#### QUARTERLY MONITORING REPORT

DIRECTORATE: Children & Young People

SERVICE: Business Support & Commissioning

PERIOD: Quarter 2 to period end 30th September 2009

#### 1.0 INTRODUCTION

This quarterly monitoring report covers the Business Support & Commissioning Department second quarter period up to 30 September 2009. It describes key developments and progress against all objectives and performance indicators for the service.

The way in which traffic lights symbols have been used to reflect progress to date is explained within Appendix 6.

#### 2.0 KEY DEVELOPMENTS

#### 2.1 Carefirst6 & ICS

Projects are progressing well and the Project Team are now building the system to meet each CYP Children's Social Care Teams individual requirements. The Government have responded to recommendations made by Lord Laming on the ICS following the death of Baby P, in the form of a ministerial letter and circular to Local Authorities. Key messages are that LA's will no longer need to be ICS compliant to receive funding and will be able to use their professional judgement in deciding how to implement local ICS systems using a much simpler non-prescriptive set of national requirements.

#### 2.2 Online School Admissions

We have introduced a fully integrated online admissions system to be used in respect of September 2010 admissions. This is now live.

#### 2.3 Common Assessment Framework (CAF) Review

CAF is an assessment process for children identified as having additional needs and needing the intervention of more than one agency. It is an integral part of the Every Child Matters agenda and was implemented in Halton in 2005. Earlier this year a major review of CAF in Halton was commissioned by the Children's Trust and the CYP Directorate. It was felt that it was an opportune time to review the process and look at how it can now be further embedded in practice. The locality pilot will also act as a key driver to progress the development of CAF in Halton. The review is also in response to a recommendation from the Child X & Y Serious Case Review. The review has a deadline for completion and final report of 31<sup>st</sup> October 2009.

A specification for the Review was agreed by SMT and the CT Executive Group in June. An independent researcher was commissioned to carry out the interview and consultation stages of the review, and the department lead on collating the information gathered into the final report. An internal review group was established to co-ordinate the process and to complete the quality audit of CAF forms. In addition a statistical analysis has been completed of all CAF's received in the year 2008-09. The review will present a number of recommendations that will form and action plan for the next phase of implementation of the CAF process.

#### 2.4 Building Schools for the Future

The Building Schools for the Future (BSF) Outline Business Case (OBC) was submitted to Partnership for Schools (PfS) by the deadline date of April 2009. It has since been approved and was classed as an exemplar document and one of the best DCSF have seen. This now allows the Authority to procure a partner to create a Local Education Partnership (LEP). The LEP will deliver the £190m BSF Programme to transform the Halton educational provision into a 21<sup>st</sup> century learning environment.

#### 2.5 Statutory Approval – The Grange School

At the Executive Board meeting on 9<sup>th</sup> April 2009 it was agreed that statutory consultation could be undertaken to discontinue The Grange Nursery; Infant and Junior; expand the age range of The Grange Comprehensive; and enlarge the school to establish an "All Through School". The statutory proposal was published on 25<sup>th</sup> June 2009 and letters were sent to all parents and provided for staff and governors. A governors meeting was held on the consultation on 1st July 2009 and the staff meeting and public consultation meeting was held at The Grange Comprehensive on 2<sup>nd</sup> July 2009. The staff meeting was well attended and a copy of the presentation used was placed on the website along with the guestions raised. A total of 20 responses have been received in response to consultation. The responses have been from staff, parents and governors. There have been no objections to the proposals. All those who have responded have supported the proposal. The proposals were approved at the Executive Board on 24th Sept 2009. The proposal will take effect from 1st September 2010.

# 2.6 Pre-statutory Consultation Process – The Heath Specialist Technology College

It was agreed at the Executive Board meeting on 9<sup>th</sup> April 2009 that prestatutory consultation could be undertaken on the proposal to expand The Heath Specialist Technology College. Consultation commenced on the proposal on 25<sup>th</sup> June and letters were sent to all parents and provided for staff and governors. The proposed expansion was discussed at the Governors meeting where it was supported. The responses were all in support of the proposal to expand The Heath. The decision to go forward to statutory consultation in the Autumn of 2009 was approved at the Executive Board on 24<sup>th</sup> Sept 2009.

