

Employment, Learning, Skills and Community PPB – Priority Based Monitoring Report

Reporting Period: **Quarter 1 – 1st April 2016 – 30th June 2016**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the first quarter of 2016/17 for service areas within the remit of the Employment, Learning, Skills and Community (ELSC) Policy and Performance Board.
- 1.1. Key priorities for development or improvement in 2015-18 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to Employment, Learning, Skills and Community (ELSC) Policy & Performance Board i.e.:
- Employment, Learning and Skills
 - Community Services
- 1.2 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

2.0 Key Developments

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

Employment, Learning & Skills

- a) A number of delays in the recruitment of staff has meant that the new restructure target implementation date could not be achieved, which in turn impacted on the ESF Ways to Work outputs/targets that had been profiled for Q1 2016/17. Full implementation is expected in Q2 2016/17.
- b) A briefing for HBC managers took place in Q1 2016/17 around Intermediate Labour Market (ILM) placements – these are being offered free of charge and as part of the Ways to Work contract. Further work will need to take place with HR to put relevant processes in place. ILM placements are also available to external companies, so it will be important that HBC benefits from these opportunities and that not all ILM placements are external.
- c) A range of meetings with key employers took place in Q1 with regards to skills and recruitment. These included Eddie Stobart, C J Retail Solutions and Alstom.
- d) Contact was made with the three companies (KDE, Sure Group and Link Contracting Services) that won the latest Property Services contracts. The meetings were in relation to their employment and skills commitments around local opportunities.

- e) Merseylink organised a number of site visits for Halton Employment Partnership (HEP) members during Q1. As the construction commences, site visits will become fewer due to health and safety, so this was a valuable opportunity for HEP members.

Community Services

Library Service:

- f) Learning: Opportunities for informal learning in libraries continue to grow with the introduction of Code Clubs at all libraries, and a programme of digital maker activity taking place over the summer holidays. Following a successful pilot run, Late Night Lego is now part of the library service regular informal learning programme, alongside the afternoon clubs.
- g) Reading: This year's, Roald Dahl themed, Summer Reading Challenge has started with over 500 people attending the first two library events that encourage reading, learning and celebrate the diversity of activities taking place in libraries. A Read to Relax group has started at Widnes Library in partnership with Halton Integrated Recovery Service. Digital magazine and newspaper access is now available through the Press Reader service. The app can be downloaded for remote access.
- h) Ebooks are now available and a summer promotional campaign has started. Device drop in sessions have taken place at all libraries to help customers use this new service.
- i) Health: As part of the library service health offer, a pilot reading and digital skills project has begun with the Brooker Centre in Runcorn.
- j) Digital: All library staff has now completed an online Universal Credit course, commissioned by the Society of Chief Librarians to enable staff to support customers.

Sport & Recreation

- k) A vast amount of work has been undertaken by colleagues across the Council to assist with the transition of Leisure Centre back to Council operation.
- l) 200 staff transferred to the Council, covering 394 roles. Full time permanent roles to casual Workout instructors.
- m) Work has already been undertaken to spruce up the ageing buildings and the Council has invested in the Gyms to provide state of the art fitness equipment at all sites. It is hoped that the investment will attract new users to the facilities. In addition other areas, such as, the IT infrastructure have had to be upgraded so that modern technology can work more efficiently to enhance the customer service and provide data that can be easily evaluated.
- n) The 'active Halton' brand is now highly visible in the Leisure centre and wider community activities. The active Halton website is being used and the online leisure centre booking portal is approaching completion.
- o) Over the coming months we will be reviewing how we deliver leisure services to see were further efficiencies can be made, by doing things differently. The Councils aim is to create sustainable and long-term leisure provision in Halton, run with minimum subsidy.

