

# QUARTERLY MONITORING REPORT

**DIRECTORATE:** Health & Community  
**SERVICE:** Adults of Working Age  
**PERIOD:** Quarter4 to period end 31<sup>st</sup> March 2009

## 1.0 INTRODUCTION

This quarterly monitoring report covers the Adults of Working Age Department fourth quarter period up to 31 March 2008 It describes key developments and progress against all 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 7.

## 2.0 KEY DEVELOPMENTS

### **Adults with Learning Disabilities**

#### **Reconfiguration of Adults with Learning Disabilities health and care management services.**

The reconfiguration of the service was completed in August 2008. All Learning Disability Nurses successfully made the transition to Halton Borough Council from the Primary Care Trust. A single point of access has been established through the core team with an advice and assessment worker available daily to monitor all referrals. Weekly Multi Disciplinary Team (MDT) meetings ensure the allocation to the intensive team. There are quarterly meetings with the 5Boroughs Partnership to ensure the continued integration of the services and that the processes remain fit for purpose.

#### **Housing Co-ordinator**

This role was funded from supporting people funding in order to develop a comprehensive database of all supported living and residential homes within Halton. By rationalising the allocation process and developing careful compatibility measures there has been a reduction in incidents, Vulnerable Adult Abuse and complaints for the department.

### **Mental Health**

**Mental Health Act 2007:** the 5BoroughsPartnership (5BP) has expressed its willingness to work with Halton to explore the potential for non-social care staff to assume the role of Approved Mental Health Professionals (AMHPs). A report will be going to Senior Management Team in April 2009 to establish the optimum number of Approved Mental Health Professionals for the area, and work will then continue with the 5Boroughs to take this forward. The new Independent Mental Health Act (IMCA) advocacy service has been established, and will be in effect from 1<sup>st</sup> April 2009.

**Deprivation of Liberty Safeguards:** considerable work has taken place to ensure that all necessary resources, processes and procedures are in place

before the implementation date of 1<sup>st</sup> April 2009. Eight staff have now successfully trained as Best Interests Assessors, and all issues relating to insurance have been resolved. The new overarching policy and procedure has been agreed and is in place, and a series of briefings with staff, managers and care homes has taken place. The Independent Mental Capacity Advocacy (IMCA) service has been extended to take into account the new roles and responsibilities, and a local advocacy service has been engaged to deliver the role of Representative.

**Mental Capacity Act:** as with the Mental Health Act and Deprivation of Liberty Safeguards, this continues to be scrutinised through the overarching Steering Group. The work programme for 2009-10 will be developed in April 2009 and will include examination of the effectiveness of local training and the understanding of mental capacity issues in front line services.

**Care Programme Approach:** this important policy and procedure, which operates jointly across health and social care services, was issued in a revised form by Central Government in 2008. The lead for revision of the policy locally is with the 5Boroughs Partnership, and it is anticipated that this will be completed in 2009.

**Integrated Partnership:** this continues to be developed. The formal partnership agreement is to be revised to take into account developing service arrangements. A project plan is being developed to ensure the integration is effective.

### 3.0 EMERGING ISSUES

#### **Adults with Learning Disabilities**

##### **Personalisation**

All care managers are currently undertaking a comprehensive training package in order for the personalisation agenda to be progressed. It is anticipated that both Adults with Learning Disabilities and Physical and Sensory Disabilities will play a key role in the transformation of Halton Borough Council Social Services.

##### **Valuing People Now**

The Government has set out its three-year strategy for people with Learning Disabilities in Valuing People Now. A detailed plan is being developed and will be monitored through the Partnership Board.

##### **Mental Health**

**Personalisation:** along with all other service areas, this challenging agenda is being developed in mental health services as part of the overall project plan. There is some national evidence from pilot sites that people who use mental health services are more satisfied with the outcomes of the personalisation agenda.

**Single Point of Access:** the initial phase of this development is now complete and there is agreement across all services as to the way the service will be delivered. The Primary Care Trust is making arrangements for an agreed

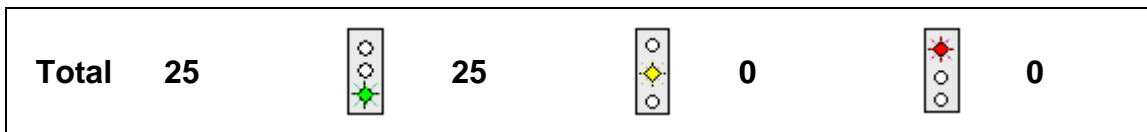
service provider to develop the new service. In the meantime a social work post has been advertised for this service, with interviews planned for May 2009.

**Employment:** following the identification of NI 150 – the employment of people known to secondary mental health services – the project management of this target has been included within the new Disability Employment Network. Work continues to obtain an effective baseline for this target. In the meantime, a new post is being appointed which will work closely with the mental health teams to identify people who might be ready for employment, and then to work with those people to help them back to work. This will be supported by an additional service, provided by a national mental health charity, which will also work with people in this way.

**Integrated Electronic Systems:** the Council continues to work with the 5Boroughs Partnership to support the development of an integrated records system which will meet the needs of both health and social care services.

**Mental Health information:** for some time, a Subgroup of the Mental Health Local Implementation Team (LIT) has been in place, responsible for looking at the local information available about mental health. A successful workshop was held in March 2009, and the identified actions from this will form part of a wider action plan to be developed.