#### 3.0 EMERGING ISSUES

#### 3.1 Home Access Programme

The Home Access programme begins its phased rollout across England from December 2009. This programme is to ensure all pupils in maintained education in England have the opportunity to have access to computers and internet connectivity for education at home. Initially the programme will target learners in years 3 to 9 inclusive. The programme aims to benefit more than 270,000 households by March 2011. Schools can become involved in many different ways and more information will be made available later this year.

#### 3.2 Online reporting

All maintained schools will be expected to start the move towards online reporting, with all secondary schools providing parents with online reports by September 2010; and all primary schools meeting the requirement by September 2012.

Halton has started working with schools to ensure implementation.

#### 3.3 Children's Workforce

The initial report in June 2009 summarised where Halton's Children's Trust was up to with regards to developing a one children's workforce – a workforce which is reformed, integrated and making the best contribution possible to local Every Child Matters Outcomes and Halton's Children & Young People's Plan (2009-2001).

The next step in this process is entitled "Integrated Working Drill Down" and aims to assess where the children's workforce is currently positioned on a spectrum from fragmented to integrated and high quality in relation to integrated practices. It will cover multi-agency working, information sharing, the common assessment framework, team around the child and the lead professional role.

The results of this, along with other extensive consultation, will help to formulate an effective integrated children's workforce strategy.

#### 3.4 The Heath Specialist Technology College

Pre-statutory consultation was completed over the summer and statutory consultation will commence November 2009 on the proposal to expand pupil numbers at The Heath. It will be proposed that the pupil numbers increase from 210 per year group to 240 per year group in 2011. Once the building work has been completed in 2013 the numbers will increase further to 270 per year group, giving the school a total capacity of 1350 places for 11-16 year olds. Once the consultation has been completed a report will be prepared for Executive Board summarising the outcome of the consultation and seeking a decision on the proposal.

#### 3.5 Halton High

The Expression of Interest document jointly agreed between the

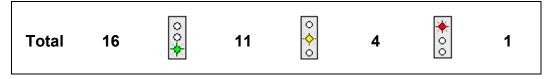
authority and the two proposed Academy Sponsors was agreed by the Schools Secretary, Ed Balls in June 2009. This document set out the vision, size, location and specialisms of the proposed new academy. To progress the development of the Academy the DSCF have appointed Project Management Company known as PKF.

Pre-statutory consultation will now commence in November 2009 to close the current Halton High so that it can be re-opened as an Academy in September 2010. In addition, the recruitment process for the Academy Principal will now commence.

#### 3.6 Funding Review

The review of the funding formula is scheduled to be completed by December 2009 to inform the development of the schools formula for 2010/2011. Consultation will be undertaken with early years providers in both maintained and early years settings on the proposed change in the formula. Work is also being undertaken on 14-19 funding. In addition, a new funding formula is being developed with the Grange School to reflect its all through status from September 2010. The establishment of an Academy within the authority will mean that the funding formula will need further changes and work is currently being undertaken with the Project Management Company PKF to identify the key funding changes and the likely impact on both the school and the authority.

#### 4.0 PROGRESS AGAINST OBJECTIVES / MILESTONES

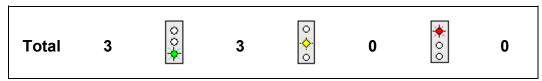


For further details, please refer to Appendix 1.

#### 5.0 SERVICE REVIEW

Nothing to report in this quarter

#### 6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS



For further details, please refer to Appendix 2.

#### 6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total 2	2 💸	2	o <b>♦</b>	0	* 0 0	0
---------	-----	---	---------------	---	-------------	---

For further details, please refer to Appendix 3.

#### 7.0 RISK CONTROL MEASURES

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

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

For further details please refer to appendix 4.

#### 8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

During 2008/09 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.

No actions have been identified as high priority for the service.

