

# Herefordshire Council performance & budget report (September 2015)

## Budget forecast

### FINANCE

Service	Budget			Forecast			Variance
	Expenditure	Income	Full Year	Expenditure	Income	Full Year	Net
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Adults' Wellbeing	78,670	(25,074)	53,596	86,497	(32,808)	53,689	93
Children's Wellbeing	27,670	(4,499)	23,171	29,689	(4,923)	24,766	1,595
Economy, Communities & Corporate	124,451	(71,070)	53,380	125,748	(72,871)	52,877	(503)
<b>DIRECTORATES TOTAL</b>	<b>230,790</b>	<b>(100,643)</b>	<b>130,147</b>	<b>241,934</b>	<b>(110,602)</b>	<b>131,332</b>	<b>1,184</b>
Other budgets and reserves	11,857	0	11,857	11,257	0	11,257	(600)
	<b>242,647</b>	<b>(100,643)</b>	<b>142,004</b>	<b>253,191</b>	<b>(110,602)</b>	<b>142,589</b>	<b>583</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.

### 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.

### System resilience and urgent care

The role and responsibility of adult social care alongside system and process is not clearly set out in relation to system resilience and urgent care.

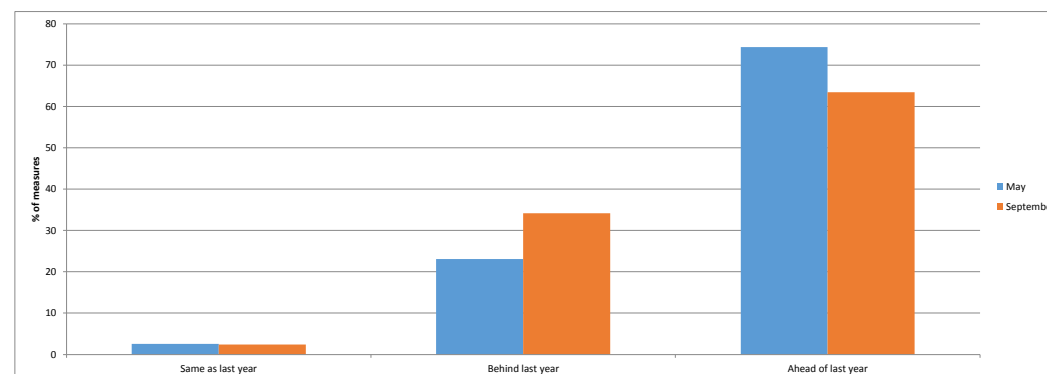
### Human rights claims

**IF:** 2 test cases in high court uphold a claim against human rights - one listed on 7 Dec 15 for 11 days; the other on 30 Nov 2014 for 3 days **THEN:** Herefordshire council currently have approx 8 cases involving Revocation of Placement Orders (children's wellbeing) for which, pending the outcome of the test cases, we are at risk of human rights claims; in all of these cases there have been significant delays in these Applications being made to the Court. This is where the breach of Human Rights claims are being made.

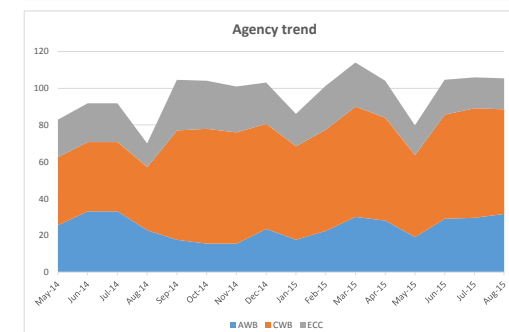
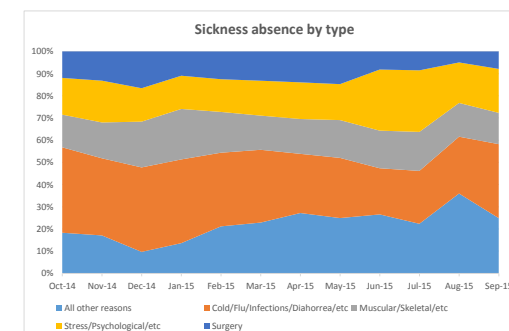
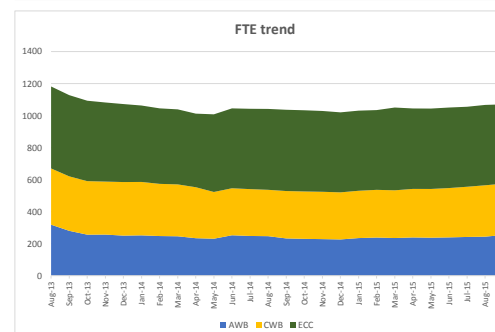
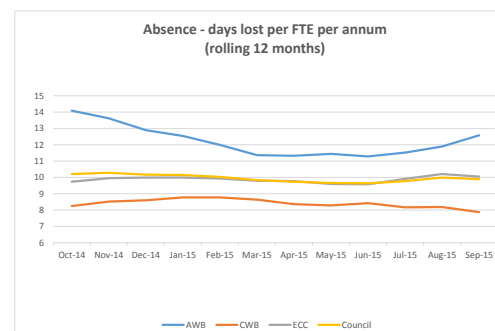
### RISK

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

### PERFORMANCE



### WORKFORCE

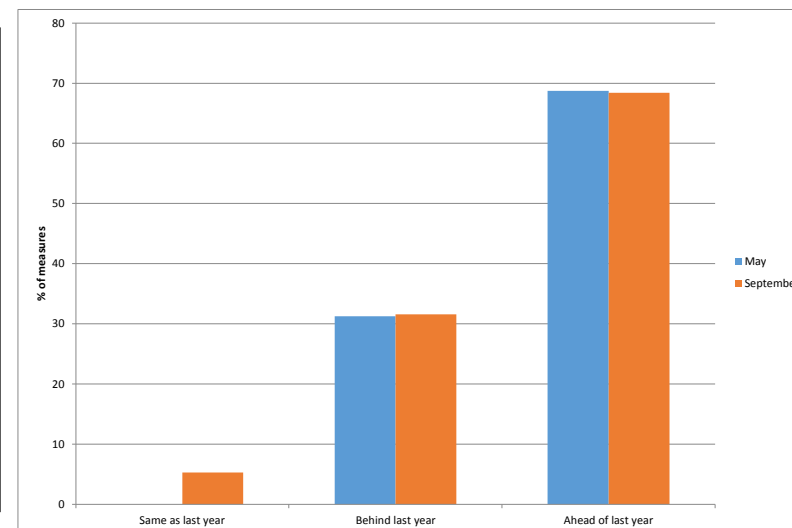


# Adults' wellbeing performance & budget report (September 2015)

Budget forecast

Service	Budget			Forecast			Variance
	Expenditure	Income	Full Year	Expenditure	Income	Full Year	Net
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Learning Disabilities	17,052	(1,871)	15,181	18,985	(2,994)	15,991	810
Mental Health/Memory & Cognition	10,185	(1,908)	8,278	9,847	(2,034)	7,813	(464)
Physical Support	25,359	(5,604)	19,755	27,014	(6,502)	20,513	758
Sensory Support	873	(191)	682	660	(144)	516	(166)
Operations	8,438	(826)	7,612	13,127	(5,930)	7,197	(415)
Commissioning	6,147	(497)	5,649	6,975	(1,511)	5,464	(185)
Directorate Management	1,200	(6,202)	(5,002)	705	(5,724)	(5,019)	(17)
Public Health	8,091	(7,971)	120	8,091	(7,971)	120	0
Transformation and Safeguarding	1,325	(5)	1,320	1,093	0	1,093	(227)
	<b>78,670</b>	<b>(25,074)</b>	<b>53,596</b>	<b>86,497</b>	<b>(32,808)</b>	<b>53,689</b>	<b>93</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.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.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>
CR.024	<b>System resilience and urgent care</b> The role and responsibility of adult social care alongside system and process is not clearly set out in relation to system resilience and urgent care	<b>16 RED</b>	Social care pathway for prevention of hospital admission and discharge is aligned with WVT. Joint post funded through SRG to manage interface is in place, number of schemes funded through BCF to support urgent care - however this post has now ceased. On call arrangements in place and AMPH/EDT rota is in place. Senior Management attend operational and strategic SRG	<b>16 RED</b>

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

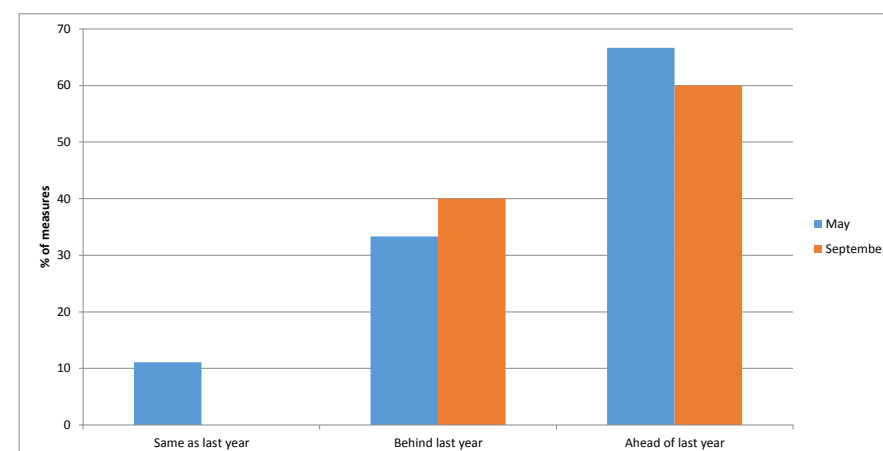
Budget forecast

FINANCE

Service	Budget			Forecast			Variance
	Expenditure	Income	Full Year	Expenditure	Income	Full Year	Net
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Directorate	850	(1,230)	(380)	1,182	(1,780)	(598)	(218)
Education & Commissioning	8,240	(2,228)	6,011	8,101	(2,186)	5,915	(96)
Safeguarding & Family Support	18,580	(1,040)	17,540	20,406	(957)	19,449	1,909
	<b>27,670</b>	<b>(4,499)</b>	<b>23,171</b>	<b>29,689</b>	<b>(4,923)</b>	<b>24,766</b>	<b>1,595</b>

PERFORMANCE

Direction of travel (measures compared to last year)



Significant directorate risks

RISK

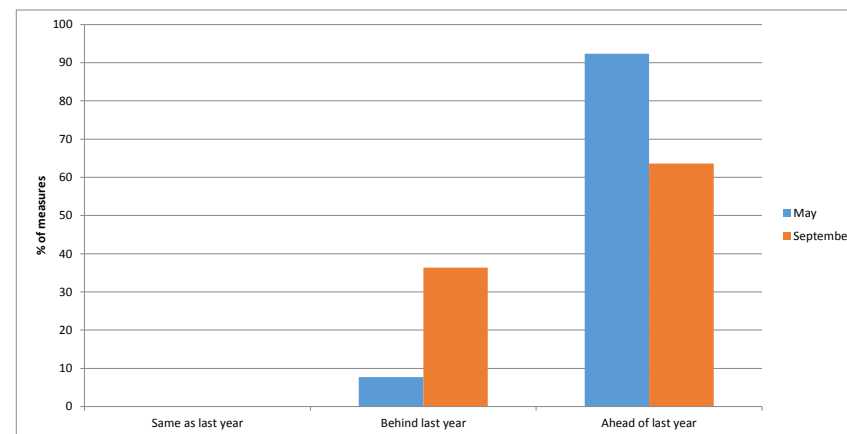
Risk Reference Number	Risk Description	Risk Rating (before controls)	Existing Controls in Place	Risk Rating (after controls)
CR.005	<b>School Assets</b> <b>IF:</b> Insufficient condition oversight of school assets is not in place <b>THEN:</b> There may be an increase in costs due to unplanned significant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

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

## Budget forecast

Service	Budget			Forecast			Variance
	Expenditure	Income	Full Year	Expenditure	Income	Full Year	Net
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Economic, Environment and Culture	9,577	(9,630)	(53)	9,922	(10,048)	(126)	(73)
Placed Based Commissioning	36,016	(3,566)	32,450	36,088	(3,725)	32,363	(87)
Resources	68,360	(56,805)	11,556	68,584	(57,060)	11,524	(32)
Community and Customer Services	4,222	(545)	3,677	4,795	(1,085)	3,710	33
Governance	4,333	(471)	3,862	4,696	(899)	3,798	(65)
Directors	1,943	(54)	1,889	1,663	(54)	1,609	(280)
	<b>124,451</b>	<b>(71,070)</b>	<b>53,380</b>	<b>125,748</b>	<b>(72,871)</b>	<b>52,877</b>	<b>(503)</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.007	<b>Litigation</b> <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.	<b>20 RED</b>	Compliance with the Contracts dispute resolution procedure. Legal and commercial opinion has been sought in support of Herefordshire's case. Structured dispute resolution processes are being taken forward including negotiation, adjudication and formal mediation. Litigation may be required to resolve high value matters.  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.	<b>16 RED</b>
	CR.026	<b>Human rights claims</b> <b>IF:</b> 2 test cases in high court uphold a claim against human rights - one listed on 7 Dec 15 for 11 days; the other on 30 Nov 2014 for 3 days <b>THEN:</b> Herefordshire council currently have approx 8 cases involving Revocation of Placement Orders (children's wellbeing) for which, pending the outcome of the test cases, we are at risk of human rights claims; in all of these cases there have been significant delays in these Applications being made to the Court. This is where the breach of Human Rights claims are being made.	<b>16 RED</b>	Currently, judges are adjourning the hearing of council revocation cases until January 2016, awaiting the outcome of these 2 test cases.	<b>16 RED</b>