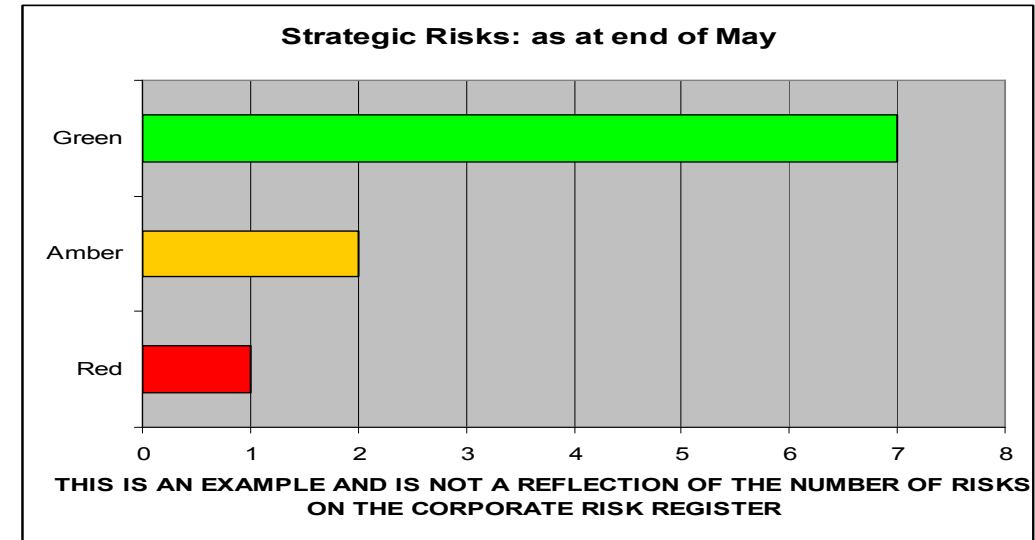


Summary Balanced Scorecard

KEY		
Measures	Symbols	Projects
More than 10% ahead of target	★	Ahead of Plan
Achieved or exceeded target by less than 10%	●	On schedule
Up to 5% behind target	⦿	N/A
More than 5% behind target	▲	Behind Plan
Getting better	↗	N/A
No change in performance	→	N/A
Getting worse	↘	N/A
Data missing	?	Project not updated
N/A	⏪	Not due to have started



Corporate Plan Priorities	In Year Performance Measures									
					Direction of Travel compared to last year			Direction of Travel since last reported		
Create a thriving economy	▲	●	★	?	↗	→	↘	↗	→	↘
Improve health care & social care										
Raise standards for children & young people										
Promote self reliant local communities										
Create a resilient Herefordshire										
Commission the right services										
Total										

Projects ¹				
▲	●	★	?	⏪
0	29	0	3	1
0	12	0	2	2
3	7	4	2	
0	34	1	0	2
0	25	0	1	2
3	21	0	0	1
6	128	6	8	6

	Service		
	DCE	People	Places & Communities
▲			
⦿			
●			
↗			
?			
Direction of Travel compared to last year	↗		
	→		
	↘		
Direction of Travel since last reported	↗		
	→		
	↘		

Customers ²
1
2
3
3
1
2
2
2

Employees ³
6
2
9

Finance ⁴
3
3
1

¹ Detailed report at appendix C
² Detailed report at appendix D
³ Detailed report at appendix E
⁴ Detailed report at appendix F

