



EXECUTIVE SUMMARY

QUARTERLY CORPORATE PERFORMANCE REPORT ***including Corporate Scorecard***

Quarter 2 - 2009/10

Presented to Cabinet 1-12-09

INTRODUCTION - Katherine Kerswell, Chief Executive

This Executive Summary provides a quick overview of the **quarterly corporate report on performance for the second quarter of 2009/10**.

This report provides an opportunity to take stock and review our progress at the mid-point of 2009/10.

The Executive Summary reviews the overall performance of the Council, looking at how well we are delivering our corporate outcomes, and how effective each Directorate is being in making its contribution to this. It covers performance on a number of important themes:

- Performance Indicators – the latest quarterly performance figures for the key indicators included within our 2009/10 corporate scorecard.
- Finance – the latest report showing how we are performing against our revenue and capital budgets.
- Risk – our current status in terms of managing the key risks for the organisation (from the Corporate and Directorate Risk Registers)
- Projects – a review of the current status of the Council's Improvement Plan (and its major projects and key enablers)
- People – key human resources indicators (as well as further reporting on health and safety)
- Customers – reports on customer contacts, consultation and complaints and compliments
- Regulators – latest assessments / expected results and the calendar of activity for the year

The Detailed Report supporting this Executive Summary provides more information on these themes.

The Executive Summary identifies strong performance across the key areas of the report. In the Performance Indicators section, the amount and quality of data being reported against the indicators has continued to improve. When the Cabinet met to consider quarter 2 performance a year ago data was unavailable for 48% of performance indicators. This compares with 17% now. Overall performance against targets continues to be strong with 72% of targets for which data is available on track.

We believe our focus on performance improvement and delivery has already manifested itself in improved outcomes for our customers and communities. However, we are not complacent. We recognise that in some areas our performance falls short and we are focused on ensuring we set sufficiently stretching targets and that we deliver.

THIS QUARTER'S HEADLINES: Corporate performance report – 2009-10 Quarter 2

PIs

- All four corporate outcomes are assessed as Green, giving an overall performance assessment of Green (see page EXEC4).
- 72% of PIs where targets were set and information is available are rated as 'Green' or 'Green +' (see p EXEC5).
- Data has been reported on significantly more PIs on our corporate scorecard compared with this time last year (81% compared with 52%).

Finance

- Revenue - The year-end forecast position has been reported as a projected £4,138m overspend at the end of Q2 report. This is an improvement on the £4.4m overspend projected in quarter 1.
- Capital - In the second quarter, actual spend was £66,093 - significantly less than the forecasted spend of £169,964

Risk & Internal Audits

- Risk - The overall number of red residual risks at the corporate level is currently 3. Progress continues to be made in ensuring that risk registers are prepared and maintained in accordance with the Risk Management SORP.
- Internal Audit Recommendations - as a result of Performance Board challenge over recent quarters, the latest review now shows 1 internal audit recommendation due to be implemented by 30th September 2009 was outstanding.

Projects

- All our Major Projects and key enablers are now included in our Organisational Improvement Plan which was formally adopted by Council in October. 62% of these are assessed as 'green' at the end of quarter 2. None are assessed as 'red'.

Customers

- Customer Service Centre (CSC) – there were 77,423 calls in Q2: 96% of which were answered. Performance was particularly strong for the Adult Care Team with 98% of calls answered.
- Consultation – Over the first half of the year, there were 53,294 hits on the Council's online consultation register, so far 20,946 more hits than at this time last year (despite a dip in May/June as a result of limited consultations, because of the county council elections).

People

- Sickness absence rates fell by 5% in 2008/09 (7.52 days per employee, compared with 7.94 days in 2007/08). Figures continued to fall for short term sickness in the second quarter but increased for long term sickness.
- The total number of reported accident/incidents across NCC in 2008/09 was 12% lower than in 2007/08. There has been a slight decrease in reported incidents this quarter for the Council and within HASS, which had the highest incidence rate last quarter of 6.8 per 100 employees and is now down to 6.0.



THE DASHBOARD

Corporate outcome		Status			
		PI's	Finance	Risk	Projects
Safer, freer and stronger communities		Green	n/a	Amber	n/a
A cleaner, greener and more prosperous county		Green	n/a	Amber	n/a
A secure, healthy & independent future for our children, our young people & our adults		Green	n/a	Amber	n/a
A smaller, more enabling council focused on our customers		Green	n/a	Amber	n/a
COUNCIL OVERALL		Green	Amber	Amber	Green
<i>Quarterly Trend</i>		↑ Improved ↓ Deteriorated → Same	↑	↑	↓

Commentary

PI's	Status	The overall status has been assessed as Green , with all four corporate outcomes Green. 72% of the corporate scorecard PIs reported are Green+ or Green and only 13% are Red.
	Trend	The number of PI's reported as Green+ or Green is more than that achieved for Q1. As a result the overall trend is improving compared to quarter 1.
Finance	Status	The overall status is Amber . The projected year-end overspend is £4.138m, which is the equivalent to 1% of the budget. Directorates are in the process of reviewing their mitigating actions to deliver a balanced year-end position.
	Trend	The Q2 projected revenue overspend for 2009/10 is £4.138m. This compares with a projected revenue overspend of £4.4m for Q1.
Risk	Status	There are now 3 red residual risks at corporate level.
	Trend	The overall status is Amber because the 3 corporate red risks remaining relate to <u>all</u> the corporate outcomes. The Risk Management Statement of Required Practice (SORP) guides our approach to risk management. Corporate and directorate risk registers are in place and generally up-to-date. Risk registers at divisional level are substantially in place.
Projects	Status	The overall status is Green . 62 % of major projects and key enablers have an overall status of 'Green' with the remaining 38% 'amber'
	Trend	The proportion of major projects/ key enablers flagged as green has remained unchanged compared to the previous quarter.



