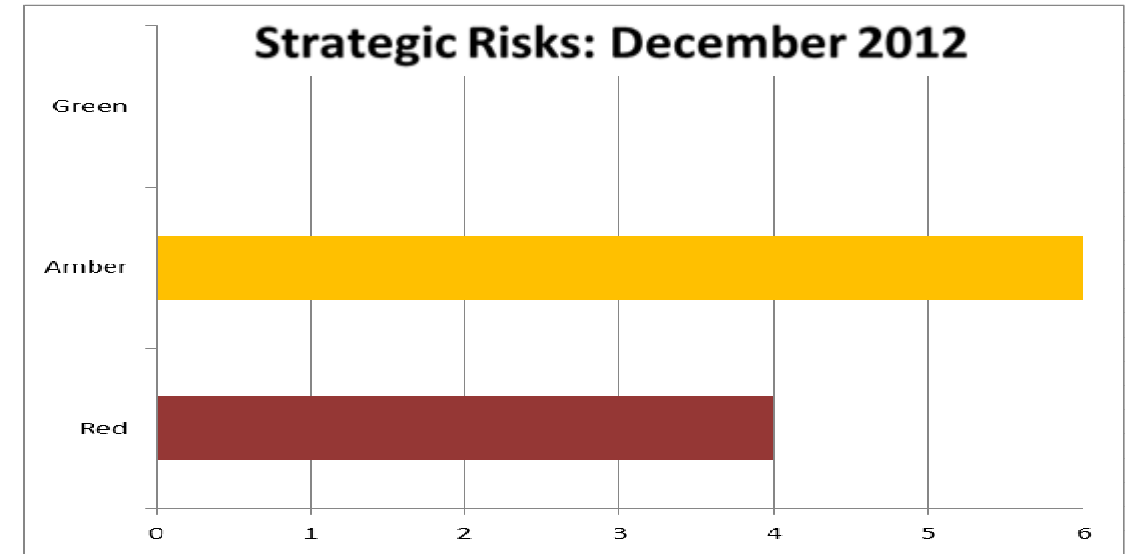


Summary Balanced Scorecard

KEY		
Measures	Symbols	Projects
More than 10% ahead of target	Green	Ahead of Plan
Achieved or exceeded target by less than 10%	Blue	On schedule
Up to 5% behind target	Amber	N/A
More than 5% behind target	Red	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		
	Red	Amber	Blue	Green	?	↗	→	↘	↗	→	↘
Create a thriving economy	0	1	2	0	0	2	-	1	1	-	2
Improve health care & social care	0	0	0	4	0	-	-	1	2	1	1
Raise standards for children & young people	4	0	2	0	0	3	-	1	3	-	1
Promote self reliant local communities	1	2	3	2	0	4	-	3	5	-	2
Create a resilient Herefordshire	0	0	6	2	0	3	-	1	2	-	2
Commission the right services	0	0	5	0	0	-	-	-	-	-	-
Total	5	3	18	8	0	12	0	7	13	1	8

Projects ²			
Red	Blue	Green	?
2	28	3	0
1	13	1	0
3	11	1	0
2	34	2	0
1	25	1	0
6	14	1	0
15	125	9	0

	Service		
	DCE & Corporate Services	People's Services	Places & Communities
Red	0	2	3
Amber	1	0	1
Blue	0	3	0
Green	0	2	0
?	0	0	3
Direction of Travel compared to last year	↗	-	-
	→	-	-
	↘	-	3
Direction of Travel since last reported	↗	2	-
	→	2	-
	↘	6	7

Customers ³
2
0
2
3
0
2
1
3
1
5
1

Employees ⁴
-
-
-
-
-
2
0
0
0
2

Finance ⁵
0
3
3
0
0
-
-
-
3
0
3

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