

VITAL IMPROVEMENTS - TRAFFIC LIGHT TABLE

ISSUE NUMBER: 03/09
DATE: Last updated March 2010

REF.	KEY TASK	LEAD OFFICERS	LEAD CM	OUTCOMES BY 31/3/10	BENE-FITS	JUL	NOV	MAR	PROGRESS COMMENTARY	
RBSC TRANSFORMATION PROGRAMMES										
1	Deliver the next phase of the Here to Help Programme	Nicholas Holgate	Cllr Ahern	Several examples of lower cost and higher customer satisfaction.	COST	H	PROGRESS			The programme has encountered a number of technical issues which has delayed delivery of the on-line special collection (TBFTB) project. However the resolution of these issues is imminent. Online residents permits are operational and development work is underway in preparation for phase 2. Several other projects are reaching delivery stage and work has started to scope the next phase of the programme based on IT led service improvement projects which will need to deliver tangible savings.
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2	Implement the Space programme	Derek Myers	Cllr Ahern	Design completed following a major consultation. Tendering process finalised.	COST	H	PROGRESS			The Space programme is progressing well and on budget. Architects have completed the initial designs and are now working to develop these designs into detailed proposals. Staff will be consulted through workshops and other targeted events. The flexible ICT solution now includes the provision of laptop PCs for staff using the Town Hall. The works will now also include new glazing and better insulation to the refurbished staff office areas. Programme benefits are improved by both these initiatives. Concerns remain about project resources and a proposal to address this is being prepared for the programme board.
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3	Establish the Realising Potential programme	Anne Marie Carrie	Cllr Ritchie	Programme to realise the full potential of children families and staff defined and underway.	COST	L	PROGRESS			The development of the business case, monitored fortnightly by the FCS senior team, was published in November '09, and extensively reviewed between November '09 and January '10. ED FCS reviewed the conclusions with the RBKC Management Board on December 16th, including the goal to reduce operating costs in FCS by an additional 10% over the next five years. The current objective is to agree the team structure and mobilise the Realising Potential programme team by April '10.
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		CUST			M	PROSPECTS				
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4	Deliver Personalisation of Adult Social Care	Jean Daintith	Cllr Mills	Projects delivering against milestones to reach targets for April 2011.	COST	M	PROGRESS			The programme is on track to deliver on all its milestones. A Cabinet working party, programme board and officer group are driving the change. A Gateway review will be undertaken in March 2010.
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		CUST			H	PROSPECTS				
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5	Finalise Housing Stock Options analysis	Peter Lerner	Cllr Mills Cllr Moylan	Clear options developed and presented for Member decisions.	COST	H	PROGRESS			The review's decision on the preferred option was approved by Cabinet in November 2009. The programme is now focussed on delivering that solution through a series of specific projects. It was agreed that the Council needs to investigate how to avoid a deficit on its HRA. In addition, two areas of development have been identified, which are being progressed and will involve resident collaboration. The Council will carry forward current governance arrangements for the programme of delivery of the approved decision. Delivery of the next phase is faced with complex challenges and constraints, both in the finance and regeneration workstreams, such that to forecast a problem free future (within 10% tolerance) could be imprudent at this stage.
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		CUST			M	PROSPECTS				
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REF.	KEY TASK	LEAD OFFICERS	LEAD CM	OUTCOMES BY 31/3/10	BENE-FITS	JUL	NOV	MAR	PROGRESS COMMENTARY	
6	Implement the Climate Change programme	Tot Brill	Cllr Paget-Brown	Carbon reduction programme targets delivered. Climate Change Strategy reflected in key documents (LDF Core Strategy, Community Strategy, etc.).	COST	H	PROGRESS			Some projects, such as those that are part of the Carbon Management Plan, are underway, with six out of seven either complete or in progress for 2009/10. Other projects, planned for further consideration or implementation next year or beyond, are being progressed and defined. On two projects (CHP Chelsea Town Hall – complete, and voltage optimisation at corporate buildings), revised estimates of performance indicate increased carbon tonnage reduction over initial estimates. An initial risk log is in production.