#### 9.0 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.

#### **10.0 APPENDICES**

Appendix 1- Progress against Objectives/ Milestones

Appendix 2- Progress against Key Performance Indicators

Appendix 3- Progress against Other Performance Indicators

Appendix 4- Progress against Risk Control Measures

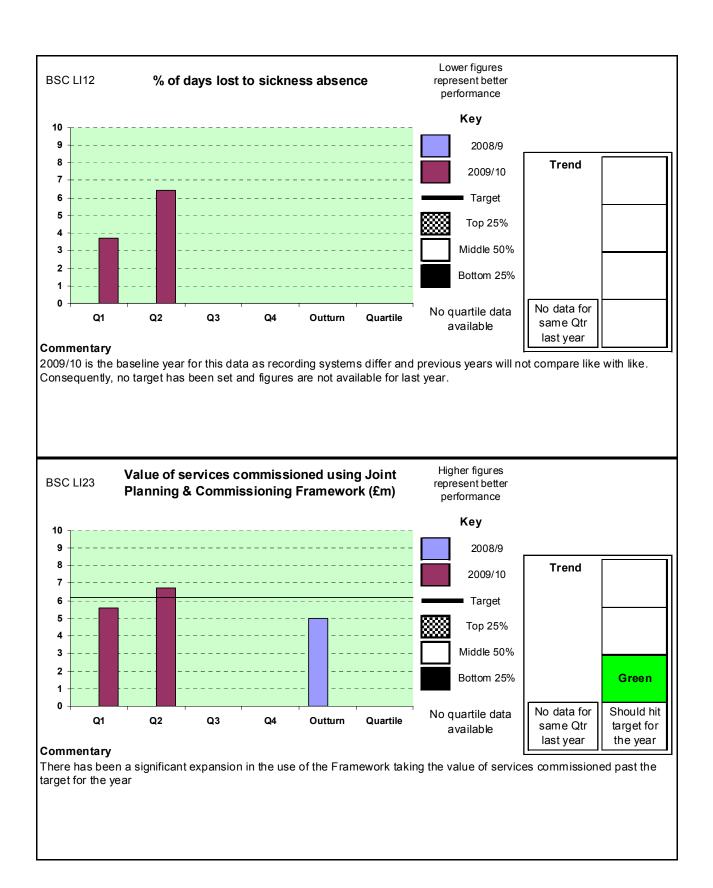
Appendix 5- Financial Statement

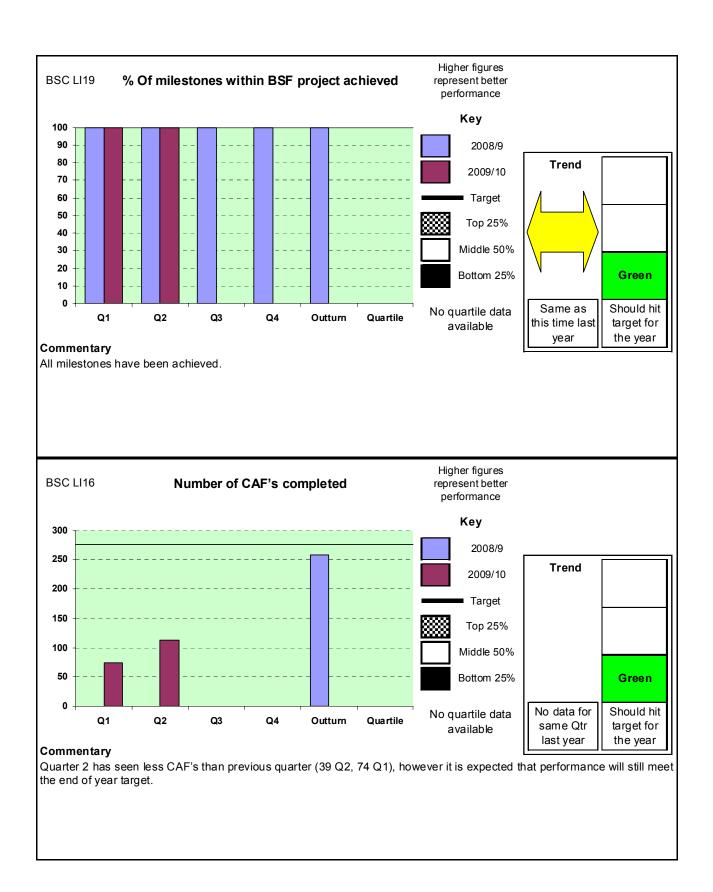
Appendix 6- Explanation of traffic light symbols