- p) Sport England launched new strategy and awaiting further details on new programmes. The strategy presents a number of significant opportunities, to read the full strategy and emerging details visit www.sportengland.org.
- q) Active People Survey 10 Q2 results have been published. Data has been published for participation in sport at least once a week for at least 30 minutes at national, regional and local authority level for both 16 years and above and for 14 years and above. Halton indicators show no significant difference since previous results, however, all percentages have decreased. It is hoped that the new activities at Frank Myler Pavilion and the increase in Gym memberships reverse the downward trend. The next results are due in January 2017.
- r) 26 Schools are supporting the Community Sports Coach Scheme, with delivery of multi skills session for Key Stage 1 and Key stage 2, plus sport specific sessions. There are also two Healthy and Active clubs, designed to be educational and fun, creating physically active children and adults. These are set up with the intention of having a positive impact on young people, moving them towards community based sport & physical activities.
- Children in need project commenced 13th January 2016 for twelve weeks including Halton introduction to sports leadership
 - Jog/walk club ongoing with specific coaching available on site
 - Boot camp Started 17th February ongoing
- s) Door Step Clubs are continuing at Brookvale Recreation Centre and Upton Community Centre, as well as the CLUB1 programme targeting 14-25 years to get involved in individual activity. Year 3 year programme is underway, work ongoing with The Heath Academy linked to promoting This Girl Can campaign with students – event whereby girls brought their mum’s back to school to take part in yoga, aerobics, rowing and taekwondo taster sessions.
- t) Murdishaw Community Centre benefitted significantly from mini refurbishment, which saw the play centre transformed – new radiators, suspended ceiling, new light fixtures, painted and installation of polysafe (non-slip) floor. The hall and café space has been refreshed with paint works and the installation of new blinds. An opportunity exists to focus on the decoration of linking corridor areas and art room for 2016/2017.
- u) Upton Community Centre has had carpets replaced in two meeting rooms and blinds in meeting room and café. Funding opportunities being sought to carry out other improvements to replicate works carried out at other centres.
- v) Ditton Community Centre has received significant investment (£20K resulting in almost the entire Centre being painted, particularly the old youth club/scouts side. New consistent theme now throughout. New flooring has been installed in some areas, all blinds have been replaced and new furniture has been purchased; already the usage of the youth club cafe has increased. New exterior signage was purchased and installed, finishing off the works. An opportunity exists to focus on the decoration of foyer and main hall areas, should funding become available.
- w) Mobile Police Posts – Castlefields, Ditton and Upton are now mobile police points. Close working with Cheshire Police to ensure Local Police Officers and PCSO’s has more of a presence in these areas. Areas highlighted by chief inspectors as key areas of concern.
- x) Nights Stop Communities – Ditton and Murdishaw have been working in partnership with Night Stop to ensure the outside space at both Centres is maintained to a high standard

- y) The proposed Brindley, Arts and Events Restructure went through Steering Group in Q1 and a presentation to staff took place early in Q2 to open consultation. The timetable for the proposed new structure to be in place is 1st November.
- z) The Brindley has had a very healthy start to the new financial year seeing an increase of 47% higher income than this same period last year. It is too early to ascertain if this trend will continue through the year.

3.0 Emerging Issues

3.1 A number of emerging issues have been identified during the period that will impact upon the work of the Directorate including:-

Employment, Learning & Skills

- a) Full implementation of the Divisional restructure is set for 1st August; however, there still remain a number of vacant posts which will need to be re-advertised. All this impacts on achievement of outputs and targets.
- b) Funding for the LCR Apprenticeship Hub, currently managed by the Division on behalf of the LCR, comes to an end in Q2. Additional funding is being sought through the SFA ESF Opt-in route; however, this will result in a gap in service of potentially 2 months. As such, the 2 Hub Co-ordinators employed by HBC will leave at the end of August 2016. HBC, on behalf of the Combined Authority has submitted the SFA ESF opt-in bid and outcomes will be known in Q3.
- c) The Divisional Manager is supporting a range of activities being led by the LCR Employment & Skills Team. These include the Area Based Review, devolution of the AGE Grant, (Apprenticeship Grant to Employers), devolution of the Adult Education Budget and development of Local Outcome Agreements. Additionally, close working continues with DWP on the co-design and co-commissioning of the forthcoming Health & Work Programme.
- d) As construction continues on the new Mersey Gateway, we are now looking forward to the next stage of the development, which is the Tolling Operation, which will be managed by Sanet. Sanet are keen to find suitable premises in Halton to establish the contact centre and will work with Halton Employment Partnership on the skills and recruitment aspects. A meeting with the DM is planned for Q2.

