CABINET – 20 MARCH 2018

BUSINESS MANAGEMENT AND MONITORING REPORT

QUARTER 3 2017-18

Report by the Assistant Chief Finance Officer (Assurance)

Introduction

1. This paper provides details of Oxfordshire County Council's performance for quarter 3 (1 October – 31 December 2017).

2. The report shows that at the end of the third quarter we were on course to meet the three strategic priorities set out in the current Corporate Plan. A report on key achievements and issues is attached at Annex 1. Performance dashboards are included at Annex 2.

3. Of the 23 outcomes being reported on this year, 22 were rated Green or Amber at the end of Quarter 3. This is the same as in Quarter 2.

4. The outcome rated as Red in Quarter 2 (around reducing the number of looked-after children) remains Red this quarter. However, as in Quarter 2, performance in this area is on an upward trend and is in line with expectations and forecasts, and one of the three supporting indicators (no.12) in the dashboard has improved from Red to Amber in Quarter 3, with a positive outlook for Quarter 4. The Director's assessment – that no additional action is necessary beyond that already being taken – is based on that progress and trend.

5. Of the 50 success indicators being reported on, 3 were rated as Red for Quarter 3. This is one fewer than in Quarter 2. Indicators 11 (number of looked-after children) and 41 (condition of A and B highways) remain Red. Indicator 10 (permanent school exclusions) is newly Red this quarter as the number of exclusions across all schools (both academies and maintained schools) exceeded the year's target by the end of December. Indicators 7 (reablement) and 12 (rate of children becoming looked after) have both improved from Red to Amber since Quarter 2.

6. Other indicators in the dashboards which have deteriorated since Quarter 2 are:

   i. Indicator 6 (on DTOC) has dipped from Green to Amber this quarter. This is due to a more challenging target having been set in-year to reflect improved performance. The outlook for this indicator is positive.

   ii. Indicator 9 (on persistent school absence) is newly rated as Amber, having not been rated in Quarter 2 due to data not being available: data is collated in line with the school year, with December the first point at which it is reported

   iii. Indicator 40 (on condition of A and B highways) remains rated Red as noted above. Our activities to identify and prioritise road defects ensure that the rate of deterioration is kept in check and overall highway condition is as good as possible.

7. One indicator is Amber with a deteriorating outlook. Performance levels for indicator 41 (household waste and recycling) are lower than targeted, in part due to waste collection issues in some Districts. The situation is being closely monitored and is in line with national trends. A joint waste strategy consultation has been launched which will inform the development of a revised waste strategy in 2018.

8. In addition to those noted in paragraph 5, indicators showing improvement since Quarter 2 are indicators 4 on social care quality and monitoring checks, 5 on DTOC, and 36 on planning application responses, which have all improved from Amber to Green over the quarter.

9. Additionally there are 32 indicators which were rated Green in Quarter 2 and which remain Green this quarter, which is very positive.

10. Looking into quarter 4, the 'outlook' column in the dashboards shows that the outlook for 48 of the 50 success indicators was "positive/improving.

Business management in 2017-18

11. Progress continues to be made in our activities to improve business management in the council. Work to devise a new business management dashboard has proceeded, with a model due to be presented to County Leadership Team for consideration in March. Mapping of risks and priorities has been undertaken to provide management teams with assurance that our business management is tight and comprehensive at strategic and operational levels. In December Performance Scrutiny Committee considered finance and performance reporting, which has informed the work noted in this paragraph.

RECOMMENDATION

12. **Cabinet is RECOMMENDED to note the performance reported.**

IAN DYSON

Assistant Chief Finance Officer (Assurance)

Annexes:
Annex 1: Performance report covering key achievements and performance issues.
Annex 2: Performance dashboards.

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March 2018

ANNEX 1 – PERFORMANCE REPORT – QUARTER 3 2017-18

Section A: Key achievements against Corporate Plan priorities in this quarter

A thriving economy

- We received good news in the 22 November Budget Statement that Oxfordshire has secured an additional investment of £215 million over the next five years as part of a Housing and Growth Deal. This money will support the delivery of new homes, associated infrastructure and boost economic productivity across the county. The Deal includes £150m for infrastructure; £60m for affordable housing, and £5m capacity funding to support the delivery of the Deal including the development of a joint statutory spatial plan for the whole county.