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
BSC 1	To transform the Learning Environment	Complete outline business case for BSF by May 2009	00*	Outline business case completed by 22 <sup>nd</sup> April 2009.
		Commence Competitive Dialogue by July 2009	oo <b></b>	Approval of the outline business case was delayed by Treasury. Approval given in August 2009. Procurement commenced August 2009. Dialogue commenced as planned within timescale.
		Develop the plan for Phase 3 Children's Centre Capital and Child Care Capital by March 2010	oo <u></u>	Capital funding has been prioritised for Private, Voluntary and Independent settings, building improvements and IT systems. A report on the proposed capital projects will be submitted to Executive Board in December 2009.
		Gain approval to commence the process of Primary School Re-Organisation by March 2010	oo <b></b>	Approval has been gained. A detailed review of primary numbers has been undertaken that shows that the number of pupils are scheduled to increase significantly in September 2010 and again in 2012. The impact of the changing demography on individual schools and the level of surplus places will be considered after parents have expressed their preference to admissions in December 2009.

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
BSC 2	To Manage Resources Effectively	Review of Directorate funding including schools in line with the efficiencies agenda by March 2010	00*	Early Years review underway. Final report to go to School Forum December 2009. Consultation to take place during November 2009. Funding review for the All Through School underway. Report to go to School Forum December 2009.
		Medium Term Financial Plan to be finalised for the Directorate by March 2010	o <b>♦</b>	The development of the medium term financial plan will be informed by the current efficiency review.
		Identify opportunities for income generation through traded services across the Directorate by March 2010	00★	New opportunities are currently being explored to develop services that could be traded. In addition, a number of services are now providing to a wider range of clients not just in Halton but outside the authority.
		Establish a process to benchmark costs of services by March 2010	<b>⋄</b>	Although work has yet to commenced, the work has been planned to benchmark costs of services.
		Implementation of Care Assess and Electronic Social Care Record to be complete by March 2010	oo <del>*</del>	Projects are progressing well and on target to meet timescale.

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
BSC 3	To Develop an Integrated Children's Workforce	Submission of 'One Children's Workforce' project report to Children's Workforce Development Council by June 2009	oo. <b>*</b>	Project report was submitted on time.
		Implement the OCWT Action Plan and complete all required actions by March 2010	°° <b>*</b>	Implementation of the action plan is ongoing and on target for completion by March 2010
		Establish a thorough baseline position of Workforce data for the Children's Trust by March 2010	<b>*</b> ○ ○	There are still a number of difficulties in accessing robust workforce data. It is unlikely that an accurate baseline will be established by March 2010
		Establish Workforce Development strand of Joint Intelligence Commissioning Unit (JICU) by March 2010	<b>⋄</b>	Development of the JICU is currently on hold pending the outcome of the Council's Efficiency Review.
BSC 4	To develop Joint Intelligence and Commissioning to inform the work of CYPD and the Children's Trust	To establish JICU and implement the four key strands through actual or virtual teams by March 2010	<b>⋄</b>	Development of the JICU is currently on hold pending the outcome of the Council's Efficiency Review.
		To establish the Service Delivery Partnerships of the Children's Trust by September 2009	°°	Partnerships are all now in operation and reporting mechanisms to the Children's trust established
		Develop integrated systems for intelligent use of data by March 2010	oo <del>*</del>	Systems have been developed to allow reporting across vulnerable groups and localities.





Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corpora	te Health					
BSC LI13	Staff Turnover Rate	Baseline TBE	TBA	4.06		2009/10 will be the baseline year to set targets for future performance.
Cost & E	Efficiency					
BSC LI22	% of schools with surplus budget	Baseline TBE	TBA	N/A		Annual indicator measured at the end of Q4.
Fair Acc	ess					
BSC LI8	% EIA (Equality Impact Assessments) completed	75%	100%	75%	00*	System is changing from policies to areas of work, and work is progressing well.
BSC LI24	% of Schools using the Virtual Learning Platform	75%	100%	100%	00 <del>*</del>	From September the all schools are using the Virtual Learning Platform.