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RBSC CHANGE PROGRAMMES										
7	Implement the Environment Strategy	Tot Brill	Cllr Paget-Brown	Measurable progress in delivering the action plan	COST	H	PROGRESS			Progress on Green Partners Group to deliver the environment and transport chapters of the Community Strategy continues. Development of a sustainable procurement policy and some action plans relating to planning work have yet to be completed e.g. drafting a green development guide. Carbon Assessment and Reduction in Regeneration Area has not been advanced. Evaluation of the current strategy and on the feasibility of a new Environment Strategy is to be undertaken during 2010/11.
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8	Progress the Building Schools for the Future Programme	Anne Marie Carrie	Cllr Husband	Strategy for Change 2 and Outline Business Case for BSF submitted; detailed designs for the schools being developed.	COST	L	PROGRESS			The BSF timetable is tightly controlled by central government through Partnerships for Schools (Pfs). Our Strategy for Change, part 1 and part 2, have both been approved without condition. We have submitted the Outline Business Case and are waiting approval from Pfs. We have begun developing the procurement documentation which will be used to procure an ICT managed service and a design and build contractor as prescribed by the national programme.
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9	Progress the Primary Capital Programme	Anne Marie Carrie	Cllr Husband	Feasibility study undertaken and preferred option agreed for the Middle Row and St Mary's redevelopment; detailed design for the scheme being developed.	COST	L	PROGRESS			A number of options have been developed based on our original budget. The budget assumed we would have four years of PCP funding available to the project. However, given the uncertainty of future public funding for the PCP, we are now assuming we will receive no further central government funding and are investigating options to generate a capital receipt on the site to close the funding gap.
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10	Renew Holland Park School	Anne Marie Carrie	Cllr Husband	Contracts in place for the building of the new school and construction of the temporary school underway (subject to Cabinet decision).	COST	M	PROGRESS			Contracts for the sale of the southern site and the construction of the new school are both in place. Work has commenced on site on pre-enabling works, such as service diversions. The key design planning conditions have been discharged following approval by the Major Planning Development Committee.
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11	Establish a new secondary school in Chelsea	Anne Marie Carrie	Cllr Husband	The Chelsea Academy opened in temporary accommodation in Sep 2009. The construction of the new Academy on track for completion in 2010 (to open in Sep).	COST	L	PROGRESS			The construction work is proceeding in accordance with the programme. Further planning conditions have been discharged and arrangements are in place to discharge the remainder. The school is due to transfer to the new building in September 2010 and an opening event is being planned.
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12	Consider options for new secondary provision in the north of the borough	Anne Marie Carrie	Cllr Husband	The OSC has considered options and there is a firm decision on the type, location and size of the new school.	COST	L	PROGRESS			The selection of the lead sponsor for the academy is currently underway and is due for completion before the end of February. The Statement of Intent will be submitted to Ministers by the Office of the Schools Commissioner in March. A Cabinet paper will be tabled in March with the options for the development of the academy building on the proposed site, as identified in the LDF publication and a new Sports Centre to replace the existing Kensington Leisure Centre.
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13	Deliver the Library transformation programme	Anne Marie Carrie	Cllr Husband	Blueprint for the transformed library service being implemented with first phase achieved. Firm decision on the direction of travel of the Central Library refurbishment taken and being progressed.	COST	M	PROGRESS			The programme was subject to a Gateway review which gave it amber/green status (2nd highest level) and found very good progress. Uncertainty over Central Library refurbishment led to red traffic lights in the past. The current assessment is based on a set of ambitions which does not include currently pursuing the refurbishment of the Central Library, which is now a capital programme pipeline project. Interim funds are being sought to enable self service installation and to address some urgent infrastructure problems. All other projects are delivering benefits. Self service is up and running at Chelsea Library with work at others on schedule.