- The 2016/17 validated education results show that Oxfordshire's pupils continue to improve and attainment remains the national average for children aged 5 (Early Years Foundation Stage) and key stage 4. Oxfordshire ranks within the top 25% of local authorities achieving grades 5-9 in both English and maths. In addition, the county ranks 26th out of 152 local authorities for pupils achieving grades 5-9) in maths. Attainment for Key Stage 2 children has reduced in year but remains slightly below national averages.

- The % of students in good and outstanding secondary schools in the county remains above the national average, but the % in good and better primary schools has declined.

- Ensuring all pupils are included in education is a priority, particularly regarding attendance, exclusions and pupils missing out. A series of breakfast meetings between head teachers and local authority officers are being held in order to raise awareness of these issues and to develop a countywide commitment and strategy to improve inclusion.

- Verification work undertaken by Trading Standards under the Council's Notified Body status still results in a significantly higher than expected (against target) performance. They have already achieved what was expected by year end.

- We have attracted 26 new investor bids to the county, supporting in excess of 400 jobs.

- We have participated in 14 funding bids this year to support the Smart Oxford programme.

- Despite national headlines about the drop in apprenticeship numbers, we now have more apprentices in our workforce than ever before. So far in 2017-18 the council employs 48 apprentices, either in the core council or in county schools. This is three times the number we employed in 2015-16. Current apprentice roles include Paralegals assigned to our Children's Legal Services and new Customer Service Delivery Assistants working between our libraries and the

Customer Service Centre. We also have apprentices working in diverse roles such as ICT, Business Administration, Civil Engineering and Digital Marketing. Additionally, our maintained schools have stepped up recruitment of apprentice Teaching Assistants and Early Years Educators.

- We have launched a public consultation on recycling and household waste. Titled "Talk rubbish with us", the consultation will help to inform our 2018 Waste Strategy and help give people ideas of how to reduce the amount we all throw away, and to recycle more.

- The council's flagship Central Library re-opened in Oxford's regenerated Westgate Centre in December. The library offers a range of familiar and new features including a 'Makerspace' for community activities and special events, and a much larger children's library. It will also serve as a 'front door' for visitors to access council services online and get the support they may need to do this.

Protecting vulnerable people

- We have delivered well in excess of what we expected in terms of safety messages. This is mainly due to the use of social media as a method of engaging with our communities, specifically with Christmas postings and proactive work with OCC Communications.

- 88% of social care providers are rated as good or outstanding by the care quality commission compared to 80% of providers nationally. 90% of people supported by the council are with good or outstanding providers. The quality of social care in Oxfordshire is higher than elsewhere and the council is working with and supporting the better providers.

- Satisfaction with adult social care services in Oxfordshire remains higher than the national average.

- The timeliness of progressing child protection cases remains quicker than elsewhere, meaning the most vulnerable children are protected in a timely manner.

- Fewer children in Oxfordshire have repeated social care episodes, or end up returning to a child protection plan for a second time than elsewhere, demonstrating that interventions are successful.

Efficient public services

- On 6 Dec we published our proposed budget for 2018/19 and planning for forthcoming years up to 2022. We are in a sounder financial position than in previous years, allowing us to continue to provide critical services and with the opportunity to improve how we work better for the residents and communities of Oxfordshire.

- During Quarter 3 the council was in the process of exiting from our contract with Carillion for a range of services. Robust business continuity arrangements meant that we were able to manage the impacts of Carillion's subsequent liquidation in January.

- We continued to meet our emergency callout response standards this quarter – the short spell of bad weather in early December had little impact.

- We continue trialling advanced water rescue techniques to enhance our ability to rescue casualties.

- The number of reported fatalities on the road is still significantly lower than last year (18 compared to 27) and lower than the five-year trend. We are now using more up to date information through work done with Thames Valley Police, which is provided to us more regularly. This means we are now in a position to report on fatalities from road traffic collisions sooner.

- For many years, the council and its partners have faced a challenge in ensuring patients are discharged from hospital in a timely manner. At the start of the year we set a target to reduce delays due to social care from 28 to 14 in the year. In agreement with NHS England and to help alleviate pressures on hospital we subsequently agreed to stretch this target further to a reduction of 14 by December and 10 by March 2018. We are currently out-performing performing the stretched target with just 10 social care delays at the end of December.