Objective Reference	Risk Control Measure	Progress	Commentary
BSC 3	Project plan developed including an in depth risk log monitoring all risks. Mapping of resources available to identify opportunities to align and increase capacity	o <b>⊹</b> o	Development of the Joint Intelligence and Commissioning Unit for the Children's Trust is currently on hold pending the outcome of the Council's Efficiency Review.
	Conduct Exit Interviews with all leavers and use data to inform review of Recruitment & Retention Strategy. Implement revised Directorate Recruitment & Retention Strategy	*00	Monitoring of exit interview indicates they are not been completed on a consistent basis. A review of the process will be completed during the next quarter.
	Action plan developed and implemented to minimise the impact on affected service areas	00*	Action plan will be developed as part of the review of the Directorate Recruitment and Retention Strategy.
BSC 4	Resource requirements identified on a multi-agency basis to ensure ownership of the project. Identification and awareness of benefits of integrated support function	o <b>⋄</b>	Development of the Joint Intelligence and Commissioning Unit for the Children's Trust is currently on hold pending the outcome of the Council's Efficiency Review.
	Change management programme to drive culture change Common terminology and glossary of terms to be agreed Project Group meeting on a regular basis to oversee the development of the 4 key strands	<b>○ ◇</b> ○	Development of the Joint Intelligence and Commissioning Unit for the Children's Trust is currently on hold pending the outcome of the Council's Efficiency Review.

### **BUSINESS, PLANNING & RESOURCES DEPARTMENT**

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
Employees Premises Supplies &	2,757 873 723	1,379 262 449	1,314 260 579	65 2 (130)	1,386 260 602
Services Transport Schools Transport Redundancy Costs Pension Costs Schools Non Delegated Support	48 1,456 625 593 128	24 472 201 273 13	20 422 201 263 13	4 50 0 10 0	20 472 201 263 13
Costs Schools Contingency Costs	2,364	0	0	0	0
Central Support Service Costs	1,125	309	309	0	309
Commissioned Services	871	481	481	0	481
Asset Rental Support Costs	5,593	0	0	0	0
Revenue Contribution from Reserves	-837	0	0	0	0
Total Expenditure	16,319	3,863	3,862	1	4,007
Dedicated Schools Grant	-10,430	-5,215	-5,215	0	-5,215
HBC Support Costs Income – Deferred Grant Write Down	-208	0	0	0	0
Reimbursements & Other Income	-92	-5	-5	0	-5
Schools SLA Income	-449	-225	-253	28	-253
Government Grant  - Income	-80	-30	-30	0	-30
Total Income	-11,259	-5,475	-5,503	28	-5,503
Net Expenditure	5,060	-1,612	-1,641	29	-1,496

#### Comments on the above figures:

In overall terms revenue spending to the end of quarter 2 is under the budget profile.

Employees: Staffing is currently under budget profile due to a small number of vacancies across the department, although this is partly offset by the use of external agency staff. It is important to note that the back-pay of 1% of salaries will impact on the quarter 3 monitoring reports.

Premises: This budget includes the office accommodation recharges for the department and also the Capital Expenditure from Revenue Account (CERA) which is currently £431,330 which relates to contributions to larger individual School capital works. The expenditure to date is slightly below budget profile at Quarter 2.

Supplies and Services: Expenditure at Quarter 2 exceeds the budget profile primarily as a result of additional annual expenditure incurred on contract and licences costs in the Management, Information and Communications team. However, this has been partly offset by the additional income received from School's through the Service Level Agreement. Despite this, it is still expected to exceed the overall budget by year-end.

Schools Transport: This budget relates to transport responsibilities to Schools and Colleges and currently projections from the Transport Co-ordination team show a likely under-spend. Further work is required to ensure that any commitments currently held are accurate to aid future financial forecasts.