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RBCS IMPROVEMENT PROGRAMMES										
14	Less recorded crime and reduced fear of crime	Derek Myers	Cllr Lightfoot	Community Strategy targets to reduce crime and assure the public, reducing the fear of crime, achieved.	COST	L	PROGRESS			Total recorded crime fell by 6.4% between 2007/08 and 2008/09. The trend continues and there has been a -6.8% reduction so far this year compared to the same period last year (January to December). The very latest Residents Panel survey on community safety (July 2009) provides evidence to show that residents have a reduced fear of crime compared to last year. In particular, 69% of respondents felt very or fairly safe in their local area during darkness compared to 59% last year.
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15	Reach a decision on use of the Chelsea Old Town Hall and improve sports facilities	Peter Lerner	Cllr Moylan Cllr Fairhead Cllr Paget-Brown	Proposals for the future use of Chelsea Old Town Hall finalised.	COST	M	PROGRESS			Project completed prior to November reporting round.
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		CUST			M	PROSPECTS				
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16	Continue to improve our streetscape	Tot Brill	Cllr Paget-Brown	Colville and Pembridge Ward reviews completed. Further improvements developed and implemented subject to due diligence.	COST	L	PROGRESS			Colville and Pembridge Wards are substantially complete. Following consultation, a preferred option was selected for Tavistock Square. We will develop design during 2010/11 and delivery during 2011/12. Consultation with ward councillors for the King's Road scheme was completed in October 2009 with the proposals programmed for implementation during 2010/11. The next wards chosen to be reviewed in 2010/11 are Norland and Notting Barns. Prospects are shown as amber as the Norland and Notting Barns ward reviews may slip due to resource constraints.
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17	Revamp and modernise the Exhibition Road and South Kensington streetscape	Tot Brill	Cllr Cockell	Switch over from one- to two-way traffic system around South Kensington Station by Nov 09. Work on streetscape improvements of Exhibition Road started in summer 09.	COST	L	PROGRESS			The first stage of the project, unravelling the one-way system, was completed in December on time and budget. A preconstruction contract was let to Balfour Beatty in summer 2009, resulting in refined target cost for the streetscape scheme. Balfour Beatty was appointed for stage two in February; work is programmed for completion in late 2011. Half of the road lies in Westminster City Council and will affect decision-making as design issues need agreement by WCC. There is a legal challenge to the Council's decision to omit kerbs.
					ENV	H	A	A	G	
		CUST			L	PROSPECTS				
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18	Prepare for the Olympics and Para Olympics in 2012	Tot Brill	Cllr Cockell Cllr Lightfoot	Detailed programme agreed. Delivery against programme on track.	COST	L	PROGRESS			There will be an eight day Festival on Exhibition Road during the London 2012 Olympic Games, developed in Partnership with the Exhibition Road Cultural Group. A PID for this project has been signed off by the 2012 Member Group, with research and development, fundraising and partnership building in progress.
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19	Reach an agreement on Brompton Cemetery and draw up an improvement plan	Tot Brill	Cllr Paget-Brown	Handover of cemetery complete. Programme of improvement designed.	COST	L	PROGRESS			The DCMS Minister has agreed in principle to transfer the Cemetery to the Council's ownership, but has declined to make any revenue contribution beyond 2010/11. This means a loss of £130,000 pa by comparison with what the Council expected. The Council will take stock of the new position before proceeding. It now appears unlikely that the transaction will be completed during this Parliament.
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		CUST			M	PROSPECTS				
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20	Work with the TMO to improve resident services	Jean Daintith	Cllr Mills	The Joint Council/TMO improvement plan implemented in full, resulting in significantly better services to tenants and leaseholders	COST	L	PROGRESS			All actions in the Improvement Plan have been completed. The TMO will be sent confirmation that the Council is satisfied that terms of the Plan have been met. The new performance agreement will be in place shortly. This will continue to monitor the key performance areas and indicators, ensuring that the improvements to residents' services achieved as a result of the Plan are maintained and developed.
