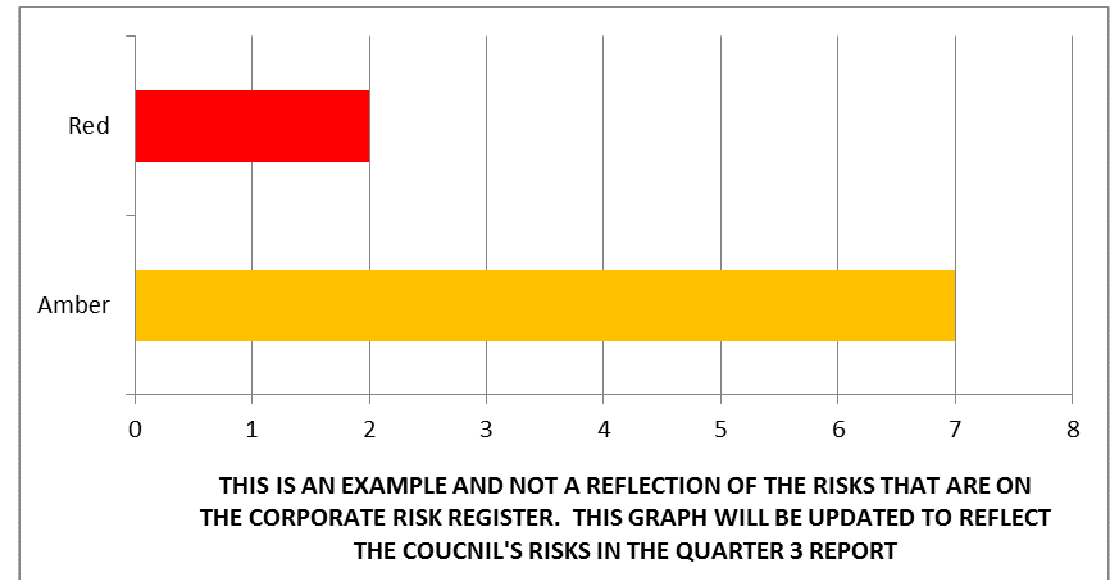


Summary Balanced Scorecard

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 or target missing	?	Project not updated
N/A	⏸	Not due to have started



Corporate Plan Priorities	In Year Performance Measures ¹										
						Direction of Travel compared to last year			Direction of Travel since last reported		
	▲	⦿	●	★	?	↗	→	↘	↗	→	↘
Create a thriving economy	0	0	1	0	0	1	-	-	-	-	1
Improve health care & social care	1	0	0	3	0	-	-	1	-	-	-
Raise standards for children & young people	4	0	1	0	0	-	-	-	-	-	-
Promote self reliant local communities	1	1	4	1	0	5	-	2	2	-	5
Create a resilient Herefordshire	0	0	5	2	0	4	-	-	4	-	-
Commission the right services	0	0	5	0	0	-	-	-	-	-	-
Total	6	1	16	6	0	10	0	3	6	0	6

Projects ²			
▲	●	★	?
3	31	1	0
0	15	0	0
0	14	2	0
0	34	4	0
0	27	0	0
2	21	0	0
5	142	7	0

	Service		
	DCE & Corporate Services	People's Services	Places & Communities
▲	0	0	2
⦿	1	0	0
●	0	2	0
★	0	0	0
?	0	8	3
Direction of Travel compared to last year	↗	-	1
	→	-	-
	↘	-	-
Direction of Travel since last reported	↗	1	2
	→	2	-
	↘	2	3

Customers ³
2
0
2
3
0
1
1
4
1
5
1

Employees ⁴
-
-
-
-
-
2
0
0
2
0
0

Finance ⁵
0
3
3
0
0
-
-
-
4
0
2

¹ Report at appendix B
² Report at appendix C
³ Report at appendix D
⁴ Report at appendix E
⁵ Report at appendix F