- When someone needs help after they leave hospital, we want them to receive reablement – a short term service to help people return to their previous level of functioning. In Oxfordshire, this service is commissioned by both the council and clinical commissioning group and provided by the Oxford University Hospital trust. As the same time as stretching the target for social care delays; we agreed a stretched target of reducing delays for this service from 68 to 35, with an interim target of 41 by the end of December. At the end of December 43 people were delayed. This was supported by a 12% increase in output from the service in the last quarter, with an action plan in place to increase this further to the expected contract levels.

- We have set up a co-production board with adult social care service users, their family and friends and other stakeholders to oversee our programme of co-production projects. We continue to recruit people to work with us on individual projects within the programme agreed by the board.

- The focus on promoting early help for children and families in need of social care continues to bear fruits. 427 early help assessments were completed last quarter compared to 458 for the whole of 2016/17. This is helping to reduce the number of MASH (Multi-Agency Safeguarding Hub) enquiries which is 24% lower than December last year; and the number of families subject of a social care assessment – 5% lower than last year. Focusing on early help means that children and families experience the most effective, least intrusive, solutions to

the issue they face. It also reduces the pressure on social care staff and allows them to work more intensely with the cases they hold.

- Managing demand and a more focused approach to children's social care assessments has meant that we have successfully addressed the number of children with overdue assessments from over 300 at the end of September to under 50 now.

- We have improved the timeliness of our response to District Council planning applications and now meet the deadline in 80% of cases, having only achieved this for around 60-62% of cases in the previous two quarters.

- 91% of Mineral and Waste applications have been determined within 13 weeks so far this year

- We continue to reduce our carbon footprint as we consolidate the number of buildings we use, routinely manage and monitor our energy use and continue to use cleaner electricity

- We continue to discharge our duties in a timely manner such that over 99% of highway defects posing an immediate risk of injury are repaired within 24 hours, and over 90% of highway defects that create a potential risk of injury are repaired within 28 calendar days

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Section B: key issues currently affecting our ability to deliver our priorities

A thriving economy

- There is a growing number of learners with high needs, placing a growing pressure on services. Allied to this Northfield School has required extensive maintenance work and has had a period of closure.

- The number of building consultations received (primarily on non-residential new-builds, significant alterations and refurbishments) are still lower than expected. This is out of the control of Oxfordshire Fire & Rescue Service (OFRS) and reflects the confidence in the economy as to whether businesses are willing to build. However, we have processed 160 more consultations than for the same period last year.

Protecting vulnerable people

- The transformation programme in Children's Services is showing signs of reducing demand. However, it will take some time to come to full fruition and is dependent on close co-ordinated work from partner agencies. This work is being co-ordinated through the Children's Trust. The most intrusive and expensive interventions (e.g. safely reducing the number of looked after children) will take the longest time to show results.

- The number of risk reduction activities has fallen: due to changes made to how and when our firework poster competition was communicated to schools, a minimal number of entries were received. If being undertaken next year, the process will likely revert to that of previous years which will mean more entries received.

- Currently Co-responding is still on target due to the high numbers attended in the first two quarters of this reporting year, the co-responding calls that OFRS has attended on behalf of South Central Ambulance Service has reduced due to national pay negotiations. The national position is still not clear. Co-Responder schemes aim to ensure that an appropriately trained person – which can include our firefighters – is on scene as quickly as possible providing necessary 'first response' to specific medical emergencies where there is an immediate threat to life prior to an emergency ambulance arriving on scene.

