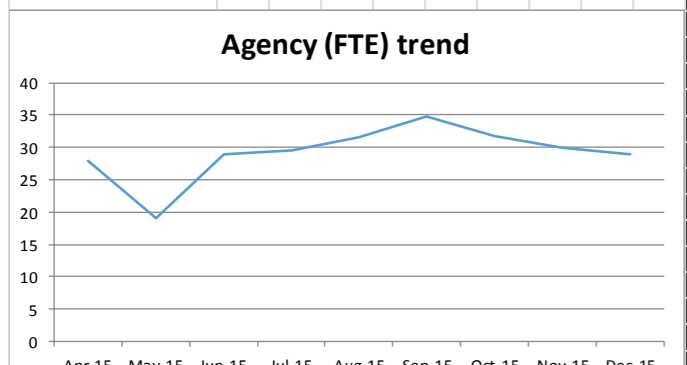
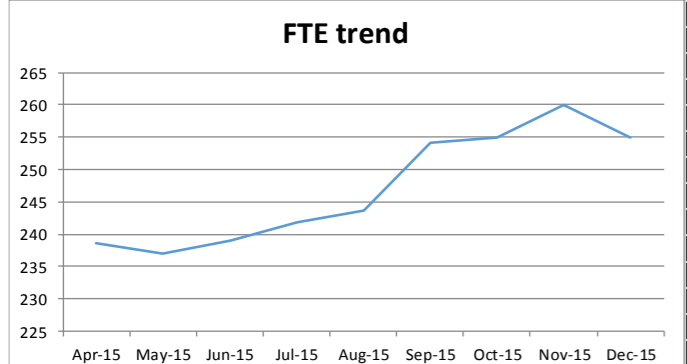
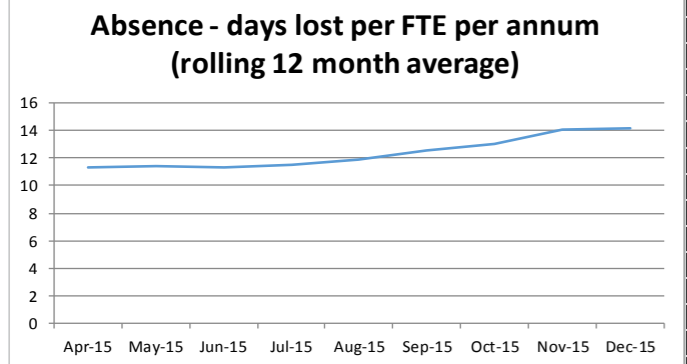


Adults and wellbeing scorecard - December 2015

Staffing	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
FTE	239	237	239	242	244	254	255	260	255
Headcount	271	269	272	274	275	285	285	290	286
Permanent Costs (Ek)	722	736	746	737	768	786	796	799	793
Agency	28	19	29	30	32	35	32	30	29
Agency Cost (Ek)	95	212	237	262	221	204	116	169	172
Sickness	4.5%	3.3%	4.6%	6.1%	5.9%	6.5%	7.8%	6.1%	5.1%
Turnover (annualised)	25%	24%	22%	22%	11%	10%	10.9%	10.5%	11.4%

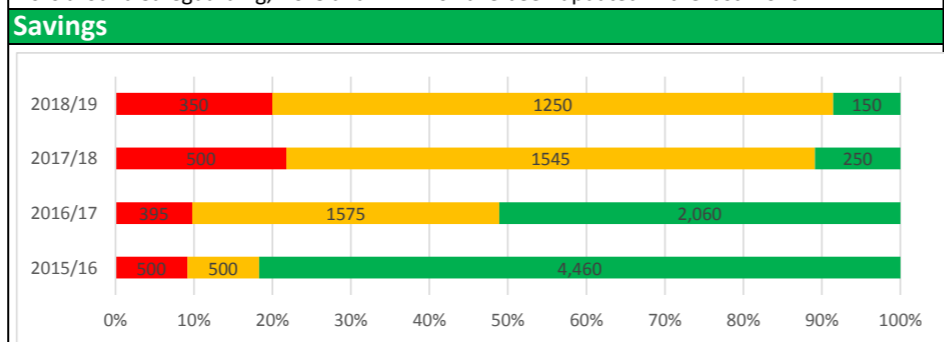


Performance Management update
Trends remain relatively static, however there have been improvements in both safeguarding closures and in the number of clients receiving direct payments. In addition sickness has reduced further in December, although is still over target levels. The scorecard measures have been reviewed in January and will be revised from February.