#### 4.0 PROGRESS AGAINST MILESTONES/OBJECTIVES

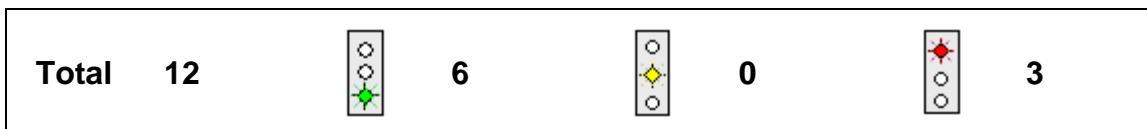


please refer to Appendix 1.

#### 5.0 SERVICE REVIEW




None.

#### 6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS



please refer to Appendix 2.

#### 6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

<b>Total</b>	<b>15</b>		<b>10</b>		<b>0</b>		<b>1</b>
--------------	-----------	---	-----------	---	----------	---	----------

please refer to Appendix 3.

## 7.0 PROGRESS AGAINST LOCAL PUBLIC SERVICE AGREEMENT (LPSA) TARGETS

This service is not responsible for any Local Public Service Agreement (LPSA) targets. The service contributes to an LPSA around services for carers that is reported in the Older People's Services monitoring report.

## 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. Please refer to Appendix 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. Please refer to Appendix 5.

## 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- Progress against Risk Treatment Measures  
Appendix 5- Progress against High Priority Equality Actions  
Appendix 6- Financial Statement  
Appendix 7- Explanation of traffic light symbols

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
AWA 1	Evaluate, plan, commission and redesign services to ensure they meet the need of vulnerable people within the local population, including those from hard to reach groups (including the black and minority ethnic community)	Development of Person Centred reviews with particular focus for adults with Profound and Multiple Learning Disabilities to enhance service delivery Mar 2009.		A dedicated Speech And Language Therapist has been working with 10 people who receive their day service out of Pingot day centre to obtain and analyse their non verbal behaviours in order to inform service provision. This project has been extended until 30 <sup>th</sup> June.
		Establish strategy to improve performance and service delivery to the Black & Minority Ethnic community, to ensure services are meeting the needs of the community Jun 2008.		In conjunction with Cheshire, Halton And Warrington Race Equality Council, work continues within the Directorate to improve the access and the signposting of members of the Black and Minority Ethnic community to support services.
		<i>Contribute to the safeguarding of children in need where a parent is receiving Adult services by ensuring staff are familiar with and follow safeguarding processes Mar 2009.</i>		Audit has now taken place, report due in April 2009 and action plan to be developed




**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Adults of Working Age**

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		Evaluate "In Control/Individualised Budgets" pilot and extend to other service user groups as appropriate, thus enabling people needing social care and associated services to design that support Mar 2009.		Transforming Adult Social Care Board (TASC) established and associated work streams of finance, workforce, commissioning, and outcomes. Care managers from all services areas are currently receiving a robust training programme.
		Agree and implement the reconfiguration of Adults with Learning Disabilities health and care management services to enhance service delivery Mar 2009.		The fully integrated Learning Disability team has been operational since August 2008. The core team is a single point of access for all of Adult with Learning Disabilities service provision with weekly Multi Disciplinary Team meetings for allocation to intensive team.
		Review services and supports for younger adults with dementias and establish a strategy to improve services to this group Mar 2009		This project has been extended until June 2009 to take account of the developments in the national and local dementia strategies. Members have taken evidence from a variety of sources, including one visit and a meeting with carers and service users.
		Review Care Management Services for Physical and Sensory Disabilities to enhance service delivery Sep 2008.		Completed. Future models to be explored with Primary Care Trust and St Helens.

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Adults of Working Age**


Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
AWA 2	Work in partnership to enhance joint working arrangement and delivery of services to vulnerable people	Mainstream review of Bridge Building Day Services Model to ensure that it supports the priorities of the modernisation agenda Sep 2008.		The Bridge Building service continues to produce positive outcomes for service users. Funding has been secured for the new financial year.
		Review the Payments and Expenses Policy and Procedure to ensure payment levels are appropriate and procedures are adequate Jun 2008		Completed.
		<i>Expand the involvement of service users in the direction and quality of day and supported living services Sep 2008.</i>		A Quality Assessment Group comprising service user representative and management and facilitated by Halton Speak Out continues to inform service development. In addition service users are included on staff interviewing panels and are heavily involved in producing their own newsletter. In recognition of the greater involvement of service users Care Quality Commission awarded the service 3 stars excellent.

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Adults of Working Age**






Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		<p><i>Continue to contribute to the implementation of Change For The Better, the 5Boroughs Partnership new model of care for mental health services, thus ensuring that services are based on recovery and social inclusion Mar 2009.</i></p>		<p>Change for the Better is now fully implemented. As part of the overall partnership, a project is being delivered which aims to integrate wider aspects of community health and social care in Halton mental health services, with direct lines of accountability through the Local Authority.</p>
		<p>Develop and implement, in partnership with key stakeholders, all policies, processes and procedures necessary to fully implement the Mental Health Act 2007 Oct 2008</p>		<p>All required policies, procedures and processes are now in place. The overall process continues to be monitored by a multiagency Steering Group. The Independent Mental Health advocacy service has been commissioned, and the optimum number of Approved Mental Health Professionals is being scoped. All new policies and procedures are to be reviewed in May 2009.</p>
		<p>To agree and implement a joint process for implementation of new national guidance on Continuing Health Care Mar 2009</p>		<p>Developed integrated policies and pathways to support weekly Multi Disciplinary Team meetings established in conjunction with St Helen's Local Authority and Primary Care Trust. Development of disputes process and process for determining joint funding arrangements.</p>