- Sadly, there was a fire fatality in October. This fatality was in a Portacabin which appeared to have been used regularly for inhabiting and not for its original use. Our prevention activities focus on vulnerable residents but the nature of the individual's living circumstances meant they were not known to us.
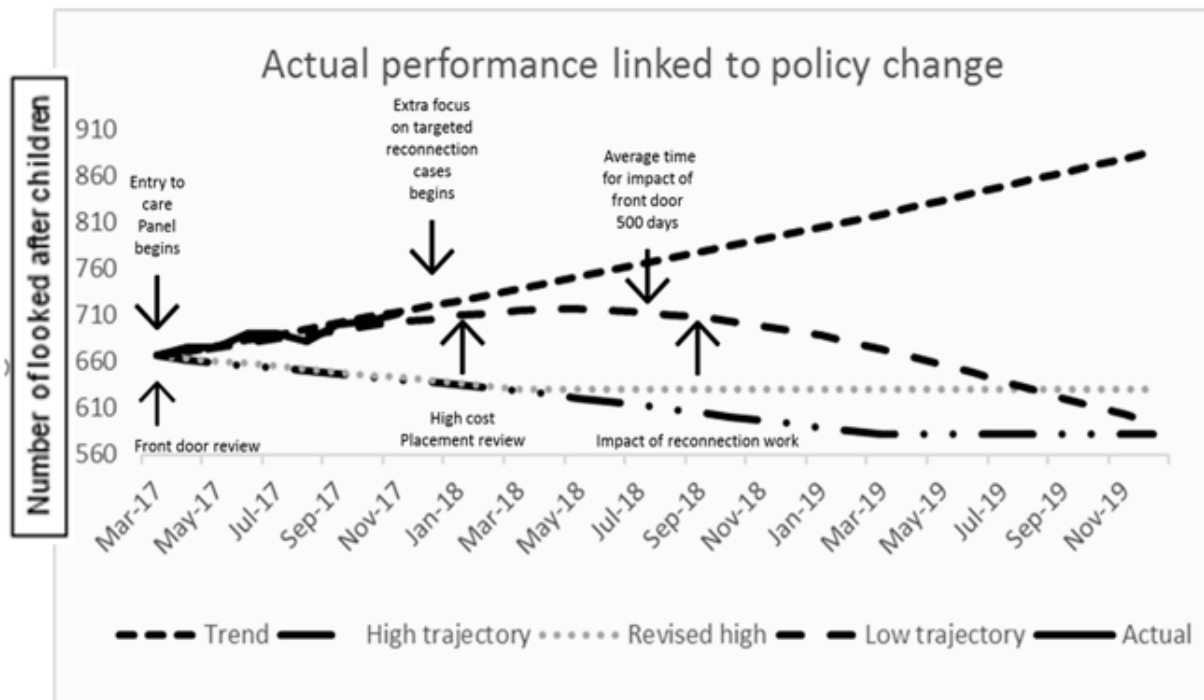
Efficient public services

- The adult social care workforce, both internal and external, both paid and voluntary, remains our key asset in delivering our objectives. The high cost of housing, alternative job opportunities and the pressure of the job present challenges in delivering a sustainable paid and volunteer workforce. The lack of availability of care, particularly home care can lead to people waiting for services for longer than is ideal.

- The introduction of charges for green waste in West Oxfordshire has led to a 20% reduction in composting. The situation is being closely monitored and is in line with national trends. A joint waste strategy consultation has been launched which will inform the development of a revised waste strategy in 2018. Performance Scrutiny Committee have formed a group to look at this issue in depth.

Section C: key performance issues requiring intervention / decision.

In this section we explain any outcomes which Directors have rated "Red". A Red rating indicates that the outcome in question might not be achieved by year end as things stand. Directors' ratings may be based on a number of factors including levels of performance and degree of risk.

1.	Corporate Plan priority	Protecting Vulnerable People
	Outcome affected	Safely reducing the number of looked after children
	Dashboard details	Success indicators 11-13

The number of looked after children rose in 2016/17 by 12%, compared with a national rise of 3%. In the first 9 months of this year the numbers have risen by 6%, such that there are currently 710 looked after children. (N.B. this figure was for the end of December; as of 22 February there are 674). The original targets were based on immediate and uniform reductions in looked after numbers, but subsequent work has refined this to review the expected impact and timeline of policy and service changes through the transformation programme. The programme to reduce numbers is a 30 month programme, which expects numbers to continue rising, but plateauing out by summer 2018 and then subsequently dropping as policy initiatives take hold:

Recommended action	At its 21 February meeting County Leadership Team noted the situation and potential impact on the budget and accepted the recommendation that no actions additional to those already underway are required at present.

	PRIORITY: A STRONG AND THRIVING ECONOMY						
Outcomes	3,332 businesses given advice and support to grow	Increase school attendance - leading to improved attainment	An Infrastructure Strategy for Oxfordshire is delivered	High-quality jobs, and a skilled workforce, are created and sustained	Funding for public services is maximised	OCC's responsibilities for spatial planning are executed	Highways are adequately maintained

	PRIORITY: PROTECTING VULNERABLE PEOPLE							
Outcomes	14,168 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives	6,248 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits	To deliver 266,664 specific safety messages to contribute towards promoting a safer community, across all social media platforms	Ensuring all children have a healthy start in life	Preventing early death and promote healthy lifestyles	Safely reducing the number of looked after children - providing support to enable families to care	To deliver sustained and improved experience for people who access our adult social care services	To deliver Sustainable, good quality adult social care services