Teachers Pensions: Teachers pensions are paid monthly to Cheshire Council based on current retired teachers on roll. Current budget projections highlight an estimated small budget saving in this area

Schools Contingency: This budget includes budget contingencies held for Schools, Special Educational Needs, Newly Qualified Teachers and Dedicated Schools Grant carry forward. These budgets are allocated to an individual School level throughout the year.

Schools Service Level Agreement Income: The Service Level Agreement income paid in at Quarter 2 is currently above the budget profile. This is a result of additional work undertaken and charged to Schools in the Management, Information and Communications team. (See comments under Supplies & Services)

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

#### STANDARDS FUND GRANTS – CENTRALLY RETAINED

# As at 30<sup>th</sup> September 2009

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
	2 000	2 000	2 000	2 000	2000
Ethnic Minority Improvement	11	5	5	0	5
Targeted Improvement	12	12	12	0	12
Making Good Progress	26	22	22	0	22
One to one tuition Extended Schools Sustainability	191 205	126 72	6 10	120 62	6 10
Extended Schools Subsidy	48	8	0	8	0
Primary Strategy Targeted	650	229	186	43	186
Secondary Strategy Targeted	69	16	9	7	9
Early Years Flexibility of free entitlement	180	112	0	112	0
Music	210	152	95	57	95
Aim Higher	189	124	26	98	26
Key Stage 4 Engagement Programme	104	50	50	0	50
National Challenge	29	26	26	0	26
Building Schools for the Future	50	0	0	0	0
Schools Connectivity / Broadband	7	7	7	0	7
Total Standards Fund	1,981	961	454	507	454

#### **GENERAL SURE START & CHILDRENS CENTRE GRANT SCHEMES**

# As at 30<sup>th</sup> September 2009

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed
	£'000	£'000	£'000	£'000	Items £'000
General Sure Start Main	2,476	1,238	885	353	1,030
2 Year Old Free Entitlement	158	0	0	0	0
Ditton CC	566	278	229	49	236
Brookvale CC	519 443	260 222	303 235	(43)	335 247
Halton Lodge CC Halton Brook CC	595	222 298	235	(13) 63	247 275
Kingsway CC	623	312	241	71	275
Warrington Road CC	93	47	45	2	48
Widnes All Saints CC	10	0	0	0	0
Our Lady of Perpetual Succour CC	15	7	6	1	6
Runcorn All Saints CC	10	5	2	3	3
Castlefields CC	10	0	0	0	0
Palacefields CC	70	35	15	20	15
Windmill Hill CC Children's Centre	80 720	40 360	81 232	(41) 128	81 261
General	720	300	232	120	201
Total General Sure Start & Children's Centres	6,388	3,102	2,509	593	2,812

#### **OTHER EXTERNAL GRANT SCHEMES**

### As at 30<sup>th</sup> September 2009

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
LSC Post 16	25	18	18	0	18
Transport	25	10	10		10
Children's Workforce	56	15	11	4	11
Development Walking to School	4	0	0	0	0
Initiative IS Contact Point	267	62	62	0	62
Info Systems for	4	0	0	0	02
Parents & Providers		· ·	· ·		· ·
Children's Workforce	130	65	60	5	82
Higher Level	67	0	0	0	0
Teaching Assistants Arts Education	99	49	39	10	39
Development	4.40	0.4	0.4		0.4
National Remodelling School	149	34	34	0	34
Workforce					
Basic Skills Quality	4	0	0	0	0
Mark – Primary		_	_		_
Schools Music	17	7	7	0	7
Service Build Capacity for	53	0	0	0	10
Leadership		J	· ·		.0
Succession					
PE & Sports	580	290	237	53	241
Aim Higher	336	26	26	0	29
14-19 Advisory Education Business	493 225	168 113	168 108	0 5	173 113
Link	223	113	100	3	113
Neighbourhood	59	25	25	0	29
Managers Project					
Enterprise Game	128	64	54	10	57
14-19 Diploma	315	56	56	0	56
Parenting Strategy	50	3	3	0	10
St Chads – Lottery	8	8	8	0	8
Gateway Plus Mental Health in	115 220	53 6	31 6	22 0	31 11
Schools	220	0	0	0	''
Total Other External Funding	3,404	1,062	953	109	1,021