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		CUST			H	PROSPECTS				
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RBSC EFFICIENCIES										
21	Achieve further efficiency gains	All	Cllr Fairhead Cllr Ahern	Match underlying expenditure and income for 2010/11 and clarify prospects for later years.	COST	H	PROGRESS			Given Cabinet and Council approval, the Imperatives and Opportunities round has found sufficient savings for 2010/11 and identified prospects for future years. If there is an emergency national Budget in 2010/11, it should also be possible to reduce spending further.
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		CUST			L	PROSPECTS				
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22	Sell site A (land adjacent to Holland Park School)	Derek Myers	Cllr Fairhead	Terms of sale agreed by October, unless price unacceptable.	COST	H	PROGRESS			The land was sold and the payment due of £10.5 million was received on 22 February. Subject to the Council fulfilling various requirements, notably releasing the land in Sept 2013, this initiative is completed.
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		CUST			L	PROSPECTS				
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23	Implement Phase One of the 15 per cent management costs savings exercise	All	Cllr B Campbell	Agreed profiles by March 2009; savings contribute to 'Achieving efficiencies' task.	COST	H	PROGRESS			Savings of £3 million have been identified and are being put into effect by Business Groups.
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		CUST			L	PROSPECTS				
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REF.	KEY TASK	LEAD OFFICERS	LEAD CM	OUTCOMES BY 31/3/10	BENE-FITS	JUL	NOV	MAR	PROGRESS COMMENTARY	
24	Secure procurement gains	Nicholas Holgate	Cllr Fairhead Cllr Ahern	Track and, where necessary, intervene in most promising contract negotiations.	COST	H	PROGRESS			The main Council buildings electricity contracts are being aligned in preparation for sourcing through Capital Ambitions London Energy Project, starting with <100Kw electricity in April 2010. >100Kw and street lighting electricity will be included at the end of the existing contracts. The Council was lead authority on phase one of a third party expenditure analysis project across the WLA, which identified a number of category management opportunities to be explored by the seven authorities, for collaboration on the procurement of goods and services.
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RBSC SUSTAINING EXCELLENCE										
25	Build capacity to harvest customer insight and extend customer feedback systems	Derek Myers	Cllr Ahern	Customer insight reviewed and improved across a range of services.	COST	M	PROGRESS			A web based customer insight toolkit and a Customer Journey Mapping capability within RBKC have been put in place. A video journey mapping exercise with Customer Services has been completed. The Housing Needs review, Council Tax & Benefits review, Libraries and Adult Care Services have been supported. A methodology has been developed for the Customer Sensitivity Reviews. The project is now closed.
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		CUST			H	PROSPECTS				
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26	Improved website	Nicholas Holgate	Cllr Cockell	A better website with a better search engine fully implemented by the summer.	COST	L	PROGRESS			Project completed prior to November reporting round.
					ENV	L	G	G	N/A	
		CUST			H	PROSPECTS				
		STAFF			L	G	G	N/A		
		QoFL			M	G	G	N/A		
27	Progress equalities and diversity work	Derek Myers	Cllr Ahern	Good quality Equality Impact Assessments. The Equalities Framework for Local Government being implemented.	COST	L	PROGRESS			The 2009/10 EIAs will be completed in April 2010. The revised Equality Scheme needs concentrated work to hit the March 2010 date for completion. Plans for the launch of the scheme are being scaled back to free up resources to work on the Scheme. It is hoped that the development of the new Scheme will assist in equalities work regaining momentum lost following the abolition of the Equalities Standard.
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		CUST			M	PROSPECTS				
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LEADING THE COMMUNITY										
28	Deliver a new Local Development Framework	Peter Lerner	Cllr Moylan	Core Strategy submitted to central Government in March 2010.	COST	L	PROGRESS			The timetable to which the LDF is working is that set out in the Local Development Scheme (LDS), submitted to and approved by the Government in December 2008. This identified that the Document would be ready to be 'published' for its final consultation in the Autumn of 2009, and submitted to Government for examination by March 2010. This is on track, with a report to Council in March 2010.
