

# Herefordshire Council performance & budget report (May 2015)

## Budget forecast

FINANCE	£000s	Budget		Forecast			Variance
		Expenditure	Income	Full Year	Expenditure	Income	Full Year
Adults Wellbeing	78,619	(25,073)	53,546	84,711	(31,166)	53,545	(0)
Children's Wellbeing	163,288	(140,557)	23,131	43,739	(19,333)	24,406	1,275
Economy, Communities & Corporate	124,499	(71,438)	53,060	124,429	(71,449)	52,980	(80)
	<b>366,406</b>	<b>(237,068)</b>	<b>129,737</b>	<b>252,879</b>	<b>(121,948)</b>	<b>130,932</b>	<b>1,195</b>

## Significant corporate risks

The following items from the Corporate Risk Register are still red after controls have been put in place. Further details are available in the relevant directorate's overview:

### School Assets

IF: Insufficient condition oversight of school assets is not in place THEN: There may be an increase in costs due to unplanned significant spend.

### Litigation

IF: litigation claims against Herefordshire Council are successful THEN: this may expose the Council to significant unbudgeted costs and reputational damage.

### Transfer of Contracts

Failure to effectively transition key underpinning/ supporting contracts from NHS England (Pharmacotherapy, Needle Exchange, Supervised Consumption) due to failure to agree budget transfer with CCG may compromise service delivery.

### Demographic Pressures

Continued demographic pressures require significant savings to be made or reductions in levels of dependency to manage rising levels of demand across council services.

### Care Act Implementation

The LA is not compliant with Phase 1 of the Care Act from April 2015 and preparations for Phase 2 are not in place.

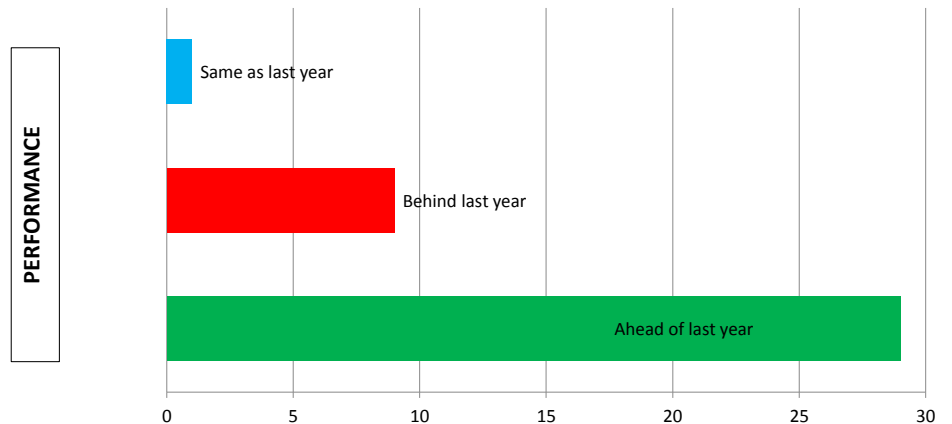
### Health Visiting and School Nursing

Effective oversight established allied to Health Visiting and School Nursing and direction of travel established.

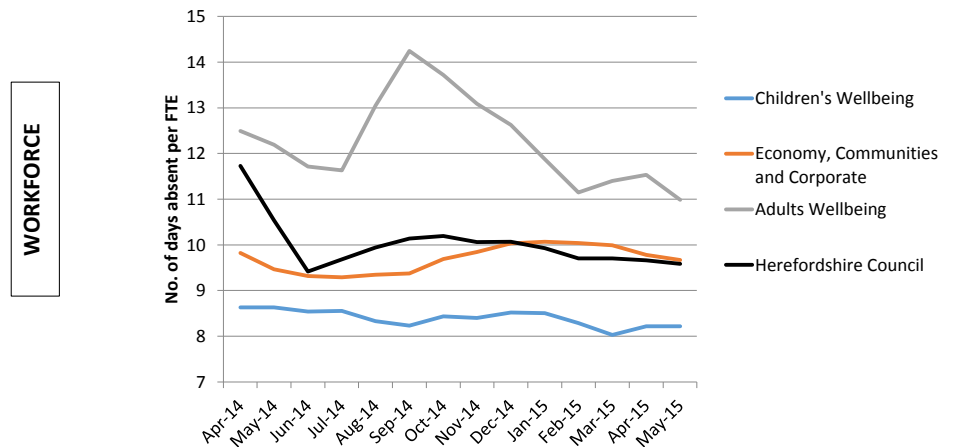
### Integration

The scale and pace of integration work required internally to the council and across health and social care proves to be undeliverable and a new model for integrated and financially viable health and social care pathways does not emerge.