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Adults of Working Age**







Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		Continue to implement the modernisation of Day Services to enhance service delivery Jun 2008		<p>Cup Cake Catering has now begun cake production and food is selling well at Norton Priory. This will be expanded to supply cakes and confections to the other outlets within the project. Further employment opportunities are being generated in the Norton Priory Catering project and the Market Gardens. Together with opportunities at the Stadium the Care Quality Commission target of 20 people with disabilities for 08-09 has been met. Created a detached leisure day in partnership with Kingsway leisure centre. Designated link person attends Community Bridge Builders team meetings. Quality Improvement Team of stakeholders inspects day service community venues to determine if fit for purpose. Working in partnership with Halton Speak Out to progress Person Centred Plan's for people with Profound Multiple Learning Disabilities. Focused working party for Profound Multi Learning Disabilities group to improve the quality of service for this group.</p>



**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Adults of Working Age**

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		<i>Implement action plan for the National Service Framework for Long Term Condition to ensure services are meeting the needs of the community Mar 2009.</i>		Consultant commissioned to review services. Draft report submission date extended to May 09.
		Review services and supports for children and adults with an Autistic Spectrum Disorder Mar 2009		Review completed, strategy to be developed with assistance of National Autistic Society.
		Implement a behaviour solutions approach to develop quality services for adults with challenging behaviour Mar 2009.		Challenging behaviour project group established in conjunction with St Helen Council, 5Broughs Partnership and Primary Care Trust to cover both adults and children services to support mainstream services in working with people with whose behaviour challenges services.
AWA 3	Provide facilities and support to carers, assisting them to maintain good health	<i>Increase the number of carers provided with assessments leading to provision of services, including black and minority ethnic carers, to ensure Carers needs are met Mar 2009.</i>		A detailed process has taken place to improve assessments of carers needs, with substantial improvements to the processes of assessment data collection. The Local Public Service Agreement "stretch" target has been fully achieved as a result.
		<i>Maintain the number of carers receiving a carers break, to ensure that Carers needs are met Mar 2009.</i>		Good performance in this area, outturn expected April 2009.

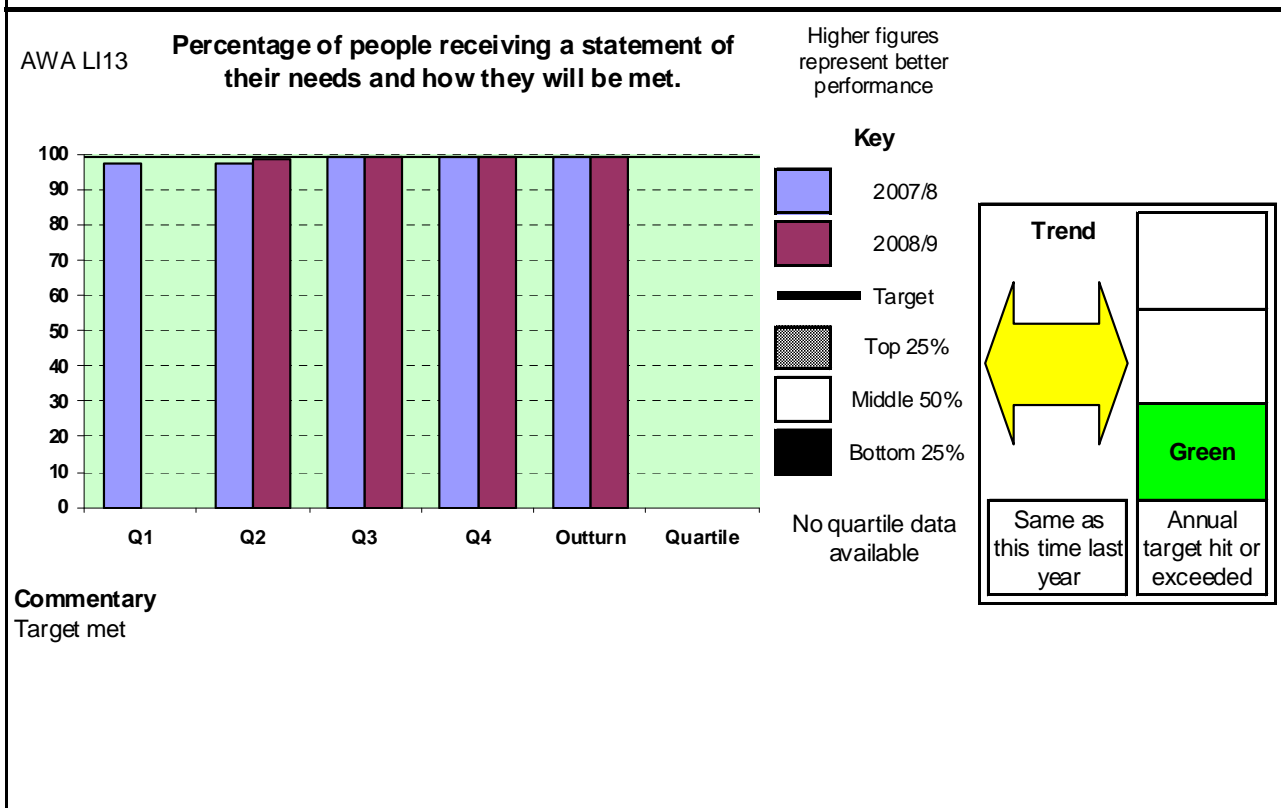
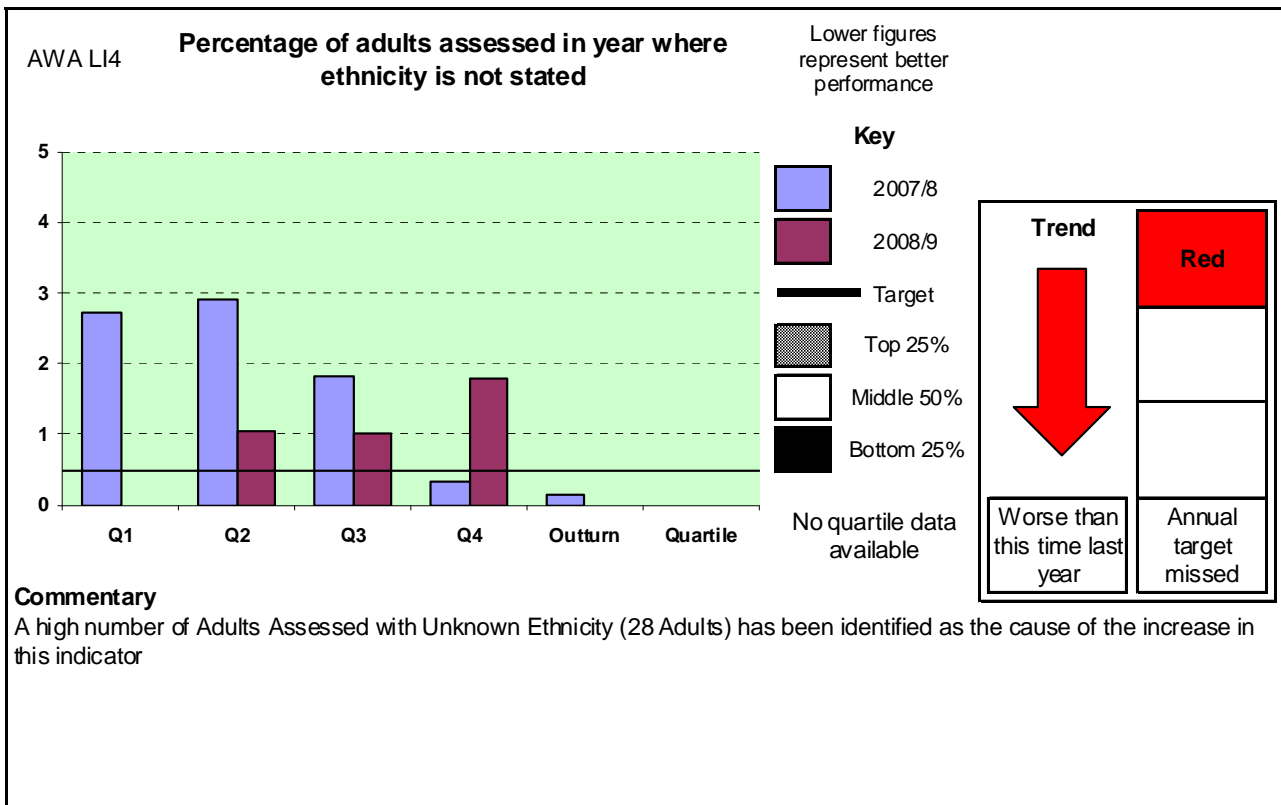
**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Adults of Working Age**