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		CUST			M	PROSPECTS				
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REF.	KEY TASK	LEAD OFFICERS	LEAD CM	OUTCOMES BY 31/3/10	BENE-FITS	JUL	NOV	MAR	PROGRESS COMMENTARY	
29	Establish new and effective relationships with NHS Kensington and Chelsea (the PCT)	Derek Myers	Cllr Cockell	Joint Commissioning Board work programme developed; contributions made by NHSKC to key issues for Cabinet. Joint commissioning work evidenced.	COST	M	PROGRESS			New high level meeting arrangements (including CEOs) have been established. These are still bedding in. Existing joint commissioning arrangements continue and some new developments are planned. A small pilot on co-location of some commissioning staff has started. Joint strategies have been agreed for dementia services, carers and for intermediate care case management. Good progress has been made on implementing these. The PALS service has been incorporated in RBC Customer Services.
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		CUST			M	PROSPECTS				
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QoFL	M	A	A	A						
30	Develop further Children's Trust arrangements	Anne Marie Carrie	Cllr Ritchie	Trust Board arrangements, which adhere to the revised statutory guidance, in place	COST	M	PROGRESS			
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		CUST			M	PROSPECTS				
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31	Review and maintain high standard of safeguarding children	Anne Marie Carrie	Cllr Ritchie	High safeguarding standards for children and effective partnerships maintained. Validated by good results in new Ofsted safeguarding inspections.	COST	L	PROGRESS			
					ENV	L	G	G	G	
		CUST			M	PROSPECTS				
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32	Review and maintain high standard of safeguarding vulnerable adults	Jean Daintith	Cllr Mills	Safeguarding Adults' Board chaired by independent person with high level representation from other agencies. 'Good' score on safeguarding outcomes.	COST	L	PROGRESS			
					ENV	L	G	G	G	
		CUST			H	PROSPECTS				
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QoFL	H	G	G	G						
33	Work with other councils, particularly Hammersmith and Fulham	Derek Myers	Cllr Cockell	Further joint working initiatives delivered to reduce costs and improve services.	COST	H	PROGRESS			
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		CUST			L	PROSPECTS				
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34	Ensure future benefits from Crossrail	Peter Lerner	Cllr Ahern	Decision on whether or not a Crossrail station can be provided at Kensal.	COST	L	PROGRESS			
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		CUST			L	PROSPECTS				
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MANAGING PERFORMANCE AND BUSINESS										
35	Achieve good performance against Delivering for Our Community (D4C) and ensure this is reflected in the CAA area assessment	Derek Myers	Cllr Cockell	At least 80 per cent of D4C targets are on track to be achieved.	COST	L	PROGRESS			The final Area Assessment was largely positive with two green flags awarded for reducing crime and improving educational attainment, and no red flags. The Audit Commission will review any issues raised during 2010 and officers are closely monitoring these areas of activity. Mid-term monitoring of targets set in D4C show that 83% are currently on track to be achieved. A full report showing progress against D4C targets will be published in July 2010.
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		CUST			M	PROSPECTS				
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36	Achieve strong performance in CAA organisational assessment	All	Cllr Ahern	Good performance against CAA blocks, including UoR, Managing Performance, Children's Services, and Adult Social Care. Good overall scores.	COST	L	PROGRESS			In the first annual CAA report, the Council was judged as "performing excellently", scoring 4 out of 4 for overall Organisational Assessment (OA). The Council also achieved a score of 4 out of 4 for managing performance (which, together with use of resources, forms OA score). Other key services are also assessed as excellent. Some ten councils (excluding districts) got a score of 4 (six in London). Progress against identified eight areas of focus will be monitored and shared with the Audit Commission.
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		CUST			M	PROSPECTS				
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37	Finalise the Housing Strategy	Jean Daintith	Cllr Mills Cllr Moylan	Housing Strategy produced and priorities established in relation to key policy areas.	COST	M	PROGRESS			The public consultation version went to Cabinet in November 2009, where the decision was made to postpone the four week public consultation process until after the summer. As such, the strategy is on hold. A revised strategy is planned for Autumn 2010.
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38	Update the Property Strategy	Nicholas Holgate	Cllr Fairhead	A publishable document by May, agreed by June.	COST	M	PROGRESS			The Property Strategy was presented to March Leader's Group and will return in June or July.
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		CUST			L	PROSPECTS				
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39	Reduce sickness absence	All	Cllr B Campbell	Lower sickness absence rates.	COST	M	PROGRESS			Following concerted effort across the Council sick leave has reduced in all business units.
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		CUST			M	PROSPECTS				
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MEETING THE CHALLENGES (NATIONAL, REGIONAL AND LOCAL)										
40	Respond to economic downturn	Derek Myers	Cllr Ahern	Impact of economic downturn on the borough being monitored. Programme of work to address the downturn defined and being delivered.	COST	M	PROGRESS			Latest dashboard data shows a levelling off in Job Seeker's Allowance applications and no significant stresses on other recession indicators. Several employment initiatives are underway which are expected to create some 200 work opportunities. Wedge, Launchpad and business projects are on track.
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		CUST			M	PROSPECTS				
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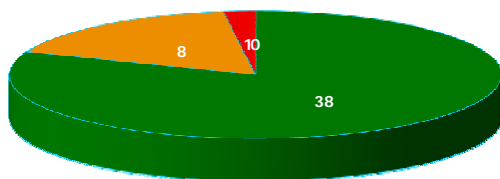
REF.	KEY TASK	LEAD OFFICERS	LEAD CM	OUTCOMES BY 31/3/10	BENE-FITS	JUL	NOV	MAR	PROGRESS COMMENTARY	
41	Manage development opportunities in a recession	Peter Lerner	Cllr Moylan	Deliver development proposals on major sites despite recession.	COST	M	PROGRESS			Planning and Borough Development are structured to provide high quality pre-application advice to potential developers of major schemes, and to deliver clear reports and recommendations on such schemes to committee for decision, as evidenced by Commonwealth Institute and Wornington Green. Supplementary planning guidance for key sites is either in place or in preparation.
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42	Implement recommendations to promote visitor economy	Tot Brill	Cllr B Campbell Cllr Paget-Brown	Strategy agreed. Implementation plan agreed and underway.	COST	M	PROGRESS			The visitor economy study has been completed and the Visitor Policy has been agreed by Cabinet. A budget has been agreed and work against the action plan will start in April 2010. The policy is designed to - maximise the economic and reputational benefit of visitors; make the Royal Borough more accessible to visitors; and mitigate the effect of visitors on residents. In 2009, the Council promoted the retail offer in the Royal Borough through involvement in Visit London's "Only in London" campaign, targeting potential visitors in the UK, Europe and the US.
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		CUST	M		PROSPECTS					
		STAFF	L		G	G	G			
		QoFL	H		G	G	G			
43	Development of local markets	Tot Brill	Cllr Paget-Brown	A new development plan delivered. Strategy agreed. Implementation plan agreed and underway.	COST	M	PROGRESS			Work continues to deliver ongoing and expanding programmes of promotion and support to a cross-section of traders and local businesses. Design work for Talbot Road toilets is nearing completion, construction is due to begin in the summer for project delivery by autumn 2010. Infrastructure and management options are being developed for electrification of north Portobello Road, with project delivery in 2010/11. The Task and Finish Vision group will undertake on-street research, with results delivered by May 2010.
		ENV			H	G	G	G		
		CUST	M		PROSPECTS					
		STAFF	L		G	G	G			
		QoFL	M		G	G	G			
44	Initiate the next round of ward initiatives	Derek Myers	Cllr Cockell	A new round of ward initiatives established and operating.	COST	L	PROGRESS			Colville and Golborne initiatives are undertaking a further small grants round. Notting Barns councillors are holding events to determine priorities for activity and spending. St Charles Ward Initiative includes events to promote volunteering. Queen's Gate initiative now anticipates all spend occurring in 2011/12. As with Round 1 initiatives, the amount of funding drawn down by the initiatives has been low during their first year.
		ENV			M	G	A	A		
		CUST	M		PROSPECTS					
		STAFF	L		G	G	A			
		QoFL	H		G	G	A			
45	The Council's response to flooding (including working with Thames Water)	Tot Brill	Cllr Paget-Brown	Council understands its role in relation to flooding events and is prepared for them. Ofwat agreement to Thames Water's proposals for Counters Creek.	COST	L	PROGRESS			Thames Water's (TW) flood relief scheme in the Norland Square area is complete, providing additional protection to 120 properties. TW's proposals for a new storm relief tunnel were approved by OFWAT in November. However, there will be several years of planning, design and ground investigations before total costs are finalised, with construction programmed in 2015. TW will implement more local improvement projects and will contact affected residents from April. Another public meeting is planned for June.
		ENV			H	G	G	G		
		CUST	M		PROSPECTS					
		STAFF	L		G	G	G			
		QoFL	H		G	G	G			
46	Prepare for the Census 2011	Derek Myers	Cllr Ahern	Enumerators recruited. Plan to maximise return rate of 2011 Census agreed and being implemented.	COST	M	PROGRESS			Guidance from the ONS has been published and a detailed project plan produced. ONS have begun recruitment of field staff, RBKC is promoting these vacancies. A 'Local Partnership Plan' (agreement between ONS and RBKC concerning Census preparations) is to be agreed between RBKC and the Census Area Manager in July 2010, detailing community engagement plans.
		ENV			L	G	G	G		
		CUST	L		PROSPECTS					
		STAFF	L		G	G	G			
		QoFL	L		G	G	G			

REF.	KEY TASK	LEAD OFFICERS	LEAD CM	OUTCOMES BY 31/3/10	BENE-FITS	JUL	NOV	MAR	PROGRESS COMMENTARY	
47	Pilot ideas in the 'Control Shift' Green Paper	Derek Myers	Cllr Cockell	Green Paper proposals considered and appropriate initiatives being trialled.	COST	M	PROGRESS			Attention has now turned to the policies that may emerge in the run up to the forthcoming general election. Senior officers will carry out preparatory work to consider how the election's outcome might affect the priorities and activities undertaken by the Council.
					ENV	M	G	G	G	
		CUST			M	PROSPECTS				
		STAFF			L					
		QofL			H	G	G	G		

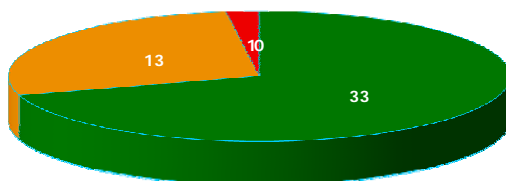
VITAL IMPROVEMENTS PROGRAMME

OVERALL ASSESSMENT OF PROGRESS AND PROSPECTS

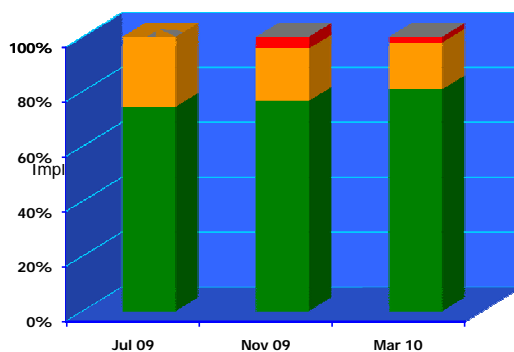
PROGRESS



PROSPECTS



PROGRESS TRAFFIC LIGHTS OVER TIME



PROSPECTS TRAFFIC LIGHTS OVER TIME