	PRIORITY: EFFICIENT PUBLIC SERVICES							
Outcome	1,000 more people alive as a result of our prevention, protection and emergency response activities	When a fire occurs we aim to send the nearest fire engine in the quickest time possible	Helping early – most effective, least intrusive, solutions to children's and family problems	Improving the confidence & capability of the children's and family workforce	Working with the NHS, private and voluntary sector providers to deliver effective adult care services	Use the expertise of our customers and other key stakeholders to design, procure and evaluate adult social care services	Household waste is disposed of efficiently and effectively	Year on year reduction in OCC's carbon equivalent emissions

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

SOCIAL AND COMMUNITY SERVICES – PERFORMANCE DASHBOARD – Quarter 3 2017-18

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	Deliver sustained and improved experience for people who access our services	1	Maintain the high level of user satisfaction	67%	N	G	G	↔
		2	Maintain the high level of people using social care who receive a direct payment	>28%	N	G	G	↑
	Deliver sustainable, good quality services	3	The proportion of social care providers rated as 'outstanding' or 'good' by the care quality commission in Oxfordshire remains above the national average	80%	N	G	G	↑
		4	Increase the number of quality and monitoring checks that have been undertaken in the quarter	159	Y	A	G	↑
EFFICIENT PUBLIC SERVICES	Work with the NHS, private and voluntary sector providers to deliver effective services	5	Reduce the number of people delayed in hospital awaiting social care from an average of 28 in March 2017 to 14 at the end of March 2018	14	N	A	G	↑
		6	Reduce the delayed transfers of care that are attributable to adult social care from an average of 67 in March 2017 to 66 at the end of March 2018	66	N	G	A	↑
		7	Increase the number of hours from the hospital discharge and reablement service to 8920 hours per month	8920	N	R	A	↑
	Use the expertise of our customers and other key stakeholders to design, procure and evaluate services	8	Involve more people in co-producing service redesign with the council and ensure at least 9 co-production products are delivered in 2017/18	9	Y	G	G	↑

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

CHILDREN, EDUCATION AND FAMILIES – PERFORMANCE DASHBOARD – Quarter 3 2017-18

	Outcome			Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook
THRIVING ECONOMY	Increase school attendance - leading to improved attainment		9	Persistent absence rates to be in the top quartile nationally by 2018 for secondary schools	Top quartile	N	n/a	A	↔
			10	Permanent exclusions to remain in the top quartile nationally	Top quartile	N	n/a	R	↔
PROTECTING VULNERABLE PEOPLE	Safely reducing the number of looked after children - providing support to enable families to care		11	Reduce the number of looked after children from 667 at March 2017 to the average of our statistical neighbours (582) by March 2019, with an interim target of 629	629	N	R	R	↑
			12	Reduce the number of children becoming looked after in 2017/18 by 15%. This is a reduction from 371 to new looked after cases to 316. (This is the equivalent of reducing avoidable demand from 36% to 25%)	316	Y	R	A	↑
			13	Increase the number of children leaving the looked after service in 2017/18 by 36%. This is an increase from 266 children to 362	362	Y	A	A	↑
EFFICIENT PUBLIC SER	Helping early – most effective, least intrusive, solutions to problems		14	Increase the number of early help assessments from 458 in 16/17 to 3000 in 18/19, with an interim target of 1750 in 2017/18	1750	Y	A	A	↑
			15	Reduce the level of enquiries to the MASH from 19,417 in 2016/17 to 9,500 in 2018/19, with an interim target of 12,000 for 2017/18	12,000	Y	A	A	↑
			16	Reduce the level of social care assessments from 6650 in to 3600 in 2018/19, with an interim target of 4,500 in 2017/18	4,500	Y	A	A	↔
	Improving the confidence and capability of the whole workforce		17	Reduce caseloads so that by March 2018 over 75% of staff have caseloads at or below the agreed target level	75%	N	G	G	↑
			18	Invest in the workforce so that by March 2018 80% of cases are held by permanent staff	80%	N	G	G	↔