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		<i>Implement new model for Carers Centres to increase access to additional funding, thus ensuring the continued provision of quality services to the local community Mar 2009.</i>		Completed, Carers centre launch took place 26 <sup>th</sup> March 2009.
		Refresh the Carers Strategy in light of the new national Carers Strategy, thus ensuring Carers needs continue to be met Jun 2008.		February event very successful, refresh now being drafted.
		<i>Continue to work with Halton &amp; St Helens Primary Care Trust to improve the physical health of carers Mar 2009.</i>		Work continues with the Primary Care Trust to enhance services for carers, Carers centre receiving additional funding from Primary Care Trust.
AWA 4	Ensure that service delivery, commissioning and procurement arrangements are efficient and offer value for money	Build on learning for Halton from Care Services Efficiency Development improving care management efficiency project, identifying further areas and priorities for redesign Jun 2008.		Exploring the proposal to use a rota of first assessors from across operational care management teams to be located within the contact centre to manage first contacts, self assessments, effective signposting and to facilitate timely assessments for care, equipment and support.

**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES  
Adults of Working Age**

Service Plan Ref.	Objective	2008/09 Milestone	Progress to date	Commentary
		Continue to implement Adults with Learning Disabilities financial recovery plan to ensure that the service becomes increasingly efficient and effective Mar 2009.		Completed, as previously reported.
AWA 5	Support vulnerable adults and carers into employment opportunities where appropriate	<i>Develop Supported Employment Strategy for all adult age groups to ensure appropriate employment opportunities are available for service users and carers Mar 2009.</i>		Working group now in operation chaired by Operational Director in Economic regeneration.

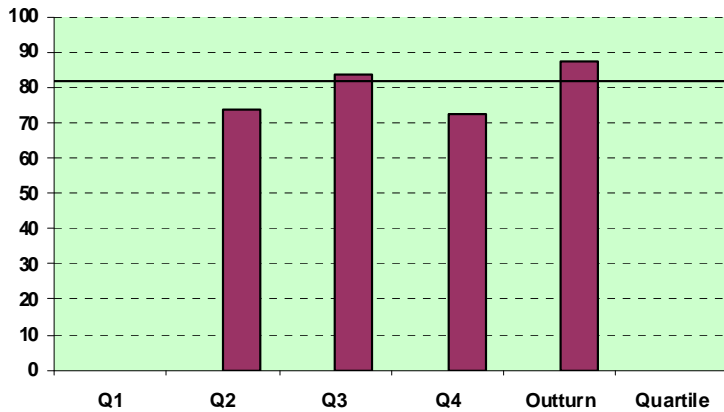
**APPENDIX ONE - PROGRESS AGAINST OBJECTIVES/MILESTONES**  
**Adults of Working Age**