## Direction of travel (measures compared to last year)



## Sickness absence, rolling 12 month average

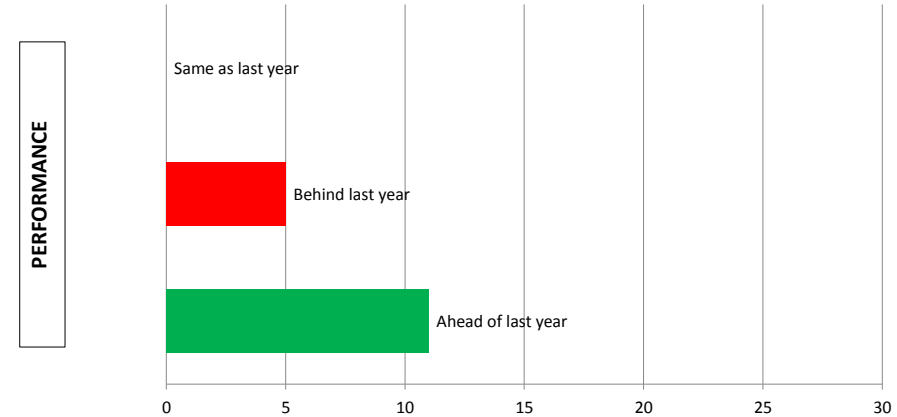


# Adults' wellbeing performance & budget report (May 2015)

## Budget forecast

FINANCE	£000s	Budget		Forecast			Variance
		Expenditure	Income	Full Year	Expenditure	Income	Full Year
Learning Disabilities	17,052	(1,871)	15,181	18,020	(2,246)	15,775	594
Mental Health/Memory & Cognition	10,053	(1,908)	8,145	9,422	(1,783)	7,639	(506)
Physical Support	25,359	(5,604)	19,755	26,318	(5,899)	20,419	664
Sensory Support	873	(191)	682	679	(167)	513	(170)
Operations	8,341	(826)	7,516	13,169	(5,905)	7,265	(251)
Commissioning	6,440	(497)	5,942	6,811	(943)	5,868	(74)
Directorate Management	726	(6,202)	(5,475)	725	(6,249)	(5,523)	(48)
Public Health	8,090	(7,970)	120	8,090	(7,970)	120	(0)
Transformation and Safeguarding	1,685	(5)	1,680	1,476	(5)	1,471	(209)
	<b>78,619</b>	<b>(25,073)</b>	<b>53,546</b>	<b>84,711</b>	<b>(31,166)</b>	<b>53,545</b>	<b>(0)</b>

## Direction of travel (measures compared to last year)



## Significant directorate risks

RISK	Risk Reference Number	Risk Description	Risk Rating (before controls)	Existing Controls in Place	Risk Rating (after controls)
	CR.014	<b>Transfer of Contracts</b> Failure to effectively transition key underpinning/ supporting contracts from NHS England (Pharmacotherapy, Needle Exchange, Supervised Consumption) due to failure to agree budget transfer with CCG may compromise service delivery.	<b>15 RED</b>	Plans and negotiations underway to ensure effective operational and financial transfer.	<b>15 RED</b>
CR.017	<b>Demographic Pressures</b> Continued demographic pressures require significant savings to be made or reductions in levels of dependency to manage rising levels of demand across council services.	<b>25 RED</b>	Range of primary and secondary preventative services commissioned including Information, Advice, Signposting, Reablement, Telecare, Rapid Response. Communications strategy and proactive media briefing advising on ASC LA services focus. Proactive screening of cases that are not eligible through reviews and diversion to other services.	<b>16 RED</b>	
CR.018	<b>Care Act Implementation</b> The LA is not compliant with Phase 1 of the Care Act from April 2015 and preparations for Phase 2 are not in place.	<b>25 RED</b>	This has full project governance in place ensuring that all areas for change are covered, national stocktakes are undertaken on a quarterly basis and the LA participates in regional and national work in preparation for Phase 2.	<b>16 RED</b>	
CR.019	<b>Health Visiting and School Nursing</b> Effective oversight established allied to Health Visiting and School Nursing and direction of travel established.	<b>25 RED</b>	Dedicated Consultant oversight/commissioning established.	<b>20 RED</b>	
CR.022	<b>Integration</b> The scale and pace of integration work required internally to the council and across health and social care proves to be undeliverable and a new model for integrated and financially viable health and social care pathways does not emerge.	<b>25 RED</b>	Transformation Board and Joint Commissioning Board in place underpinned by refreshed Health and Well Being strategy.	<b>16 RED</b>	

# Children's wellbeing performance & budget report (May 2015)

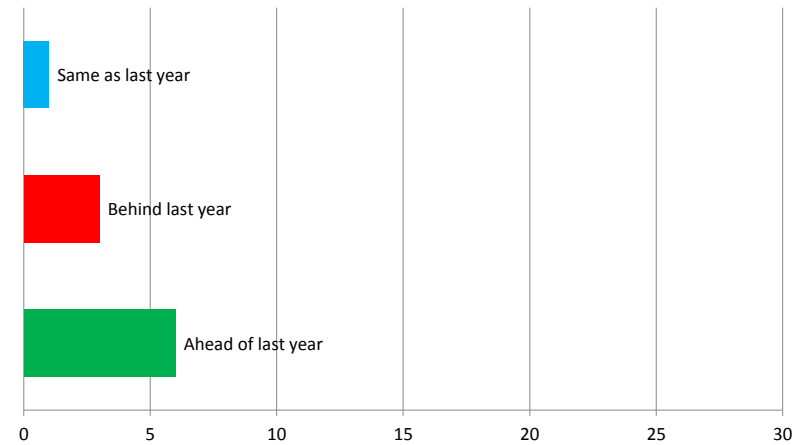
## Budget forecast

FINANCE

£000s	Budget		Forecast			Variance	
	Expenditure	Income	Full Year	Expenditure	Income	Full Year	Net
Directorate	1,090	(1,447)	(357)	1,112	(1,463)	(350)	7
Education & Commissioning	8,199	(2,228)	5,971	7,672	(2,193)	5,479	(492)
Safeguarding & Family Support	18,400	(854)	17,547	20,240	(933)	19,307	1,761
	<b>27,689</b>	<b>(4,529)</b>	<b>23,161</b>	<b>29,024</b>	<b>(4,588)</b>	<b>24,436</b>	<b>1,275</b>

## Direction of travel (measures compared to last year)

PERFORMANCE



## Significant directorate risks

RISK

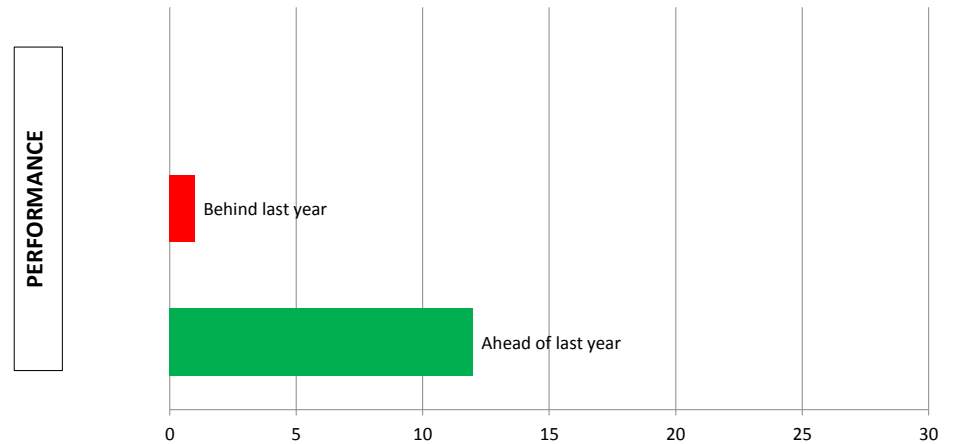
Risk Reference Number	Risk Description	Risk Rating (before controls)	Existing Controls in Place	Risk Rating (after controls)
CR.005	<b>School Assets</b> IF: Insufficient condition oversight of school assets is not in place <b>THEN:</b> There may be an increase in costs due to unplanned significant spend.	<b>25 RED</b>	Education assets condition surveys to be completed and estates strategy in place to address the Education Strategic Plan.	<b>16 RED</b>

# Economy, communities & corporate performance & budget report (May 2015)

## Budget forecast

£000s	Budget		Forecast			Variance	
	Expenditure	Income	Full Year	Expenditure	Income	Full Year	Net
Economic, Environment and Culture	9,224	(9,630)	(406)	9,258	(9,645)	(386)	20
Placed Based Commissioning	41,325	(3,662)	37,663	41,178	(3,687)	37,491	(172)
Resources	62,682	(56,282)	6,400	62,857	(56,231)	6,625	225
Community and Customer Services	4,276	(1,101)	3,175	4,272	(1,093)	3,179	4
Governance	4,218	(709)	3,509	4,239	(739)	3,500	(9)
Directors	2,774	(54)	2,719	2,625	(54)	2,571	(148)
	<b>124,499</b>	<b>(71,438)</b>	<b>53,060</b>	<b>124,429</b>	<b>(71,449)</b>	<b>52,980</b>	<b>(80)</b>

## Direction of travel (measures compared to last year)



## Significant directorate risks

Risk Reference Number	Risk Description	Risk Rating (before controls)	Existing Controls in Place	Risk Rating (after controls)
CR.007	<p><b>Litigation</b></p> <p><b>IF:</b> litigation claims against Herefordshire Council are successful <b>THEN:</b> this may expose the Council to significant unbudgeted costs and reputational damage.</p>	<b>20 RED</b>	<p>S151 Officer is made aware of pending financial claims against Council at earliest opportunity. For ongoing cases, an appropriate base line budget (from which to operate and deliver an effective legal service and to increase chances of Council losing litigation cases) has been provided.</p> <p>For significant cases project board and governance procedures have been put in place with dedicated legal and technical resources.</p>	<b>16 RED</b>