#### LOCAL STRATEGIC PARTNERSHIP SCHEMES

#### As at 30<sup>th</sup> September 2009

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
Neglect – PACT Barnardos Missing from Home	125 70	62 35	31 35	31 0	31 35
Teenage Pregnancy	157	78	0	78	0
(Health) Portage	16	16	0	16	5
Attendance	22	22	22	0	27
HITS	50	25	10	15	10
Vikings in the	38	19	17	2	17
Community	40	40	•	40	•
Connexions – NEET	46	46	0	46	0
Canal Boat Adventure	45	22	0	22	0
Improved Education for Vulnerable	40	20	6	14	15
Youngsters					
Kingsway Literacy Development	355	178	53	125	53
Youth Activity	27	27	27	0	27
H9P PEP Dowries	3	3	3	0	9
Alcohol Outreach	100	50	0	50	0
Unallocated Funds	71	36	0	36	0
Total LSP	1,165	639	204	435	229

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

Local Strategic Partnership (LSP) funding spending to the end of quarter 2 is below budget profile.

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 CYP commissioning / finance team. Further support is provided by the LSP team in the Policy & Performance Division as well as individual project managers.

There are some projects which have been allocated working neighbourhood funds for the first four months of the year so the budgets have been profiled to reflect this.

### CAPITAL PROJECTS CYPD at 30<sup>th</sup> September 2009

	2009/10 Capital Allocation	Allocation To Date	Actual Spend To Date	Total Allocation Remaining
	£'000	£'000	£'000	£'000
Asset Management	5	0	0	5
Data	4.5	0	0	4.5
Fire Compartmentation	15	0	0	15
Capital Repairs	1,174	962	1,148	26
Contingency	178	43	43	135
Fairfield School	316	299	299	17
Asbestos	20	0	0	20
Management				
Cavendish School	43	42	42	1
Changing Rooms	740	005	04	000
All Saints Upton School PCP	713	235	21	692
Our Lady Mother of	100	0	0	100
Saviour School	100	O	0	100
My Place	1,625	206	206	1,419
Children's Centre	58	0	0	58
General				
Astmoor CC	25	16	16	9
Runcorn All Saints CC	8	0	0	8
St Augustine's CC	4	0	0	4
The Park CC Windmill Hill CC	18 17	12 0	12 0	6 17
Children's Centre	53	53	53	0
Maintenance	33	33	33	0
Brookfields School	17	0	0	17
Cavendish School	41	0	6	35
Early Years Childcare	217	82	82	135
School Access	98	13	13	85
Play-builder Capital	388	60	60	328
Moore Primary	290	29	29	261
Lunts Heath	63	60	0	63
Westbank School	80	76 	0	80
Hillview School	94	72	0	94
Cavendish School	38	38	38	0
Furniture & Equipment Aim Higher for	285	62	62	223
Disabled Children	200	02	02	223
Harnessing	543	118	118	425
Technology				
ICS Implementation	30	0	0	30
Info systems parents	3	1	1	2
Total Capital	6,559	2,479	2,249	4,310

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

There are still some capital schemes with no actual expenditure up to the end of Quarter 2.

It is important that these projects get underway as soon as possible and are closely monitored during the year, in order to ensure that the relevant capital allocations are fully utilized by the financial year end.

There are a number of schemes where the works will take place in the 2010-11 financial year as the funding is permitted to be carried forward

The traffic light symbols are used in the following manner:

#### **Performance Indicator Objective** Indicates that the objective Indicates that the target is Green is on course to be on course to be achieved. achieved within the appropriate timeframe. Amber Indicates that it is unclear Indicates that it is either at this stage, whether the unclear at this stage or milestone/objective will be too early to state whether achieved within the the target is on course to appropriate timeframe. be achieved. Red Indicates that it is highly Indicates that the target <u>likely or certain that the</u> will not be achieved will be unless objective not there is an within the intervention or remedial achieved action taken. appropriate timeframe.