Relationship Centre	20	15	0	15	0
<b>Priority 2 Urban Renewal</b>					
Landlord Accreditation Programme	30	22	29	(7)	29
<b>Priority 4 Employment Learning &amp; Skills</b>					
Voluntary Sector Sustainability	7	5	0	5	0
<b>Priority 5 Safer Halton</b>					
Good Neighbour Pilot	10	7	2	5	2
Grassroots Development	9	7	5	2	5
<b>Total Expenditure</b>	<b>708</b>	<b>530</b>	<b>297</b>	<b>233</b>	<b>297</b>

## HEALTH & COMMUNITY

### Capital Budget as at 31st December 2008

	2008/09 Capital Allocation £000	Allocation To Date £000	Actual Spend To Date £000	Allocation Remaining £000
<b><u>Social Care &amp; Health</u></b>				
Redesign Oakmeadow Communal Spaces & Furnishings	72	50	0	72
Major Adaptations for Equity release/Loan Schemes	100	70	0	100
Pods utilising DFG	40	30	0	40
Women's Centre	19	14	3	16
DDA	24	18	0	24
<b>Total Spending</b>	<b>255</b>	<b>182</b>	<b>3</b>	<b>252</b>

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

Work started on the redesign of Oakmeadow communal spaces & furnishings on January 4<sup>th</sup> 2009. This project is expected to be fully committed at year-end.

The two POD schemes utilising DFG are still progressing however the organisational and preparatory work in delivering this innovative way of carrying out adaptations has been more complicated & protracted than anticipated & other factors have resulted in delays. If either case is completed the budget will be fully spent at year-end.

Work has commenced on the Women's centre and the remaining allocation is fully committed.

All work has now been completed on the Direct Door Access therefore the budget is committed and invoices are due to be paid this financial quarter.

## FAIR TRADING & LIFE EVENTS

### Revenue Budget as at 31st December 2008

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Employees	657	544	566	(22)	572
Premises Support	109	0	0	0	0
Other Premises	255	72	71	1	134
Hired & Contracted Services	43	34	31	3	32
Supplies & Services	94	78	71	7	76
Transport	24	19	20	(1)	20
Support Services	405	0	0	0	0
Contract Recharge	135	0	0	0	135
Asset Charges	65	0	0	0	0
<b>Total Expenditure</b>	<b>1,787</b>	<b>747</b>	<b>759</b>	<b>(12)</b>	<b>969</b>
<b>Income</b>					
Sales	-88	-61	-64	3	-64
Fees & Charges	-644	-455	-452	(3)	-452
Grants	-1	-1	-1	0	-1
Rents	-4	-4	-2	(2)	-2
Support Recharge	-93	0	0	0	0
<b>Total Income</b>	<b>-830</b>	<b>-521</b>	<b>-519</b>	<b>(2)</b>	<b>-519</b>
<b>Net Expenditure</b>	<b>957</b>	<b>226</b>	<b>240</b>	<b>(14)</b>	<b>450</b>

#### Comments on the above figures:

In overall terms the revenue spending to the end of quarter 3 is £14,000 above the budget profile.

Expenditure on employees needs to be monitored. The 2008/09 Budget includes a £75,000 saving item relating to the proposed outsourcing of the Consumer Protection Service. This transfer did not take place until 1 December 2008, meaning that only 4 months of the anticipated savings could be achieved. This would imply a shortfall of £50,000 against the proposed full-year saving. However, a number of vacant posts were kept unfilled prior to the

transfer with a view towards contributing to this savings item. This resulted in the savings shortfall in respect of Consumer Protection as at 1 December being reduced to £25,000.

Income budgets are running broadly to target at this stage in the year. Income from burials and cremations is running below the budget profile, although this is offset by memorials income running above target. However, due to the nature of the service it is difficult to estimate whether this trend will continue for the year.

### **Capital Projects as at 31st December 2008**

	2008-09 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Headstone Safety Programme	25	19	19	6

#### **Bereavement Services Capital Programme**

Sufficient materials for the scheme have been obtained in previous years so apart from a single purchase of specialist equipment, the allocation will be split over two years to cover labour/service costs, and will now last through to March 2010 to fund the project through to its completion.

### **WNF, External or Grant Funded Items as at 31st December 2008**

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
Budgeting Skills Project	33	24	16	8	33

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

The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<b><u>Green</u></b>	 <p>Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target is on course to be achieved</u>.</p>
<b><u>Amber</u></b>	 <p>Indicates that it is <u>unclear</u> at this stage, due to a lack of information or a key milestone date being missed, <u>whether the objective will be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that it is either <u>unclear</u> at this stage or too early to state whether the target is on course to be achieved.</p>
<b><u>Red</u></b>	 <p>Indicates that it is <u>highly likely or certain that the objective will not be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target will not be achieved</u> unless there is an intervention or remedial action taken.</p>