Indicators	Measure	Target	Latest	Period	Trend
	Permanent admissions - U65	15	5.6	Dec	
	Permanent admissions - 65+	680	298	Dec	
	Social Care Delayed Transfers	2.7	4.53	Nov	
	Reablement - 91 days after discharge	85%	78%	Dec	
	Safeguarding - closures in 28 days	80%	38%	Dec	
	Safeguarding - outcomes met	80%	96%	Dec	
	Direct Payment recipients	40%	21%	Dec	
	Percentage of carers in receipt of support	30%	43%	Dec	
	Timeliness of Service (28 days of referral)	80%	54%	Dec	
	Reviews undertaken	100%	45%	Dec	
	Affordable housing units delivered	200	62	Dec	
	Households in temporary accommodation	50	42	Sep	
	NHS Health checks	60%	43%	Nov	

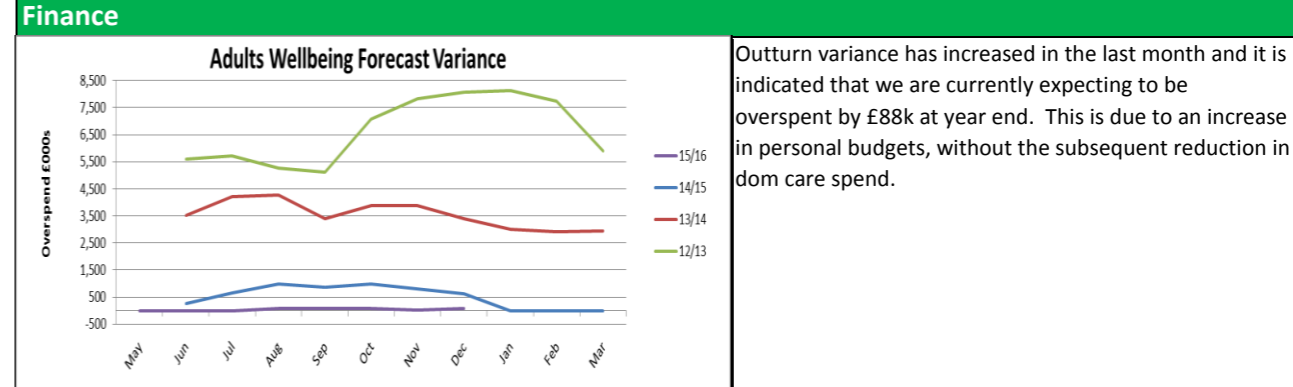
Risk Management	Risk	L	I	Risk	Mitigation
	Demographic Pressures	5	5	25	Reablement, Rapid Response, IAS. Prevention programme in place. Working with partners to establish service models and care pathways
	Integration	5	5	25	Transformation Board & JCB in place. Programme review and independent chair/programme director in place
	Reducing Resources and impact on statutory duties and ability to deliver transformation	5	5	25	Transformation plan in place, regular performance management arrangements and appraisal processes in place
	Health Visiting & School Nursing	5	5	25	Dedicated consultant oversight, finalising agreement with NHS England
	DOLS Capacity	4	5	20	Staff Training, additional legal support, constant re-evaluation of prioritisation. BIA training programme
	Better Care	4	5	20	
	Mosaic Upgrade	4	5	20	Governance arrangements in place and strong contract management of supplier

Risk Management updates
A review of the risk register is required so that all risks are understood by owners and that the current most relevant mitigating actions are recorded. This highest risks identified above, have not changed since last month
Risks around Safeguarding, DoLS and AMHP's have been updated in the last month



Programme	Lead	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Mosaic	DL	System Freeze						EDRMS implementation					
		Sandpit Analysis	Training for upgrade Testing	Go-live upgrade (tech)	Business process change								
EMS	TM	Go-live	Embedding change and handover to BAU										
Abacus	TM	Mosaic interface development and testing											
WISH (online)	HS	Phase 1 go live (31st)	Phase 2 - PA directory, events directory, tools, emarketplace, assessment/calculators										
RAS	DL	Review FACE RAS											
ASC Pathway design	JB	Phase 1 Info sessions	Phase 2 - scope review	Phase 2 starts									
Just right	JB		Units removed	Review of packages	Project closure								
Managing the care home market	JB	Provider engagement		Key Dec-unified contract	Provider engagement								
Quality assurance framework	PKJ	Internal consultation	Officer decision - sign off		Mosaic config for QA info								
Transitions	IL	Transfer to BAU			Mosaic config for transitions (AWB/CWB)								
HACS	tbc												
Housing Solutions		Housing allocation remodelling		Housing solutions tender									

Programme updates
WISH hub due to go live by the end of January. EDRMS go live is now being shifted back due to the fact Corelogic are not planning to deliver the API into Mosaic until April. Mosaic sandpit is in place, although outstanding issues with this means that the business have only just started to analyse the gaps in functionality required prior to migration to the new system.

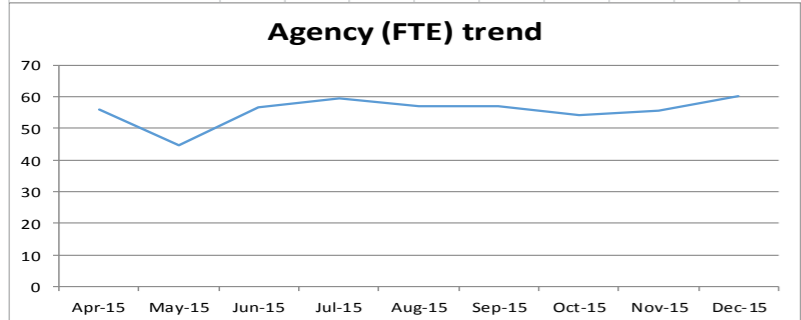
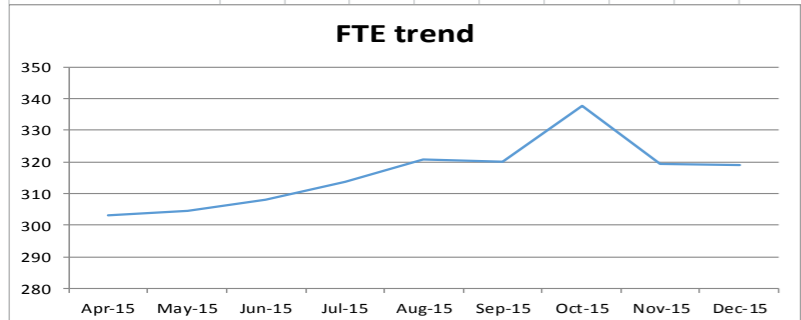
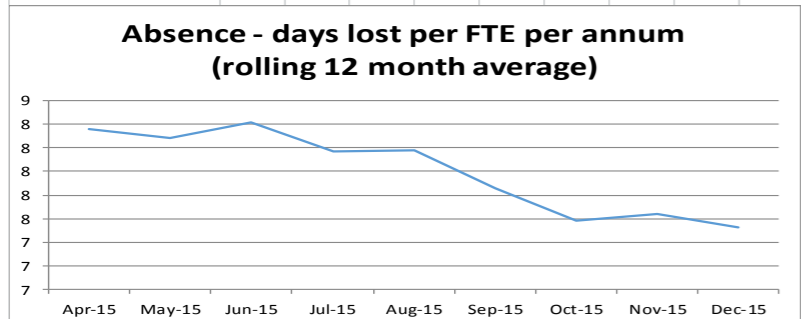


	Budget			Forecast			Variance Net £000's
	Expenditure	Income	Full Year	Expenditure	Income	Full Year	
	£000's	£000's	£000's	£000's	£000's	£000's	
Learning Disabilities	17,102	(2,277)	14,825	18,843	(3,286)	15,557	732
Mental Health/Memory & Cognition	10,185	(2,310)	7,875	9,669	(2,433)	7,237	(638)
Physical Support	25,559	(7,116)	18,443	27,608	(8,053)	19,555	1,112
Sensory Support	873	(205)	668	647	(158)	489	(178)
Operations	8,238	(1,689)	6,549	12,657	(6,855)	5,802	(746)
Commissioning	6,621	(1,598)	5,022	7,419	(2,298)	5,121	99
Directorate Management	926	(1,682)	(755)	483	(1,284)	(801)	(45)
Public Health	8,091	(7,971)	120	9,076	(8,951)	125	5
Transformation and Safeguarding	1,373	(5)	1,368	1,117	(2)	1,116	(252)
	78,968	(24,854)	54,114	87,520	(33,319)	54,201	88

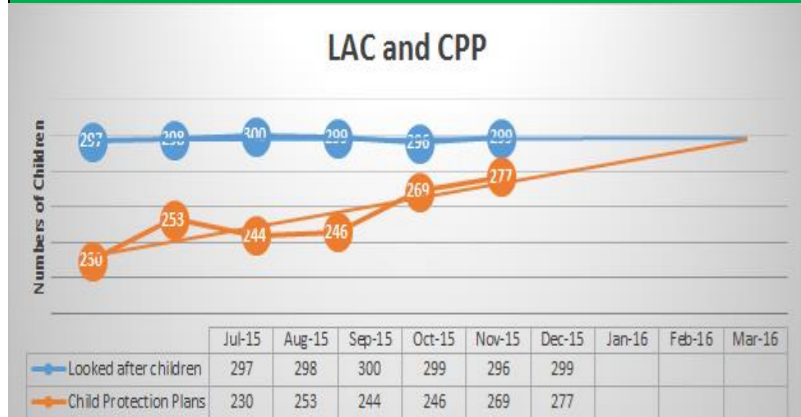
Children's wellbeing scorecard - December 2015

Staffing

	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
FTE	303	304	308	314	321	320	338	320	319
Headcount	356	360	366	373	381	378	377	375	373
Permanent Costs (£k)	1,012	1,004	1,043	1,051	1,064	1,049	1,033	1,024	1,024
Agency Cost (£k)	299	371	448	486	379	434	252	354	453
Sickness	2%	3%	3%	3%	2%	2%	4%	3%	2.6%
Turnover (annualised)	8%	9%	10%	10%	11%	12%	13%	14%	14%



Service User Numbers



Indicators

Measure	Target	Latest	Period
% of children attending a primary school/setting that is good/outstanding	88%	85%	Dec
% of children attending a secondary school/setting that is good/outstanding	83%	83%	Dec
% of young people not in employment, education or training	5.3%	4.4%	Dec
% of young people whose destination is not known	2.0%	3.8%	Dec
% of education health and care plans produced to 20 week timescale	100.0%	80.7%	Dec
Reduce the spend in institutionalised care (£000's)	6,132	7,177	Dec
Number of families being worked with (Families First)	233	119	Dec
Number of families identified as needing support (Families First)	233	260	Dec
Number of families claimed for as part of the 3 year reward grant	30	0	Dec
Payment by results grant claimed	24K	0	Dec
Proportion of IFAs fostering placements as a proportion of all lac	10%	12.3%	Sept
The % of contacts and referrals received progressed within 24 hours	95%	99.3%	Sept

Risk Management

Risk Reference Number	Risk Description	Risk Rating (before controls)	Existing Controls in Place	Risk Rating (after controls)
CWB.014	IF/AS: The number of looked after children continues to increase; therefore new placements are less likely to be planned THEN: There may be an increased use of institutionalised care at exceptional costs	25	Work is ongoing to minimise the number of institutionalised care placements, through the development of the HIPSS service, and the wider LAC Strategy.	12
CR.005	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.	25	Education assets condition surveys to be completed and estates strategy in place to address the Education Strategic Plan. School Capital Investment strategy is in draft and will progress through the corporate governance process in Feb 2016.	16

Budget Outturn

Service	Annual Budget			December	December	November	Change to Forecast Adv/ (Fav)
	Budget Expenditure	Budget (Income)	Net Budget	Forecast Outturn	Projected Over/ (Under)spend	Projected Over/ (Under)spend	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Directorate	874	(1,230)	(380)	(826)	(446)	(264)	(182)
Additional Needs	2,455	(46)	2,409	2,409	(0)	(0)	0
Children's Commissioning	1,245	(36)	1,209	1,153	(56)	(56)	0
Commissioning Management	471	(78)	393	393	0	0	0
Development and Sufficiency	3,815	(1,976)	1,839	1,798	(41)	(41)	0
Education Improvement	254	(93)	161	161	(0)	(0)	0
Safeguarding and Review	959	(268)	691	707	15	15	0
Early Help and Family Support	2,393	(478)	1,915	1,815	(99)	(127)	27
Fieldwork	3,053	(5)	3,048	3,744	696	696	0
Looked After Children	7,255	(235)	7,019	8,060	1,040	946	95
LAC External placements	2,907	(30)	2,877	3,529	652	519	133
Safeguarding Development	871	0	871	947	75	125	(50)
Safeguarding and Early Help Management	1,169	(23)	1,146	1,216	71	71	0
Children's Wellbeing excluding DSG	27,722	(4,499)	23,199	25,107	1,908	1,885	23

The forecast outturn is an overspend of £1.9m, the safeguarding overspend is £2.4m
 There continues to be increased demand on placements. In December there were two new residential placements and one extension at a cost of £133k. The number of Looked after children for December is 299 this is in an increase since December 2014 of 28.
 Agency spend has been a pressure for 15/16, clear plans are in place for 16/17 around recruitment and use of agency staff to ensure that the costs stay within the establishment budget.

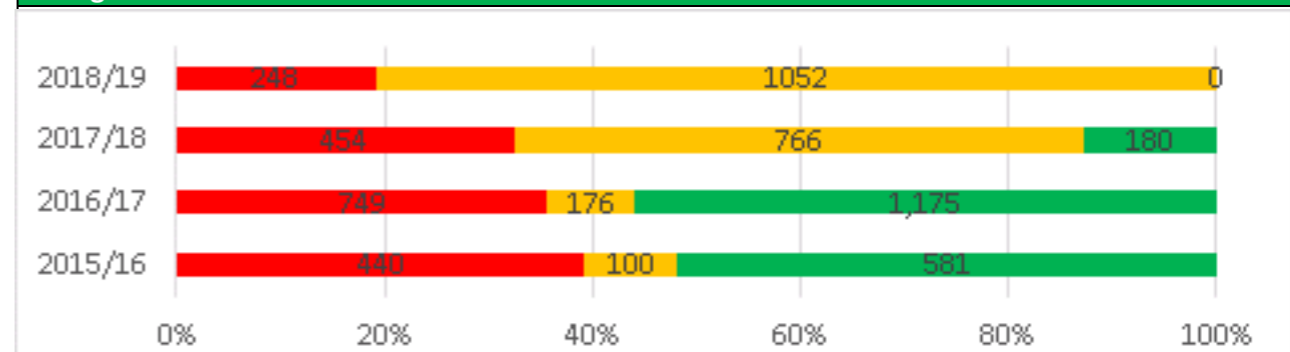
Programme updates

The Programme is currently being review and updated to ensure transformation and savings met the Organisation objectives

Breakdown of Overspend

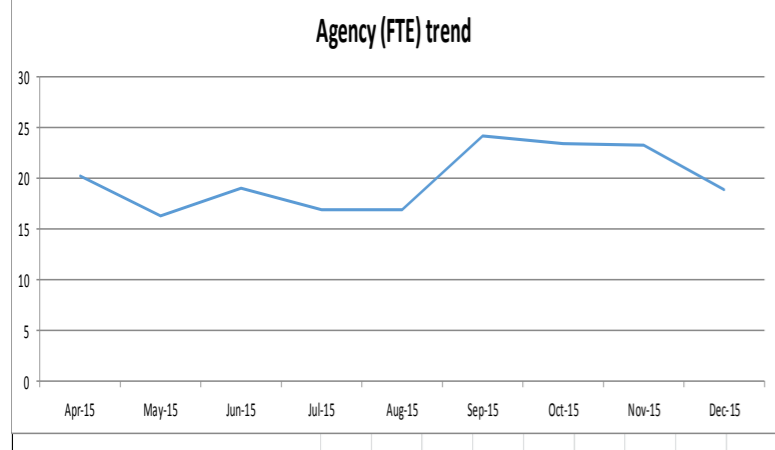
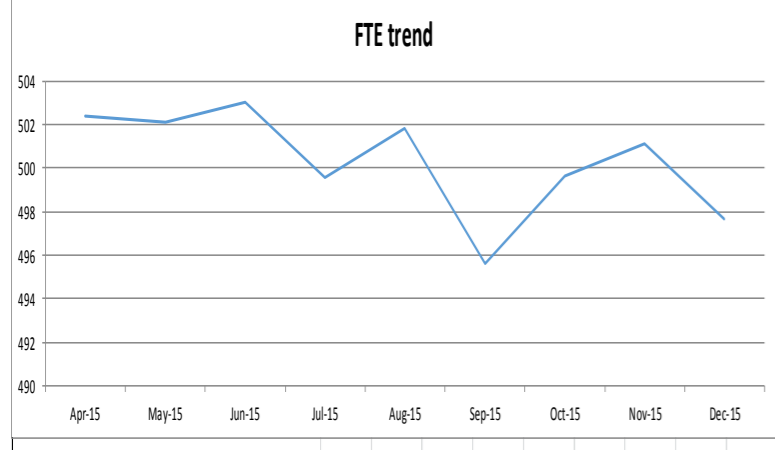
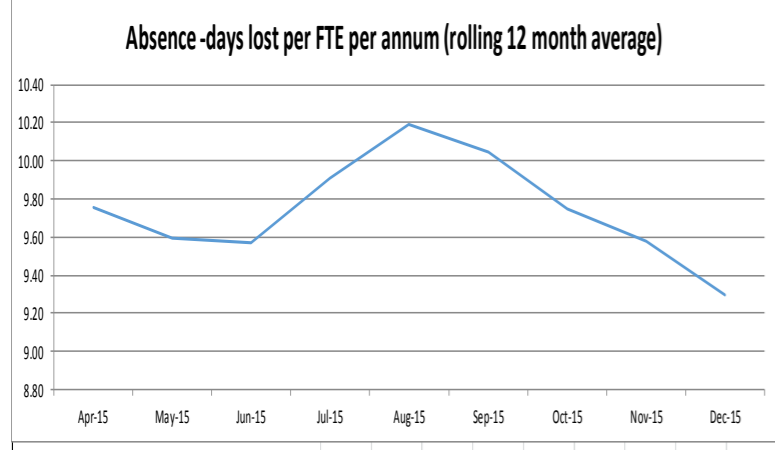
	£000's	£000's
Placements and Allowances		
Residential and Fostering	1,031	
Kinship Carers	268	
Special Guardianship Allowances	132	
Direct Payments	50	1,481
Agency Staff		829
Social work Academy		142
Overspend in Safeguarding		2,452
Underspend in Directorate, Education & Commissioning		-550
Outturn for Children's Wellbeing		-1,902

Savings



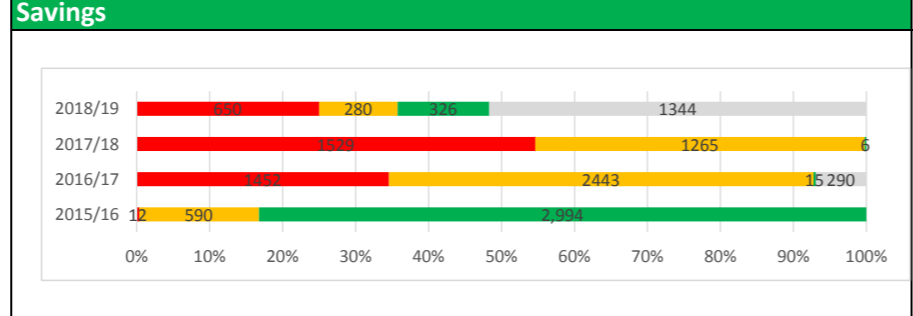
Economy, communities and corporate scorecard - December 2015

Staffing	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
FTE	502.4	502.1	503.0	499.6	501.8	495.6	499.6	501.1	497.6
Headcount	622	625	629	625	627	618	621	620	615
Permanent Costs (£k)	£1,556	£1,581	£1,561	£1,552	£1,563	£1,580	£1,555	£1,570	£1,517
Agency (FTE)	20.2	16.2	19.0	16.8	16.9	24.1	23.3	23.2	18.8
Agency Cost (£k)	£ 49	£ 111	£ 93	£ 113	£ 64	£ 97	£ 60	£ 89	£ 86
Absence -days lost per FTE (rolling 12 month average)	9.76	9.59	9.57	9.91	10.19	10.05	9.75	9.58	9.30
Turnover (annualised) - based on FTE	10.7%	10.8%	10.9%	10.5%	10.6%	11.3%	11.0%	11.3%	11.2%



Indicators	Measure	Target	Latest	Date	Trend
Indicators	Minimise the number of people killed and seriously injured (KSIs) in road traffic collisions in Herefordshire	<85	78	October	Smaller is Better
	Reduce the amount of residual waste per household	<540kg	369.8kg	November	Smaller is Better
	Increase the % of household waste sent for reuse, recycling and composting	>42%	41.03%	October	Bigger is Better
	Increase in pay point transactions		101,419	December	Bigger is Better
	Increase in self-serve web transactions		5,368	December	Bigger is Better
	Improve collection rates for Council Tax	>98.1%	87.10%	December	Bigger is Better
	Improve collection rates for Business Rates	>98.9%	86.53%	December	Bigger is Better
	Improve the % of new Housing Benefit Claims that are dealt with in less than 20 working days:				
	Time taken to deal with new claims and changes of circumstances	<12.46 days	11.91 days	December	Smaller is Better
	Time taken to deal with new claims	<16.19 days	14.52 days	December	Smaller is Better
	Time taken to deal with changes of circumstances	<11.94 days	11.53 days	December	Smaller is Better
	Reduce the number of days absent per FTE	<9.7 days	9.8 days	December	Smaller is Better
Improve satisfaction with the Council's website	>61%	68%	December	Bigger is Better	

Risk Management				
Risk Reference Number	Risk Description	Risk Rating (before controls)	Existing Controls in Place	Risk Rating (after controls)
CR.007	Litigation IF: litigation claims against Herefordshire Council are successful THEN: this may expose the Council to significant unbudgeted costs and reputational damage.	20	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. Limited budget provision has been made for loss of legal cases. However, effective legal case management is now in place to increase Council's likelihood of defending any claim. Additionally, 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.	16
CR.025	Backlog maintenance IF: We don't invest sufficiently in backlog maintenance THEN: potential closure of key critical front line facing public services.	16	Escalation of high risk items to ECC management team and to members for political consideration of priorities. Create high level risk management plan identifying critical repairs for Capital Strategy and Asset Management Group to consider.	16



Programme	ECC major projects	RAG Rating	Update
Hereford City Centre Link Road	Green	Business Case signed off by the LEP. Grant award letter received and contract signed. First claim made in Dec 2015. Culvert works at Canal Road and Phase 2 demolition works are progressing on programme on site. Ground investigation works are progressing in the area of Royal Mail accomodation works. Royal Mail design works continuing. Invitation to tender went live at the beginning of Dec 2015 - tender return date 8 Feb 2015	
Parking Strategy	Green	Car parks: Recommendations approved at Cabinet in Dec 2015. Proposed date for implementation of new tariffs is 1 Feb 2016. Legal notice process commenced. New pay and display machines and car park signage ordered.	
Enterprise Zone development/sales/jobs	Green	A consultant has been appointed to undertake review /update of data for the SEP, Skills Plan and the Post-16 review which will lead to a new iteration of the Skills Plan. The aim is to have more of an action plan with progress checks for the new Skills Plan. The Skills Board meets again in Jan 2016.	
South Wye Transport Package	Amber	Planning application reconsultation has concluded. Historic England response requires some further consideration. Meeting with Historic England took place in Nov 2015 to discuss information needed - information submitted to Historic England in Dec 2015. Further meeting to take place Jan 2016. Detailed design works continue.	
Western Outer Relief Road	Green	Report for cabinet decision following adoption of LDF remains key focus at this stage. Programme of early work activities and data collection in place. Cabinet report scheduled for May 2016.	
Local Transport Plan	Green	This will go to Full Council in Mar 2016.	
Waste Strategy	Green	Energy from Waste passed a major milestone in Dec 2015, the boiler pressure test. A member/officer visit took place on 17 Dec to view progress to date. It is likely that the take over date will be brought forward due to the good progress made with work.	
High Town Refurbishment	Amber	Consultation commenced with two days of public exhibitions on 18/19 Nov 2015. Original consultation concluded early Jan 2016. To be extended to the end of Jan 2016 to enable further feedback from city centre residents and businesses. The project now covers on-street parking.	

Finance

The December forecast outturn is an underspend of £963k, a similar position to November.

Service	Annual Budget			December Forecast Outturn	December Projected Over/(Under)spend	November Projected Over/(Under)spend	Change to forecast Adv/(Fav)
	Budget Expenditure (£000's)	Budget (Income) (£000's)	Net Budget (£000's)	£000's	£000's	£000's	£000's
Directors	1,696	(4)	1,692	1,282	(410)	(501)	91
Commissioning	42,581	(13,218)	29,363	28,734	(629)	(573)	(56)
Resources	19,884	(6,662)	13,222	13,198	(24)	(8)	(16)
Growth	2,230	(172)	2,058	1,986	(72)	(44)	(28)
Communities	8,609	(1,309)	7,300	7,472	172	129	43
Total ECC and Chief Executive	75,000	(21,365)	53,635	52,672	(963)	(997)	34

Budget forecast

	Net Budget	Forecast	Projected Over / (Under)spend
	£000s	£000s	£000s
Directorate			
Adults Wellbeing	54,114	54,202	88
Children's Wellbeing	23,199	25,107	1,908
Economy, Communities & Corporate	53,635	52,672	(963)
DIRECTORATES TOTAL	130,948	131,981	1,033
Other budgets and reserves	11,045	10,345	(700)
	141,993	142,326	333

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.

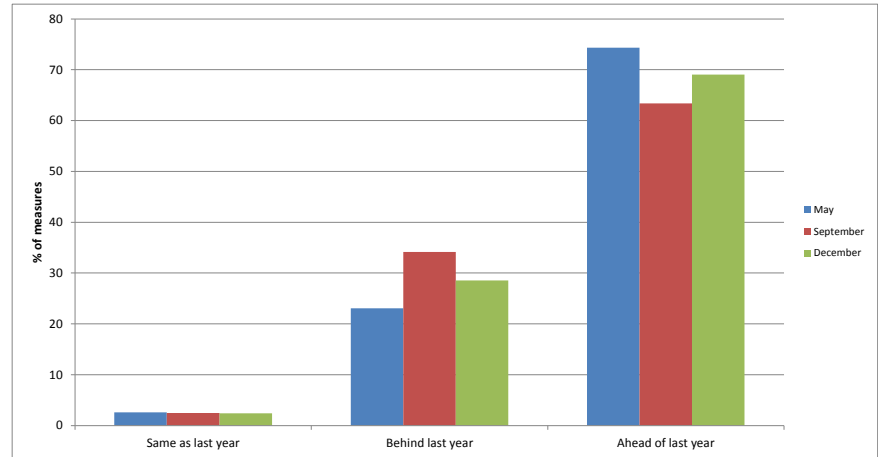
Backlog maintenance

IF: We don't invest sufficiently in backlog maintenance **THEN:** potential closure of key critical front line facing public services.

FINANCE

RISK

Direction of travel (measures compared to last year)



PERFORMANCE

	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
FTE	1044.2	1043.9	1050.7	1054.9	1066.3	1069.9	1092.2	1080.2	1071.8			
Headcount	1,249	1,254	1,267	1,272	1,283	1,281	1,283	1,285	1,274			
Permanent Costs (£k)	£3,290	£3,321	£3,350	£3,340	£3,395	£3,415	£3,384	£3,393	£3,334			
Agency (FTE)	103.7	80.0	105.1	105.9	105.4	116.0	109.4	109.0	107.8			
Agency Cost (£k)	£444	£694	£778	£861	£664	£735	£428	£612	£711			
Absence - days lost per FTE (rolling 12 month average)	9.73	9.64	9.62	9.76	9.99	9.89	9.78	9.98	9.84			
Turnover (annualised) - based on FTE	13.1%	12.3%	13.2%	13.2%	10.7%	11.1%	11.5%	11.9%	12.1%			

WORKFORCE