4.0 Risk Control Measures

4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2016 – 17 Directorate Business Plans.

Progress concerning the implementation of all high-risk mitigation measures will be monitored in Quarter 2.

5.0 High Priority Equality Actions

5.1 Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force in April 2011.

The Council's latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:










<http://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate.

Employment, Learning & Skills

Key Objectives / milestones

Ref	Milestones	Q1 Progress
EEP 02a	Implement delivery of A4E/ Ingeus Work Programme contracts for Year6 by June 2016 (DM ELS, EEP)	
EEP 02c	Deliver successor Merseyside Business Support Programme April 2016	
EEP 02d	Deliver ESF Ways to Work April 2016	
EEP 04a	By March 2017 provide a comprehensive programme of training through targeted 'Inspire' and 'Continuous Improvement Workshops' (Divisional Manager, Employment, Learning and Skills)	
EEP 04b	Complete the annual Matrix review to retain Matrix accreditation across the ELS division by April 2016 (Divisional Manager, Employment, Learning and Skills)	
EEP 04c	Deliver year 6 of the A4e/Ingeus Work Programme contracts (initially 5 yr. contracts) by June 2016 (Divisional Manager, Employment, Learning and Skills)	
EEP 04d	Secure extension to A4e/Ingeus Work Programme contracts (initially 5 yr. contracts) by June 2016 (Divisional Manager, Employment, Learning and Skills)	
EEP 04f	Create a Skills Brokerage service as part of a wider 'Skills Factory' model at Sci Tech Daresbury by July 2016	
EEP 04g	By December 2016 create a Coaching and mentoring team amongst the tutors which will promote professional discussion and create opportunities to learn and apply new skills in an atmosphere of trust and open professional relationships (Divisional Manager, Employment, Learning and Skills)	

Supporting Commentary







Year 6 delivery commenced April 16. A review of all advisor caseloads has been completed and meetings held with Jobcentre Plus to identify effective ways of engaging with customers that do not attend mandatory activity.










Tracking is also being completed to identify any hidden performance and to generate additional revenue. A dedicated Halton Growth Hub Broker has been recruited and funding secured until March 2018.

The LCRIBS programme is fully contracted, all procurement has been completed and the programme has begun to deliver against output targets

- ESF / YEI funding is matched with Youth Employment Gateway (YEG) funding from January 2016
- Q1 January to March 16) = 57 starts (57 YEG)
- Q2 (April to June 16) = 60 starts (57 YEG and 3 ESF/YEI)
- No Job Starts claimed up to date as we have no leavers from the programme due to Advisors continuing to provide In-Work Support
- Delays in HR recruitment processes have resulted in re-scheduling of the implementation of the Divisional restructure. Partial implementation will commence 1st August 2016.
- ILMs – An Information Session for employers took place in May 2016 (Q1)

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
EEP LI 04	Number of Jobs Created (from projects managed by EEP)	N / A	40	10		N / A
EEP LI 05	Number of Jobs Safeguarded (from projects managed by EEP)	N / A	100	20		N / A
EEP LI 06	Number of Enrolments (Adult Learning)	N / A	3600	N/A	N / A	N / A
EEP LI 07	Number of People supported into work	N / A	532	120		N / A
EEP LI 08	Percentage of learners achieving accreditation	N / A	37%	N / A	N / A	N / A
EEP LI 09	Number of Businesses Supported	N / A	40	39		N / A
EEP LI 11	Reduce the proportion of people with no qualifications	7100	TBC	N / A	N / A	N / A
EEP LI 12	Increase the percentage of people achieving NVQ Level 4+	17,400	TBC	N / A	N / A	N / A
EEP LI 20	Number of new apprenticeship starts in Halton Borough Council	13	10	1		






Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
EEP LI 21	Overall success for learners through the adult learning programme	89%	90%	N / A	N / A	N / A
EEP LI 22	Number of tutors graded good or outstanding	86%	85%	N / A	N / A	N / A
EEP LI 23	Number of schools and nurseries engaged in family learning	23	30	6		
EEP LI 24	Total number of job starts on DWP programme (People Plus)	94	90	33		N / A
EEP LI 25	Total number of job starts on DWP programme (Ingeus)	212	180	58		
EEP LI 28	Monthly reviews of performance of the Work Programme contract undertaken	100%	100%	100%		
EEP LI 29	Number of new starts into permitted/paid work for local people with disabilities (over 12 month period)	42	15	8		


Supporting Commentary

The majority of performance indicators that we are able to report at present remain on target for the forthcoming year. The number of school and nurseries within the borough that are engaged in family learning, are experiencing increased cancellations that have led to reduced engagement during the 15/16 summer term.

Community Services

Key Objectives / milestones

Ref	Milestones	Q1 Progress
CE 01a	Leisure Centre operations brought back in house	
CE 01b	Deliver a comprehensive programme of Sport and Physical Activity throughout Halton	
CE 01c	Reduced the number of inactive people in Halton	
CE 01d	Active Halton brand rolled out.	
CE 02a	Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2017/18) - January 2017.	

Ref	Milestones	Q1 Progress
CE 04a	Deliver a programme of extended informal learning opportunities including support for digital inclusion meeting identified local targets - March 2017 .	

Supporting Commentary

CE 01a

After a very detailed and extensive work plan involving many departments within the Council the transfer was achieved seamlessly.

CE 01b

The sports programme this year will surpass any previous years by a significant margin.

CE01c

Continued improved programming and working closely with our partners should achieve this aim.

CE01d

The Halton brand has been very well received and has been rolled out to all Council run sports venues in the Borough.

CE02a

The user numbers of the Stadium continue to increase, both from a commercial and sporting perspective.

CE 04a

Children & young people:

- 1428 children, parents & carers attended story sessions that demonstrate the value of reading with children, and the impact on speech and learning development.
- 2106 children & teachers took part in library class visits to learn about libraries, reading & learning opportunities.




Digital inclusion

- 356 adults attended work clubs & IT clinics to learn digital skills to support job seeking.
- 769 adults & young people were helped to develop digital skills through 1-2-1 support from library staff – new skills included downloading Ebooks, using Skype, printing from emails, downloading apps, registering to vote, using new devices

STEM skills development:

- 168 people attended code clubs to learn how to make computer games, animations and websites by learning how to code.
- 49 people attended our DigiTech event – an introduction to computer programming, circuits and coding.
- 275 children attended, learning through play, LEGO clubs to develop building, engineering, creative thinking & problem solving skills

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 04	% of adult population (16+) participating in sport each week.	23.80%	24.00%	N / A	N / A	N / A
CE LI 15	Number of active users (physical & digital resources) of the library service during the last 12 months.	255,095	320,000	90,132		
CE LI 16	Number of physical and virtual visits to libraries (annual total)	323,779	440,000	150,234		N / A
CE LI 17	Increase in percentage of the population taking part in sport and physical activity at least twice in the last month (KPI 1 from Active Lives survey)	N / A	Target to be agreed and established from baseline data in next financial year	N / A	N / A	N / A
CE LI 18	Percentage of people physically inactive (KPI 2 from Active Lives survey)	N / A		N / A	N / A	N / A
CE LI 19	Percentage of adults utilising outdoor space for exercise/health reasons (MENE survey)	N / A		N / A	N / A	N / A

Supporting Commentary

New methods for collecting information have been introduced for 2016-2017 to provide a more accurate measure of Library service use. Therefore, comparison for previous year's figures is not available.

The Active Lives survey will replace the Active People Survey. The reporting schedule has yet to be confirmed, but it is anticipated it will follow the same format as its predecessor and hopefully be published in December 2016.

The new survey has been designed to be as flexible as possible in order to support a wide range of measures. Due to this change, there is currently no baseline for this Financial Year.

7.0 Financial Statement

ECONOMY ENTERPRISE & PROPERTY

Revenue Budget as at 30 June 2016

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
<u>Expenditure</u>				
Employees	4,715	1,054	1,084	(30)
Repairs & Maintenance	2,557	347	345	2
Premises	41	39	39	0
Energy & Water Costs	690	128	118	10
NNDR	552	508	504	4
Rents	353	170	170	0
Economic Regeneration Activities	50	1	1	0
Supplies & Services	1,922	219	212	7
Grants to Non Voluntary Organisations	269	36	36	0
Surplus Property Assets	-670	-167	0	(167)
Total Expenditure	10,479	2,335	2,509	(174)
<u>Income</u>				
Fees & Charges	-252	-56	-59	3
Rent – Markets	-777	-185	-190	5
Rent – Industrial Estates	-41	-41	-54	13
Rent – Investment Properties	-871	-228	-233	5
Transfer to /from Reserves	-1,760	-916	-916	0
Government Grant – Income	-1,831	-233	-233	0
Reimbursements & Other Income	-70	-17	-20	3
Recharges to Capital	-242	-17	-8	(9)
Schools Sla Income	-496	-451	-451	0
Total Income	-6,340	-2,144	-2,164	20
Net Operational Expenditure	4,139	191	345	(154)
<u>Recharges</u>				
Premises Support Costs	1,916	470	470	0
Transport Support Costs	19	5	5	0
Central Support Service Costs	2,022	535	535	0
Repairs & Maintenance Recharge Income	-2,703	-676	-676	0
Accommodation Recharge Income	-2,897	-724	-724	0
Central Support Service Recharge Income	-1,934	-483	-483	0
Net Total Recharges	-3,577	-873	-873	0
Net Department Expenditure	562	-682	-528	(154)

Comments on the above figures

Economy Enterprise & Property Departmental budget is projected to be over budget at year end. The over spend in the main due to the below mentioned savings target.

The Asset Management Team will continue to work on reducing the Surplus Property Assets savings target set in 15/16. Due to the complexity of the programme and the length of time involved in implementing the programme, it is difficult to envisage the amount of savings the Department will achieve this year.

The Department will not achieve the anticipated target set for employee turnover savings. There are insignificant vacancies within the Department that can be used to offset the savings targets.

Due to the delay in the sale of the Industrial Estates rental income is above budget at the end of Quarter 1. Investment Properties rental income has remained constant and generated income remains above set targets. This is due to a minimal change in the occupancy rates.

Market rental income is slightly above budget at the end of Quarter 1. Both market hall and open market income has remained stable during the first quarter of the year.

Due to the grant conditions of capital projects we are unable to achieve the capital salary income as there is no ability to recharge staffing costs to certain projects.

Under the current financial situation, every effort will be made to ensure that expenditure on controllable budgets is kept to a minimum within the Department.

Capital Projects as at 30 June 2016

Capital Expenditure	2016/17 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Castlefields Regeneration	179	10	10	169
3MG	2,809	150	155	2,654
Former Crossville Depot	2,618	203	229	2,389
Johnsons Lane Infrastructure	302	0	0	302
Decontamination of Land	6	0	0	6
Sci- Tech Daresbury	10,953	8,000	7,845	3,108
Police Station Demolition	341	219	219	122
Travellers Site Warrington Road	48	0	0	48
Widnes Town Centre Initiative	16	0	0	16
Widnes Carpark, 29-31 Moor Lane & Land at Halebank	235	0	0	235
Equality Act Improvement Works	150	0	0	150
Advertising Screen at The Hive	100	0	0	100
Signage at The Hive	100	0	0	100
Widnes Market Refurbishment	1,052	0	0	1,052
Total Capital Expenditure	18,909	8,582	8,458	10,451

Comments on the above figures.

Police Station Demolition – Demolition and site clearance works are on-going, the anticipated completion for the works will be towards the end of August 2016.

Sci-Tech Daresbury – Tech Space 2 is due to be completed at the end of July. The site connectivity works are partially complete – the linear park and plaza have been legally handed back to the JV.

The JV continue to develop the Masterplan and this has included detailed proposals for the Eastern Plots site (corner of A56 and Daresbury Expressway). As part of this Langtree have been negotiating with Redrow regarding their option land and Heads of Terms

3MG – The Alstom scheme is progressing well and will be built in phases. Planning consent was granted on 16 May and we are now officially out of the Judicial Review period. Alstom are in the process of issuing a letter of intent to the preferred contractor (Buckingham)

Former Crossville Site – A lot of preparatory works and studies have been undertaken and the planning permission granted. The mains works are likely to start in August 2016.

Johnson's Lane Infrastructure – The site works are completed and highways are waiting to settle the final account.

COMMUNITY & ENVIRONMENT DEPARTMENT**Revenue Budget as at 30 June 2016**

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance (overspend) £'000
<u>Expenditure</u>				
Employees	13,736	3,492	3,525	(33)
Other Premises	2,075	855	842	13
Supplies & Services	1,727	489	467	22
Book Fund	170	56	55	1
Hired & Contracted Services	1,186	214	201	13
Food Provisions	687	172	168	4
School Meals Food	2,059	324	316	8
Transport	59	17	16	1
Other Agency Costs	557	128	59	69
Waste Disposal Contracts	5,119	468	477	(9)
Grants To Voluntary Organisations	254	100	97	3
Grant To Norton Priory	172	86	87	(1)
Transfers To Reserves	133	0	0	0
Capital Financing	96	22	20	2
Total Expenditure	28,030	6,423	6,330	93
<u>Income</u>				
Sales Income	-2,414	-578	-540	(38)
School Meals Sales	-2,179	-476	-488	12
Fees & Charges Income	-5,188	-1,575	-1,493	(82)
Rents Income	-267	-199	-200	1
Government Grant Income	-1,186	-1	-1	0
Reimbursements & Other Grant Income	-643	-205	-206	1
Schools SLA Income	-83	-82	-80	(2)
Internal Fees Income	-140	-18	-16	(2)
School Meals Other Income	-2,350	-1,526	-1,539	13
Meals On Wheels	-245	-61	-39	(22)
Catering Fees	-187	-47	-13	(34)
Capital Salaries	-53	0	0	0
Transfers From Reserves	-75	-67	-67	0
Total Income	-15,010	-4,835	-4,682	(153)
Net Operational Expenditure	13,020	1,588	1,648	(60)

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance (overspend) £'000
<u>Recharges</u>				
Premises Support	1,916	311	311	0
Transport Recharges	2,051	376	376	0
Departmental Support Services	9	0	0	0
Central Support Services	2,483	480	480	0
HBC Support Costs Income	-449	-140	-140	0
Net Total Recharges	6,010	1,027	1,027	0
Net Department Expenditure	19,030	2,615	2,675	(60)

Comments on the above figures:

The net department budget is £60,000 over budget profile at the end of the first quarter of the 2016/17 financial year.

Employee expenditure is over budget to date mainly due to the staff turnover savings targets for the period not being achieved in full and the use of casuals in the Stadium and the Brindley. Staff savings for the year are £553,060 which will be difficult to achieve but will be monitored closely. The amount incurred on casuals for the first 3 months of the year is £152,627 compared to £133,776 in the same period last year, an increase of 14% compared to the approximate increase in salaries due to the National Living Wage of 6.5%.

Other Agency costs are £69,000 under budget profile as many Area Forums projects have not yet started. Approval has been granted for few projects so far, hence the low spend to date. However further projects need to pass through the approval process in order to fully commit budgets allocated.

Waste disposal contracts will face a significant change this year. In October new contract agreements will be entered into and it is expected that significant increases in spend will occur, however work has already been undertaken to reduce the impact of this. Currently this budget is over budget profile and will remain a pressure to be closely scrutinised throughout the year.




Sales Income, Fees & Charges and Internal Catering Fees across the Department will again struggle to achieve budgeted income targets for the year. Last year income for these specific areas underachieved by over £500,000, although this was partially offset by other income streams. Budgets will be closely monitored and if necessary will be realigned where possible.

In 2015/16 the Department reported an outturn overspend position of £290k, based on projections it is likely the outturn position for the current financial year will be of a similar value.





8.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

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

Direction of Travel Indicator

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