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

PUBLIC HEALTH – PERFORMANCE DASHBOARD – Quarter 3 2017-18

		Outcome		Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	Ensuring all children have a healthy start in life		19	Number of mothers who receive a universal face to face contact at 28 weeks or above	70%	N	G	G	↔
			20	Percentage of births that have received a face to face New Birth Visit	95%	N	G	G	↔
			21	Percentage of children who received a 12 month review	93-95%	N	G	G	↔
			22	Percentage of children who received a 2-2.5 year review	93-95%	N	G	G	↔
			23	Babies breastfed at 6-8 weeks of age (County)	60-63%	N	G	G	↔
			24	% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	N	G	G	↔
	Prevent early death and promote healthy lifestyles		25	% of eligible population 40-74 who have been invited for a NHS Health Check since 1/4/2013	84%	Y	G	G	↑
			26	% of eligible population 40-74 who have received a NHS Health Check since 1/4/2013	42%	Y	G	G	↑
			27	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	>2315	N	A	A	↑
			28	Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	>6.8%	N	G	G	↔
			29	Number of users on NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	>37.3%	N	G	G	↔
			30	Number of users on ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	>50%	N	G	G	↔

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

COMMUNITIES – PERFORMANCE DASHBOARD – Quarter 3 2017-18

Outcome			Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook
THRIVING ECONOMY	An Infrastructure Strategy for Oxfordshire is delivered	31	A prioritised infrastructure strategy providing a framework that enables the county's planned growth will be produced and developed by Sept 2017	Completion	N	G	G	↔
	High-quality jobs, and a skilled workforce, are created and sustained	32	Oxfordshire is chosen for 60 new investors / re-investors, 20 of which are 'high value' (as defined by DIT)	60/20	Y	G	G	↑
		33	We participate in 15 funding bids for innovation submitted to support the Smart Oxford programme	15	Y	G	G	↑
	Funding for public services is maximised	34	Value of monies secured in s106 / s278 agreements as a % of requirements identified through the Single Response process	80%	Y	G	G	↔
		35	No more than 20% of s106 monies are held within 2 years of potential payback	<20%	Y	G	G	↔
	OCC's responsibilities for spatial planning are executed	36	80% of District Council planning applications are responded to within the agreed deadline	80%	Y	A	G	↑
		37	50% of Mineral and Waste applications are determined within 13 weeks	50%	Y	G	G	↑
	Highways are adequately maintained	38	100% of highway defects posing an immediate risk of injury are repaired within 24 hours	100%	Y	G	G	↑
		39	90% of highway defects that create a potential risk of injury repaired within 28 calendar days	90%	Y	G	G	↔
		40	28% of the A and B Classified road network where carriageway maintenance should be considered.	28%	Y	R	R	↔
EFFICIENT PUBLIC SERVICES	Household waste is disposed of efficiently and effectively	41	59% of household waste is reused, recycled or composted	59%	Y	A	A	↓
		42	60% of waste from HWRC which is recycled	60%	Y	A	A	↔
	Year on year reduction in OCC's carbon equivalent emissions	43	Average 3% year on year reduction in carbon equivalent emissions from OCC estates and activities	3%	Y	G	G	↔

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

COMMUNITY SAFETY SERVICES – PERFORMANCE DASHBOARD – Quarter 3 2017-18

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook
THRIVING ECONOMY	3,332 businesses given advice and support to grow	44	833 businesses given advice and support, per quarter.	833	Y	**G**	**G**	↔
PROTECTING VULNERABLE PEOPLE	14,168 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives	45	3,542 children and young adults to be better educated to lead safer and healthier lives, per quarter	3,542	Y	**G**	**G**	↔
	6,248 vulnerable children and adults helped to lead more secure and independent lives, supported by Safe and Well visits	46	1,562 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits per quarter	1,562	Y	**G**	**G**	↔
	To deliver 266,664 specific safety messages to contribute towards promoting a safer community, across all social media platforms	47	To deliver 66,666 specific safety messages across all social media platforms, per quarter.	66,666	Y	**G**	**G**	↔
EFFICIENT PUBLIC SEERVICES	1,000 more people alive as a result of our prevention, protection and emergency response activities	48	250 more people alive as a result of our prevention, protection and emergency response activities per quarter	250	Y	**G**	**G**	↔
	When a fire occurs we aim to send the nearest fire engine in the quickest time possible	49	80% of emergency call attendances to be made within 11 minutes, per quarter	80%	Y	**G**	**G**	↔
		50	95% of emergency call attendances to be made within 14 minutes, per quarter	95%	Y	**G**	**G**	↔

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable