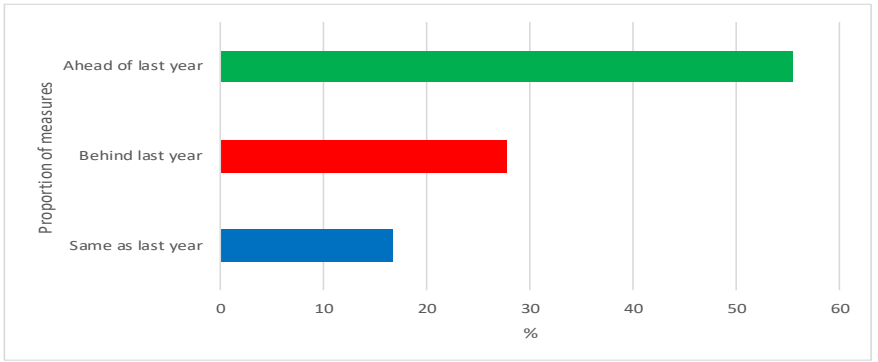
FINANCE

Revenue Budget

	Gross Budget	Net Budget	Outturn	Variance
	£000	£000	£000	£000
Adults & Communities	92,936	56,850	56,934	84
Children & Families	158,286	29,962	30,162	200
Economy & Place	49,503	31,064	31,064	-
Corporate	19,171	15,086	15,086	-
Directorates	**319,896**	**132,962**	**133,246**	**284**
Central, treasury management, capital financing & reserves	62,877	22,877	22,577	(300)
Total Revenue	**382,773**	**155,839**	**155,823**	**(16)**

PERFORMANCE

Direction of travel (measures compared to last year)



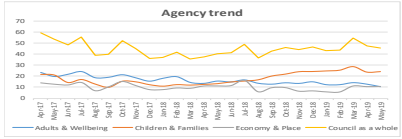
RISK

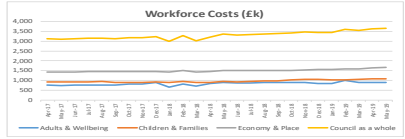
Significant corporate risks

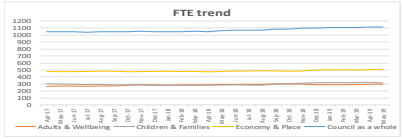
There are no corporate risks still rated Red after mitigating controls have been applied

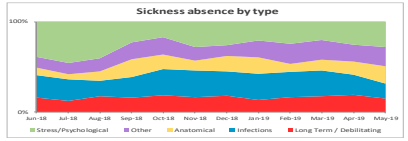
WORKFORCE

	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19
FTE	1,059.31	1,066.94	1,066.98	1,067.00	1,084.84	1,085.71	1,096.72	1,100.46	1,105.28	1,105.40	1,105.64	1,117.15	1,114.91
Headcount	1,223	1,232	1,229	1,225	1,243	1,245	1,256	1,260	1,265	1,266	1,264	1,280	1,277
Permanent Workforce Costs (£k)	3,361	3,320	3,325	3,369	3,389	3,407	3,474	3,450	3,437	3,611	3,546	3,633	3,643
Agency FTE	40.27	41.31	48.64	36.60	42.80	45.93	44.32	46.28	43.35	43.85	54.33	47.42	45.72
Agency Costs (£k)	218	316	244	281	249	299	307	291	297	287	297	163	334
Absence - days lost per FTE per annum (rolling 12 months)	8.07	7.80	7.78	7.76	7.96	7.95	8.12	8.26	8.11	8.26	8.24	8.48	8.59
Monthly turnover (annualised based on FTE)	11.8%	11.5%	11.5%	12.6%	11.7%	11.8%	12.0%	11.6%	11.5%	12.1%	12.5%	11.1%	11.8%









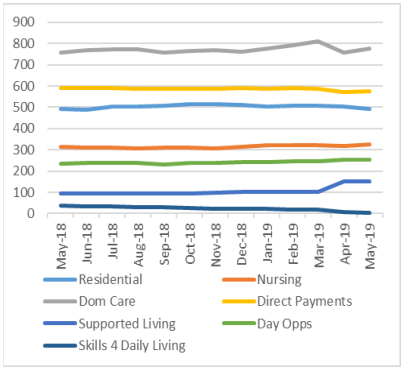
Staffing

	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19
FTE	293	294	293	300	299	299	289	289	288	291	295	296
Headcount	326	325	324	331	329	328	320	321	320	322	327	328
Permanent Costs (£k)	874	883	897	886	885	885	846	847	995	893	894	888
Agency	15.0	16.9	13.8	13.0	14.2	13.6	15.1	12.6	12.5	14.3	13.0	10.7
Agency Cost (£k)	106	97	55	99	79	89	90	78	77	78	39	62
Sickness (% in month)	4.7%	5.2%	6.1%	4.6%	5.3%	4.7%	4.2%	5.1%	5.0%	5.5%	5.4%	4.9%
Sickness (days/year/fte)	12.2	12.0	12.1	12.6	12.6	13.1	13.0	12.8	12.8	12.6	13.2	13.3
Turnover (annualised)	10.6%	11.0%	12.7%	11.5%	12.5%	14.0%	12.2%	13.8%	15.3%	15.3%	14.4%	14.6%

Performance Management update

During the last quarter there have been improvements in the following metrics; delayed transfers of care, safeguarding outcomes met, reablement clients at home after 91 days, affordable house builds and NHS health checks.

Service User Numbers



Indicators

Performance Measure	Outturn 2018/19	Outturn 2019/20 End of May	Frequency	Polarity	Direction of Travel
Reduce the rate of younger adults needing permanent placements in residential and nursing care homes (aged 18-64)	*15.54 (19 people)*	*0.91 (1 person)*	*Monthly*	*Smaller is better*	▼
Reduce the rate of older people needing permanent placements in residential and nursing care homes (aged 65+)	*657.2 (303 people)*	*74.24 (34 people)*	*Monthly*	*Smaller is Better*	▲
The number of Delayed Transfers of Care (delayed days) from hospital attributable to social care	171	168	Monthly	Smaller is better	▲
Increase the proportion of older people who are still at home 91 days after discharge from hospital into reablement/rehabilitation services	73.4% (293/399)	74.7% (62/83)	Monthly	Bigger is better	▲
Increase the number of affordable housing units delivered	203	51	Monthly	Bigger is better	n/a
Reduce the number of households in temporary accommodation	48	44	Monthly	Smaller is better	▲
Improve the overall satisfaction of people who use services with their care and support	73%		Annual	Bigger is better	n/a
Increase the number of community hubs throughout the county	-	7	Monthly	Bigger is better	n/a
Increase the take up of the NHS Health Checks from the most "at risk" population groups	39.2% (4,013/10,241)	36.75% (584/1,589)	Monthly	Bigger is better	▲

*Measures in italic text above are cumulative measures

Risk Management

Risk	Original L	Original I	Original Risk	Mitigation	Residual L	Residual I	Residual Risk
Demographic Pressures, resulting in increased costs to the council, and will impact timely access to services	4	4	16	Pathway redesign complete; stronger front door, community brokers focussing on alternatives to formal care. External resource in place focussing on re-assessment work	4	3	12
Market Workforce Economy - current limited capacity within the social care workforce placing further pressure on capacity	5	5	25	Care Heroes campaing in place, working with providers to support their business development. Fees recently refreshed to further support providers	4	4	16
DOLS Capacity - national and local capcity issues increase the risk of the council's ability to meet statutory timescales	4	5	20	Adherence with ADASS guidance. Staff Training, additional legal support, constant re-evaluation of prioritisation. BIA training programme	3	4	12
Future of ASC Funding - uncertainty and current unsustainability regarding the future of ASC funding	3	5	15	Short term mitigations in place via MTFS, however longer term risk remains. Monitoring national consultation and engaging where possible	3	4	12
A limited shared vision on the operation implications for One Herefordshire; results in challenges in areas such as the BCF and "cost-shunting"	5	5	25	Approved BCF between CCG and the local authority. Ongoing negotiations and monitoring through the BCF partnership board and Joint Commissioning Board.	3	3	9
Market Capacity, due to numerous pressures, social care provision within Herefordshire becomes limited. This wil result in delayed provision and increasing costs. This is particularly true of Nursing Care	5	5	25	Redesign of block contract beds to increase nursing capacity. Further strategic analysis work underway to review feasibility of council controlled care capacity complex/dementia care.	4	4	16
DTOC numbers will continue to increase, and bring about national scrutiny, if we are unable to improve our urgent care response including; improving the HomeFirst capacity and the responsiveness of our market	5	5	25	Significant focus on performance in this area; incl daily scrutiny. A range of pilots in the market, as well as working with providers re: annual fee uplift. Reinvigorated escalation process with WVT senior manager and AWB HoS. DTOC peer review in February	3	4	12

Risk Management updates

Risks continue to be reviewed regularly. The DTOC risk has recently been reviewed down following a sustained period of improving performance after investment in a number of supporting schemes.

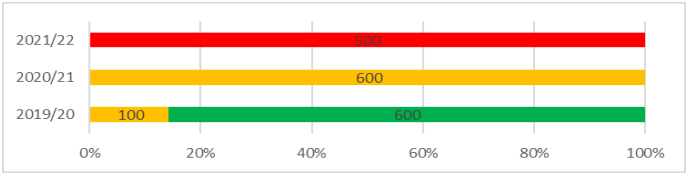
Programme

Project or Programme Name	Stage	RAG Status
Discharge to Assess (D2A) - Pathway 3	Planning and Design	On Target
Integrated Community capacity Function		None
Trusted Assessor	Planning and Design	On Target
Redesign of Waverley House	Planning and Design	Behind Schedule
Hillside Development	Planning and Design	Behind Schedule
Adult Social Care recovery of debts: Process Development	Delivery	On Target
Development of a joint Quality Assurance Framework (Herefordshire CCG and Council	Delivery	On Target
Care Workforce Development	Delivery	On Target
Healthy Living Network Herefordshire	Delivery	Complete
Development of Direct Payment policies and processes	Delivery	Complete

Budgets

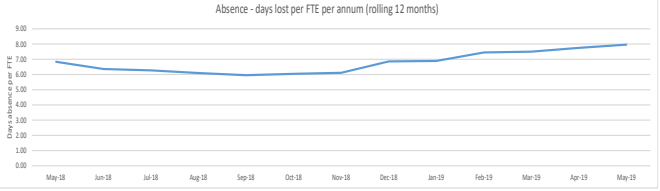
Service	2019/20 Annual Budget Gross Budget Expenditure	Gross Budget (Income)	Net Budget	2019/20 May Forecast Outturn	2019/20 May Projected Over/ (Under)spend
	£000's	£000's	£000's	£000's	£000's
Learning Disabilities	24,160	-3,640	20,520	20,898	378
Memory and Cognition	3,323	-851	2,472	2,325	-147
Mental Health	4,329	-729	3,600	3,611	11
Physical Support	34,151	-8,611	25,540	25,169	-371
Sensory Support	532	-97	435	437	2
Client Sub-Total	**66,495**	**-13,928**	**52,567**	**52,440**	**-127**
Care Operations and Commissioning	8,700	-19	8,681	8,573	-108
Commissioned Services	4,165	-1,167	2,998	2,998	0
Transformation & Improvement	889	0	889	871	-18
Prevention and Wellbeing	3,990	-915	3,075	3,007	-68
Directorate Management	-314	-11,046	-11,360	-10,955	405
Public Health	9,034	-9,034	0	0	0
Use of one off reserves/grants	0	0	0	0	0
Non Client Sub-Total	**26,463**	**-22,180**	**4,283**	**4,494**	**211**
Adult's Wellbeing	**92,958**	**-36,108**	**56,850**	**56,934**	**84**

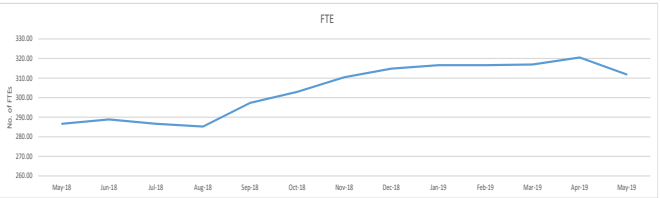
Savings



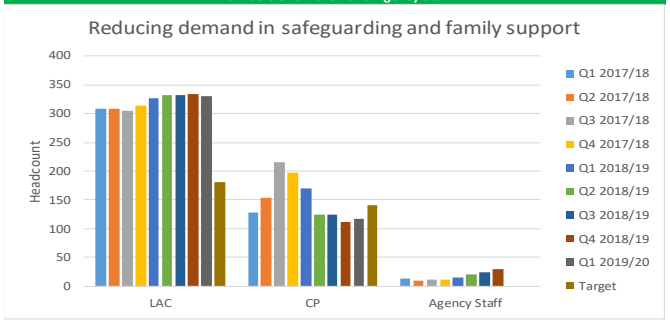
Staffing

	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19
FTE	286.64	288.87	286.63	285.22	297.33	302.94	310.42	314.84	316.59	316.60	316.92	320.53	311.85
Headcount	326	328	326	322	334	342	350	356	359	360	365	365	354
Permanent Workforce Costs (£k)	949	936	948	966	990	1,022	1,061	1,045	1,038	1,021	1,057	1,094	1,090
Agency FTE	13.33	14.88	15.70	16.84	20.27	22.03	24.24	24.41	24.93	25.60	28.87	23.89	24.31
Agency Costs (£k)	111	120	121	129	128	151	198	185	192	160	192	77	177
Absence - days lost per FTE per annum (rolling 12 months)	6.84	6.36	6.27	6.10	5.95	6.04	6.11	6.86	6.89	7.45	7.50	7.75	7.96
Monthly turnover (annualised based on FTE)	17.50%	16.88%	16.03%	17.37%	14.70%	15.06%	14.67%	14.59%	14.43%	13.95%	14.25%	12.53%	15.04%





Numbers of children and Agency Staff



Indicators

Performance Measure		Outturn 2018/19	Outturn 2019/20 End of May	Frequency	Polarity	Direction of Travel
Reduce the attainment gap at age 16 between free school meal pupils and their peers		Local GAP 18.2 National GAP 13.9		Annual	Smaller is better	
Increase the proportion of pupils attending a school and or setting that is good or outstanding	Primary	93.5% (12,926/13,825)	93.5%	Monthly	Bigger is better	◄►
	Secondary	77.6% (7,214/9,296)	77.6%	Monthly	Bigger is better	◄►
Herefordshire young people meeting or exceed - the national average indicator for attainment (attainment 8) - the national progress measure (progress 8)	Attainment 8	Attainment 8 Herefordshire 45.9 England (all schools) 44.3		Annual		
	Progress 8	Progress 8 Herefordshire -0.04 England (state-funded sector) -0.02		Annual	Bigger is better	
Improve education outcomes at age 5 (Ensuring they reach a good level of development)		74.1%		Annual		
Improve health outcomes for: 0-5 year olds (Percentage of 2 to 2.5 year olds completing a developmental health review)				Annual	Bigger is better	
Improve health outcomes for: 5-19 year olds (Percentage of Year 6 children who are overweight or obese)		*Herefordshire: Yr6 pupils overweight or obese: 34.5%* *England: Yr6 pupils overweight or obese: 34.3%*		Annual	Smaller is better	
Reduce the number of children being referred to children's social care for a service		3432 contacts 598 referrals		Quarterly	Smaller is better	
Reduce the number of children looked after by the local authority		334	331	Monthly	Smaller is better	n/a
Reduce the use of emergency bed and breakfast accommodation for young people at risk of homelessness				Quarterly	Smaller is better	
Increase the proportion of 16 and 17 year olds participating and training (including apprenticeships and work based learning)		89.9% (3,12773,480)	89.9% (3,131 young people)	Monthly	Bigger is better	▲
Reduce the number of children subject to child protection plans		111	117	Monthly	Plan is best	n/a

Risk Management

There are no significant corporate risks still rated Red after controls.

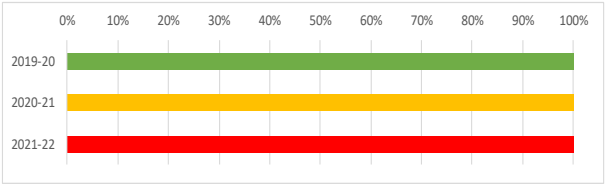
Programme

Project or programme name	Stage	RAG status
Schools Build Programme		
Peterchurch Primary School	1: Options and Feasibility	
Temporary school accommodation replacement (Almeley)	2: Planning and Design	On target
Mordiford School Expansion	2: Planning and Design	On target
Brookfield School Improvements	1: Options and Feasibility	On target
Expansion of Marlbrook School	2: Planning and Design	Behind schedule
Temporary school accommodation replacement (Orleton)	1: Options and Feasibility	None
Signs of Safety		
Signs of Safety	0: Project Conception	None

Outturn Detail

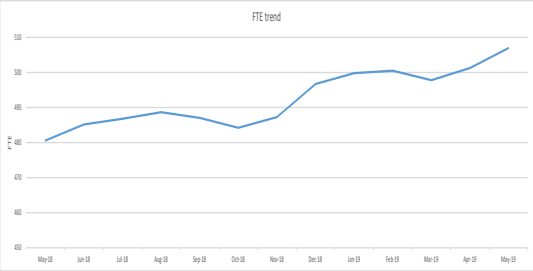
	Gross Budget	Working Net Budget	Full Year Outturn	Full Year Variance
	£000	£000	£000	£000
Directorate	558	558	558	0
Directorate	**558**	**558**	**558**	**0**
Additional Needs	2,662	2,311	2,346	35
Children's Commissioning	807	570	570	0
Commissioning Management	3,221	472	472	0
Development and Sufficiency	1,467	969	969	0
Early Years	1,438	918	918	0
Education Improvement	236	86	86	0
DSG	121,829	0	0	0
Education & Commissioning	**131,660**	**5,326**	**5,361**	**35**
Safeguarding and Review	1,239	987	987	0
Children in Need	3,437	3,336	3,336	0
Looked After Children	20,257	17,754	17,919	165
Safeguarding Development	302	272	272	0
Safeguarding & Early Help Management	1,729	1,729	1,729	0
Safeguarding & Family Support	**26,964**	**24,078**	**24,243**	**165**
Children & Families	**159,182**	**29,962**	**30,162**	**200**

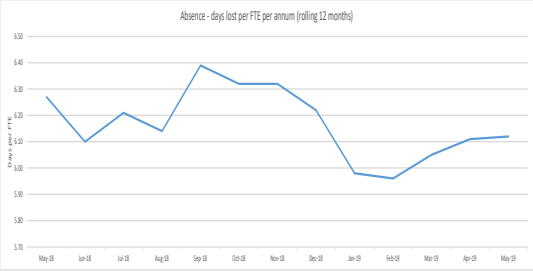
Savings



Staffing

	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19
FTE	480.58	485.19	486.81	488.67	487.05	484.22	487.28	496.70	499.80	500.51	497.80	501.25	506.97
Headcount	578	574	578	579	578	574	578	584	585	587	582	588	595
Permanent Workforce Costs (£k)	1,514	1,518	1,494	1,508	1,513	1,500	1,528	1,558	1,552	1,595	1,596	1,645	1,665
Agency FTE	11.16	11.43	16.09	5.86	9.57	9.65	6.44	6.74	5.86	5.74	11.12	10.52	10.72
Agency Costs (£k)	43	90	29	97	22	69	20	18	27	50	27	47	95
Absence - days lost per FTE per annum (rolling 12 months)	6.27	6.18	6.21	6.14	6.39	6.32	6.32	6.22	5.98	5.96	6.05	6.11	6.12
Monthly turnover (annualised based on FTE)	9.0%	8.9%	9.10%	9.68%	9.97%	9.25%	9.06%	9.39%	8.34%	9.03%	9.79%	8.26%	8.16%





Indicators

Performance Measure		Outturn 2018/19	Outturn 2019/20 End of May	Frequency	Polarity	Direction of Travel
Reduce the amount of household waste per person (kg) per year		391.65kg	65.78kg	Monthly	Smaller is better	▲
Minimise the number of people killed or seriously injured (KSI) in road traffic collisions in Herefordshire (3 year rolling average)		94 (2016-18 avg) (94 recorded in calendar year)	92 (28 recorded KSIs in first 5 months)	Monthly (based on calendar year)	Smaller is better	▲
Percentage of Category 1 defects (immediate or imminent hazard) and 2a defects made safe/dealt with within target times	Cat 1	99.93% (2,808/2,810)	100% (279/279)	Monthly	Bigger is better	▲
	Cat 2a	90.5% (14,552/16,079)	92.26% (2,265/2,455)	Monthly	Bigger is better	▲
Improvement in the overall condition of roads and bridges		-		Annual	Bigger is better	
Improve the proportion of strategically important routes that are in good condition and the proportion that are in need of maintenance		-		Annual	Bigger is better	
Improve average journey time in Hereford in morning week-day period		-		Annual	Smaller is better	
Percentage of Major planning applications dealt with within 13 weeks (24 month rolling)		87.1% (149/171)	86.6% (142/164)	Monthly	Bigger is better	▼
Percentage of Non-major planning applications (minors/others) dealt with within 8 weeks (24 month rolling)		78.2% (3,220/4,117)	78.95% (3,166/4,010)	Monthly	Bigger is better	▲
Supply of ready to develop housing sites		-		Annual	Bigger is better	
% reduction in Herefordshire Annual Domestic Energy Consumption (reduce fuel poverty)		-		Annual	Bigger is better	

Risk Management

There are no significant risks still rated Red after controls

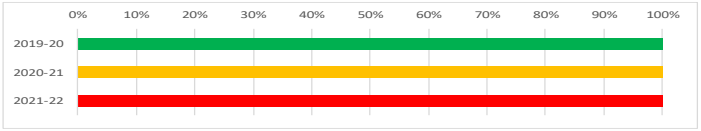
Programme

Project or programme name	Stage	RAG status
Infrastructure Programme		
Hereford Transport Package (HTP) (Public Realm)	1+: Capital Options and Feasibility	None
Hereford Transport Package (HTP)	2: Planning and Design	None
South Wye Transport Package (SWTP)	2: Planning and Design	None
Transport Hub & Public Realm - City Centre (HCCTP)	2: Planning and Design	None
Capial Economic Development Programme		
Enterprise Zone Development Programme	2: Planning and Design	On Target
Enterprise Zone council development - plot S" (office)	1: Options and Feasibility	
Marches Centre for Cyber Security	1: Options and Feasibility	On Target
The Shell Store: Hereford Business Incubation & University Application Store	2: Planning and Design	On Target
Ross Enterprise Park - Phase 1	2: Planning and Design	Behind Schedule
Capital Regeneration Programme		
Station Approach - Delivery of Student Accommodation	2: Planning and Design	
Hereford Football Ground - Stadium redevelopment	1: Options and Feasibility	
Country Bus Station	1: Options and Feasibility	On Target
College Road Campus	0: Project Conception	None
Capital Housing Programme		
Bromyard Depot - DRP Housing Site	1+: Capital Options and Feasibility	
Holme Lacy - DRP Housing site	1: Options and Feasibility	On Target
Corporate Property		
Corporate Property	Not yet established	None

Budget outturn

	Gross Budget £000	Working Net Budget £000	Full Year Outturn £000	Full Year Variance £000
Culture, Museums, Libraries & Archives	2,825	2,307	2,384	77
Economic Growth	1,158	943	943	0
Highways & Transport	19,726	17,212	17,126	(86)
Management	(432)	(432)	(432)	0
Regulatory, Environment & Waste	21,950	15,894	15,928	34
Technical Services	7,348	(4,860)	(4,885)	(25)
Economy & Place	**52,575**	**31,064**	**31,064**	**0**

Savings



Indicators

Performance Measure	Outturn		Frequency	Polarity	Direction of Travel
	2018/19	2019/20 End of May			
Increase in number of people interacting with council services on-line	-		Quarterly	Bigger is better	
Website satisfaction: percentage of visitors that confirm that they were able to do what they set out to do in a satisfaction survey	64.74%	59%	Monthly	Bigger is better	▼
Reduce sickness absence (12 month rolling)	8.24 days	8.59 days	Monthly	Smaller is better	▼
Rateable value of new business rates registrations	£48,641k	£48,556k	Monthly	Bigger is better	▼
Spend to the council's revenue budget	£595k underspend	£16k underspend	Monthly	Smaller is better	n/a
Spend to the council's capital budget	£19,840k underspend	£2,081k underspent	Quarterly	Smaller is better	n/a
Progress against delivery of savings targets	£11,683k	£2,113k	Quarterly	Bigger is better	n/a
Increase completion rates of mandatory training	-	3.90%	Annual	Bigger is better	
Increase flu vaccination uptake for Herefordshire Council staff and other defined staff groups	-		Annual	Bigger is better	

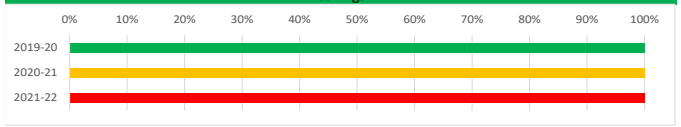
Risks

There are no significant risks still rated **Red after controls**

Budget

	Gross Budget £000	Working Net Budget £000	Full Year Outturn £000	Full Year Variance £000
Corporate Support Services	8,677	5,538	5,538	0
Finance, Legal & Governance	8,568	7,683	7,683	0
People & Performance	1,926	1,865	1,865	0
Corporate	**19,171**	**15,086**	**15,086**	**0**

Savings



Programme

Project or programme name	Stage	RAG status
Better Ways of Working		
Better Ways of Working	0: Project Conception	None
Digital Adoption Across Services		
Digital Adoption Across Services	Not yet established	None