AWA NI  
132

### Timeliness of social care assessment DH DSO

Higher figures represent better performance



**Key**

- 2007/8
- 2008/9
- Target
- Top 25%
- Middle 50%
- Bottom 25%
- No quartile data available

<b>Trend</b>	<b>Red</b>
No data for same Qtr last year	Annual target missed

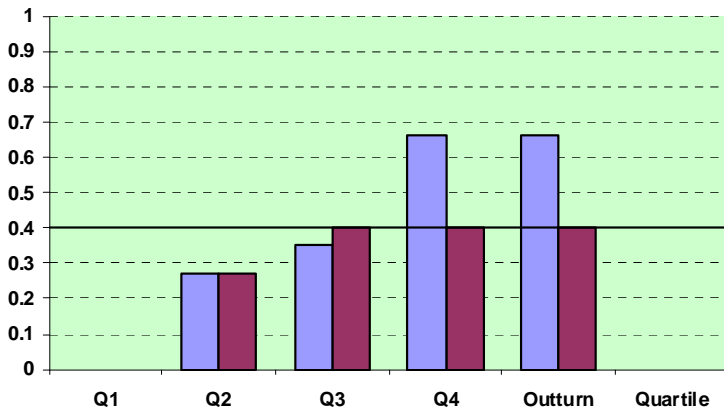
**Commentary**

Target not met. A high number of Independent Living Service (ILT) clients for whom the assessment process took longer than 28 days has contributed to the shortfall. The Physical and Sensory Disability Team and also Deafness Support Network performance was outside 28 days providing a contributing factor, albeit on a lesser scale than ILT

AWA LI15

### Admissions of Supported Residents aged 18-64 into residential/nursing care

Lower figures represent better performance



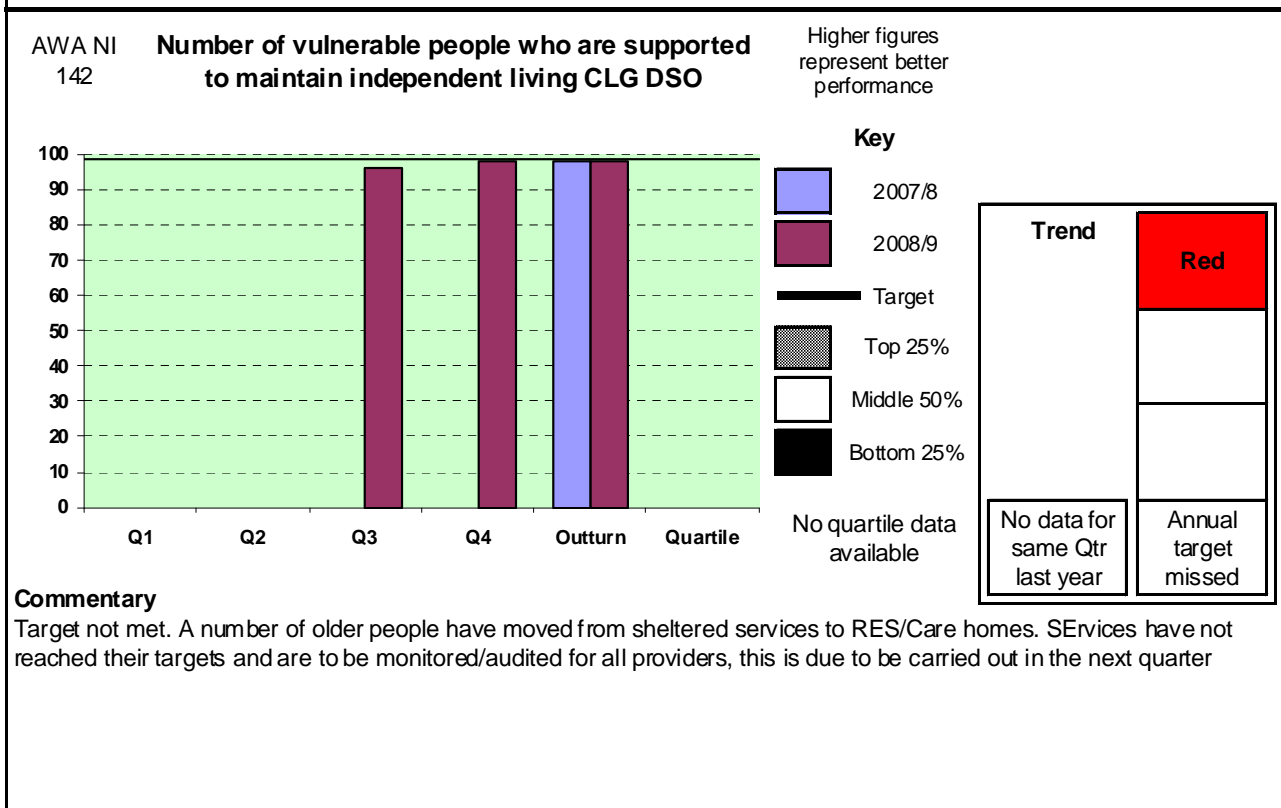
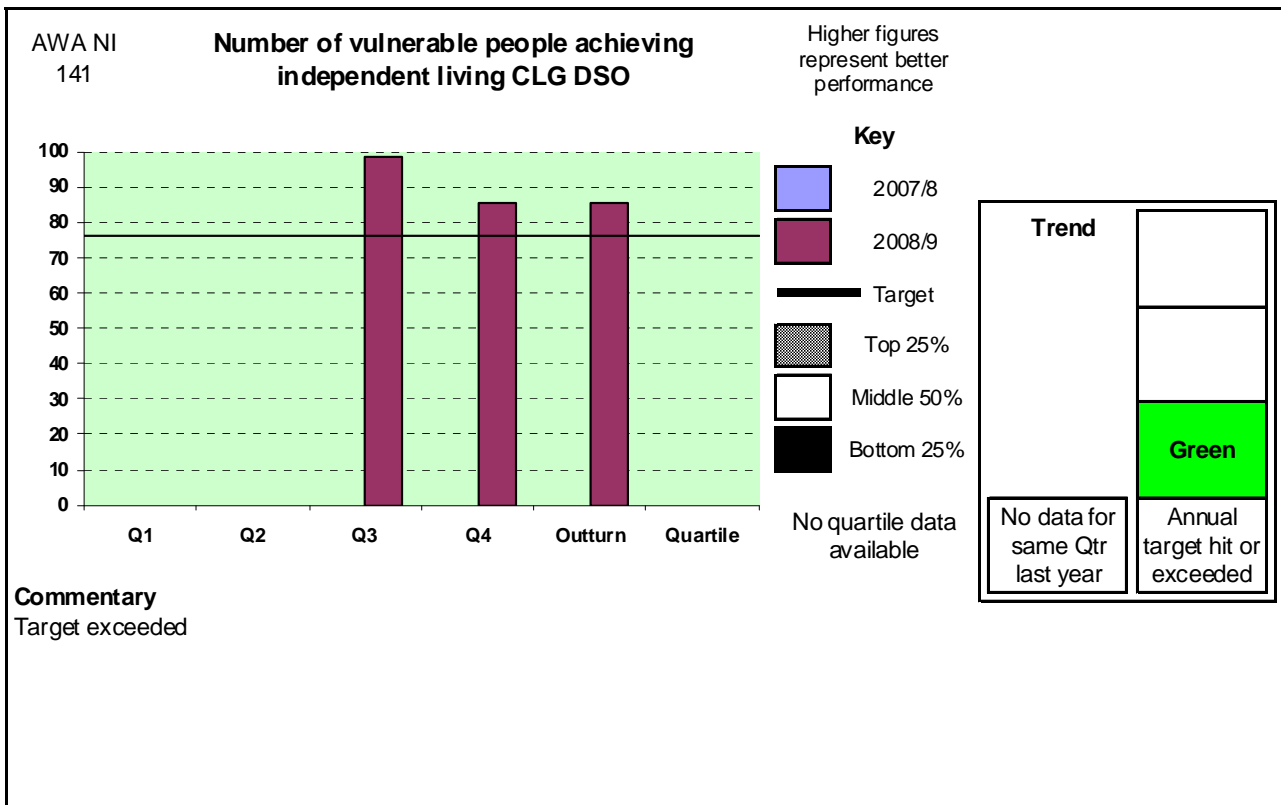
**Key**

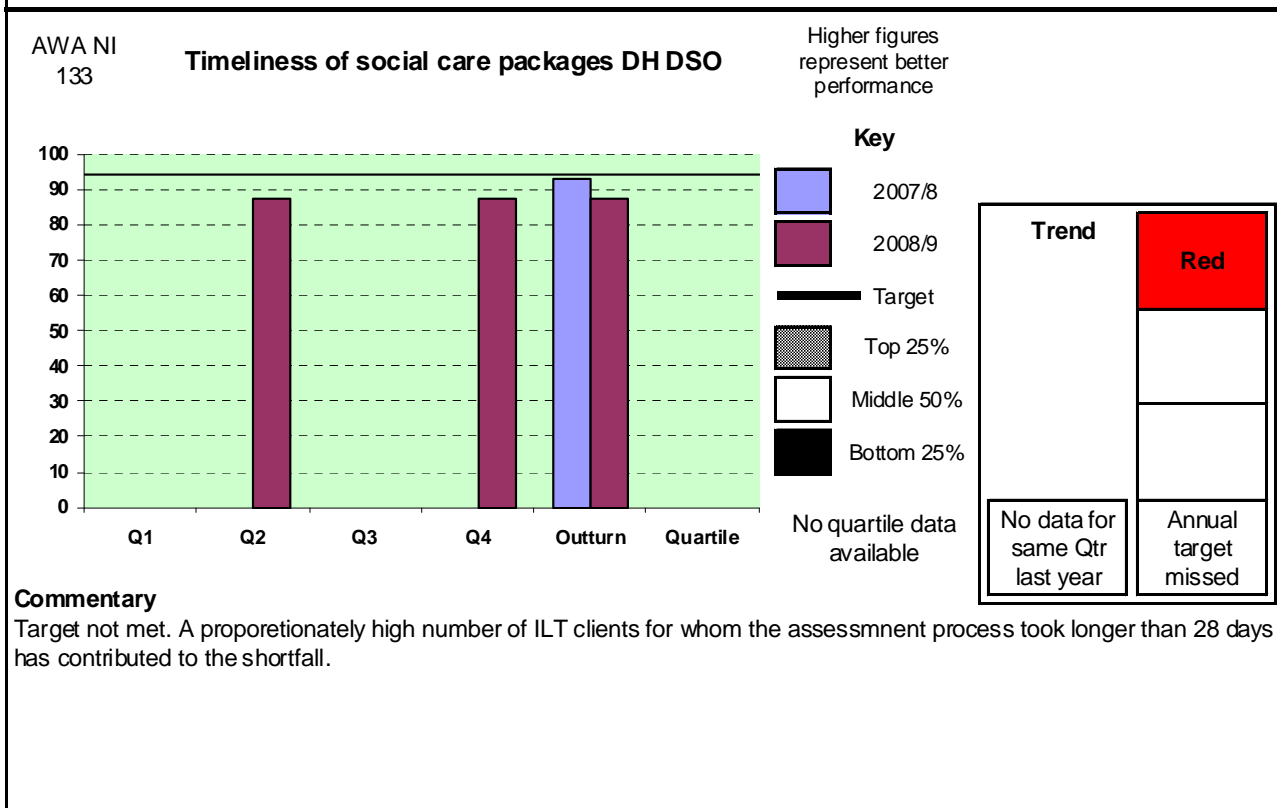
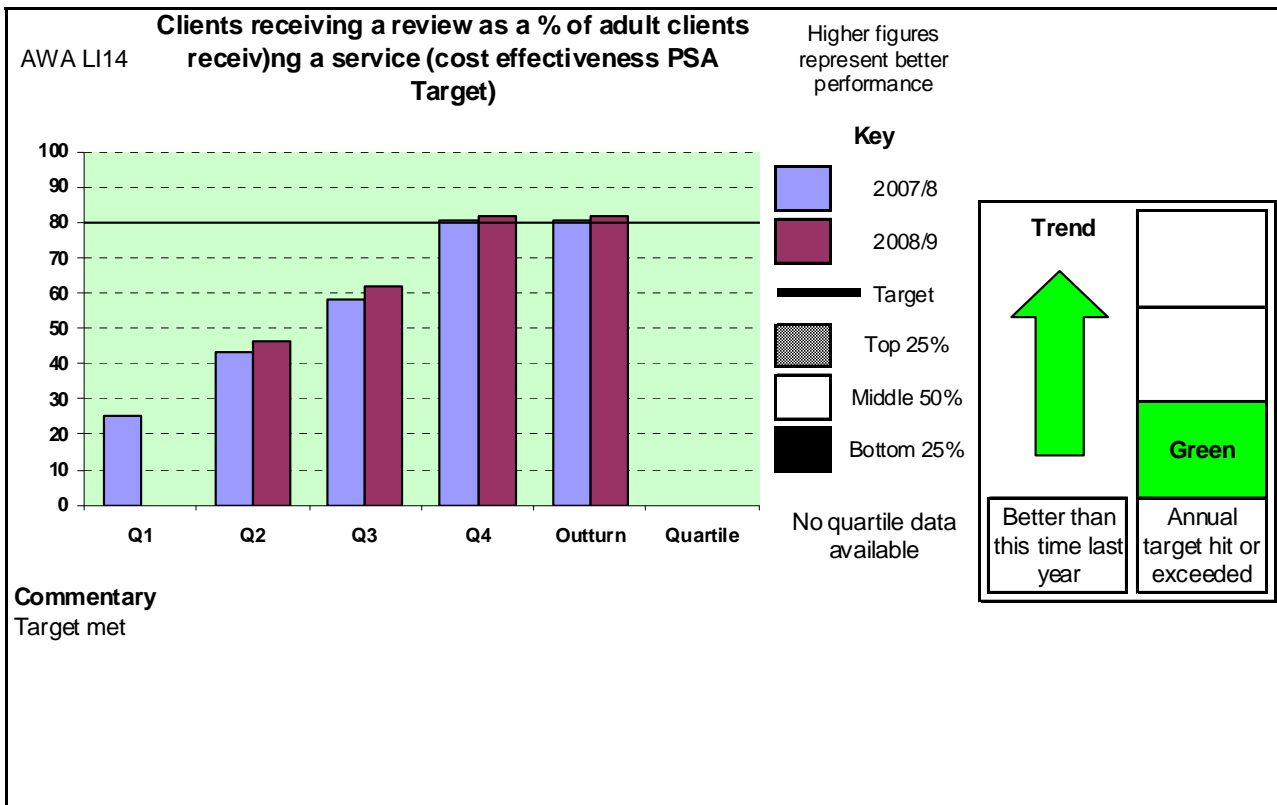
- 2007/8
- 2008/9
- Target
- Top 25%
- Middle 50%
- Bottom 25%
- No quartile data available

<b>Trend</b>	<b>Green</b>
Better than this time last year	Annual target hit or exceeded

**Commentary**

Target met







The following KPIs have not been included above for the reasons stated: -

**NI 136 People supported to live independently through Social Care Services**

It is difficult to compare performance of this new indicator until we are able to compare against comparator data. The indicator includes data from the voluntary sector and caution should therefore be exercised regarding data quality. Targets here are incorrect and refer to the old PAF indicator that ceases to exist.

**NI 131 Delayed Transfers of Care**







Data not available from Health until 28<sup>th</sup> April 2009

**NI 145 Adults with Learning Difficulties in Settled Accommodation**






Data not available to report

**NI 146 Adults with Learning Difficulties in Employment**

Data not available to report

Ref.	Description	Actual 2007/08	Target 2008/09	Quarter 4	Progress	Commentary
<b>Cost &amp; Efficiency</b>						
AWA LI1	Intensive home care as a percentage of intensive home care and residential care	27.15	28	25.53		The HH1 outturn for intensive households dropped in 2008 (some impact from CHC). Therefore the lower number of intensive households has resulted in a lower outturn for this indicator.
AWA LI3	Unit cost of home care for adults and older people (£)	15.46	16.16			Unit costs are not reported until PSSEX1 Return is completed in July 2009.
AWA LI2	Cost of intensive social care for adults and older people	458.16	476.48			Unit costs are not reported until PSSEX1 Return is completed in July 2009.
<b>Fair Access</b>						
AWA LI5	Percentage of adults with one or more services in the year where ethnicity is not stated	0.08	0.2	0.2		Target met.
AWA LI7	Number of learning disabled people helped into voluntary work in the year	8.91	20	56		Target Exceeded. 34 clients supported by Supported Employment service. 22 Clients supported by Community Bridge Building service.
AWA LI9	Number of physically disabled people helped into voluntary work in the year	2.26	3	14		Target Exceeded. 12 Clients Supported by Supported Employment service. 2 Clients supported by Community Bridge Building service.
AWA LI11	Number of adults with mental health problems helped into voluntary work in the year	4.65	8	28		Target Exceeded. 4 clients supported by Supported Employment service. 24 clients supported by Community Bridge Building service.
<b>Quality</b>						
AWA LI12	Availability of Single Rooms (%)	100	100	100		Target met.
<b>Service Delivery</b>						



**APPENDIX THREE - PROGRESS AGAINST OTHER INDICATORS  
Adults of Working Age**

Ref.	Description	Actual 2007/08	Target 2008/09	Quarter 4	Progress	Commentary
AWA LI15	Admissions of Supported Residents aged 18-64 into residential/nursing care	0.66	0.4	0.4		Target met.
AWA LI16	Adults with physical disabilities helped to live at home	7.84	7.8	8.11		Target Exceeded.
AWA LI17	Adults with learning disabilities helped to live at home	3.92	4.1	4.39		Target Exceeded.
AWA LI18	Adults with mental health problems helped to live at home	3.35	3.5	3.5		Target Met.
NI 149	Adults in contact with secondary mental health services in settled accommodation PSA 16	-	-			Data not available to report. Data is sourced from 5Boroughs Trust.
NI 150	Adults in contact with secondary mental health services in employment PSA 16	-	-			Data not available to report. Data is sourced from 5Boroughs Trust.
AWA NI 129	End of life care - access to appropriate care enabling people to choose to die at home DH DSO	-	-	20.6*		* As at Quarter 3





**APPENDIX THREE - PROGRESS AGAINST OTHER INDICATORS  
Adults of Working Age**

Key Objective	Risk Identified	Risk Treatment Measures	Target	Progress	Commentary
<b>AWA 4 Ensure that service delivery, commissioning and procurement arrangements are efficient and offer value for money</b>	Pooled budget Supporting People retraction will increase budget pressures	Work with the Primary Care Trust to identify budget to pick up shortfall	31/03/2009		Completed, funding agreed with Primary Care Trust.
		Complete assessments to identify needs and cost for those affected by Supporting People retraction	31/03/2009		Completed, work to continue with relevant providers.
	Commissioning strategy does not sufficiently identify future need	Review and revise commissioning strategy	31/03/2009		Commissioning strategy completed.
<b>AWA 5 Support vulnerable adults and carers into employment opportunities where appropriate</b>	Failure to meet targets for vulnerable adults to gain employment	Cross service working group to be established to identify service users seeking employment.	31/03/2009		Targets achieved.
		Action plan to be developed to facilitate the identified group	31/03/2009		Completed.
		Identification of agencies to support this work	31/03/2009		Completed, one provider providing young people with opportunities. National charity in discussion with Council for future provision.


**APPENDIX FOUR – PROGRESS AGAINST RISK TREATMENT MEASURES  
Adults of Working Age**

Key Objective	Risk Identified	Risk Treatment Measures	Target	Progress	Commentary
		Use of Learning Disability Development Fund to specifically support adults with learning disabilities	31/03/2009		Contract with provider in place to provide employment opportunities for young people.
		Regular reports to Senior Management Team	31/03/2009		Senior Management Team has received reports, additional capacity agreed to increase opportunities.




**APPENDIX FOUR – PROGRESS AGAINST RISK TREATMENT MEASURES  
Adults of Working Age**

Strategy/Policy/Service	HIGH Priority Actions	Target	Progress	Commentary
<b>Contract Monitoring</b>	Monitoring of contracts with provider services – do residential/domiciliary providers employ staff from other backgrounds who have additional language skills which could be used to translate on behalf of service users whose first language is not English	31/03/2009		Council wide steering considering the needs of all minority groups within the borough to ensure we target services at all groups proportionally.
<b>Cheshire, Halton &amp; Warrington Race Equality Council (CHWREC)</b>	Develop further links with Cheshire, Halton And Warrington Race Equality Council	31/03/2009		There is scope for further work with Cheshire, Halton And Warrington Race Equality Council, subject to additional funding, and opportunities for this is kept under constant review.
<b>Corporate Equality Scheme</b>	Contribute to a Corporate Working Group to simplify the Authority's equality-related policies/strategies etc to produce a Corporate Equality manual which is relevant and applicable to all Directorates	31/03/2009		The Directorate is currently contributing to the work being taken forward Corporately on the amalgamation of a number of equality related policies. A working group has been established to take forward this work.
	Health and Community Equality Impact Assessment systems to be strengthened and adopted on a Corporate basis	31/03/2009		The Directorate is currently contributing to the work being taken forward Corporately on the revision of the Equality Impact Assessment system. A working group has been established to take forward this work.

**APPENDIX FIVE – PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS  
Adults of Working Age**

<b>Diversity Training</b>	Systems developed and implemented to ensure that all new staff attend Corporate Equality & Diversity training (1 day session); and all existing staff attend condensed Equality session.	31/03/20 09		Corporate Training have developed and implemented mandatory Equality & Diversity Training for the Health &Community Directorate. An introductory session is also delivered, at induction, in line with the common Induction Standards.
---------------------------	--	----------------	---	--

The traffic light symbols are used in the following manner:

	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<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>