METHODS for JUDGING OVERALL 'STATUS'

Performance Indicators

Data Source	Status assessment method initially reflects performance against targets for Corporate Scorecard indicators [Taken from Performance Plus], as trend and comparative data is limited. It uses all indicators (not just those reported), so missing data counted as below target.		
Status key	Green	We are on track to achieve this outcome	<i>More than 60% of PIs 'on target' (± 5%)</i>
	Amber	We are making good progress but not quite on track	<i>More than 50% of PIs 'on target' (± 5-10%)</i>
	Red	We are not on track but are taking corrective action	<i>More than 50% of PIs better/worse than 'on target' (± 10%)</i>

Finance

Data Source	Latest month's projected year-end variance from revenue budget as reported in monthly reports to CMT/Cabinet.*		
Status key	Green	We are on track to achieve this outcome	<i>Between 0% and 1% of budget (under or over)</i>
	Amber	We are making good progress but not quite on track	<i>Between 1% and 2 % of budget (under or over)</i>
	Red	We are not on track but are taking corrective action	<i>More than 2 % over or under budget</i>

Risk

Data Source	Summary risk profile currently based on assessment of Corporate Risk Register – risks that apply across all outcomes generally allocated to 'Smaller more enabling'. Red risks are those where residual risk (ie: after controls that are in place have been taken into account) is rated as 7 or higher on corporate risk-rating scheme, which combines Likelihood and Impact.		
Status key	Green	We have appropriate mitigation in place to manage the risks relating to this outcome	<i>The absence of red residual risks specific to the outcome</i>
	Amber	We are making good progress to ensuring appropriate mitigation is in place to manage the risks relating to this outcome	<i>A small number of red residual risks specific to the outcome</i>
	Red	We need to introduce mitigation to ensure the risks relating to this outcome are adequately managed.	<i>A significant number of red residual risks specific to the outcome</i>

Projects

Data Source			
Status key	Green	We are on track to achieve this outcome	<i>More than 60% of major projects/ key enablers on track</i>
	Amber	We are making good progress but not quite on track	<i>More than 50% of major projects/ key enablers on track</i>
	Red	We are not on track but are taking corrective action	<i>Less than 50% of major projects/ key enablers on track</i>

PERFORMANCE INDICATORS: Corporate performance report – 2009-10 Quarter 2

Summary of status of Corporate Scorecard Performance Indicators

The corporate scorecard contains the 58 most important indicators for the Council. Performance for the 48 indicators that can be reported in Quarter 2 can be summarised as follows:

Status	Key	No. of PIs		%	Commentary
Green +	Performing at least 10% better than target	12	25.0%	82.8%	The figures include assessments where 'lead' indicators have been identified while results for final indicators are awaited. These help us to assess the success of the actions we are taking during the year to achieve our year end targets – progress on this is summarised in the Detailed Report.
Green	Performing between 5% worse & 10% better than target	22	45.8%		
Amber	Performing between 10% & 5% worse than target	7	14.6%		
Red	Performing at least 10% worse than target	6	12.5%		
No target	Target not yet set	1	2.1%		
No data	Performance data not yet available	10		17.2%	Not set usually because we were awaiting baselines, or because in-year targets have not been agreed.

The indicators which are currently flagged as 'red' are:

CORPORATE OUTCOME	RED INDICATORS
A – Safer, freer and stronger communities	<ul style="list-style-type: none"> NI020 Assault with injury crime rate per 1,000 population NI032 Percentage reduction in repeat incidents of domestic violence
B – Cleaner, greener, more prosperous county	<ul style="list-style-type: none"> None
C – A more secure, healthy and independent future for our children, young people and adults	<ul style="list-style-type: none"> NI135 Carers receiving needs assessment or review NI073 Achievement at level 4 or above in both English & Maths at Key Stage 2 (threshold) NI075 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths CYPSD087 Secondary school persistent absence rate (local measure)
D – A smaller, more enabling council focused on our customers	<ul style="list-style-type: none"> None

Summary of Indicators on Corporate Scorecard by corporate outcome

CORPORATE OUTCOME	Total	Not reported		Indicators reported Q2 – see pEXEC5 for colour key						
		Number	Annual*	Other**	Number	Green+	Green	Amber	Red	No Target
A - Safer, freer and stronger communities	19	6	6	0	13	2	7	2	2	0
B - A cleaner, greener and more prosperous county	9	0	0	0	9	6	1	2	0	0
C - A secure, healthy and independent future for our children, young people and adults	23	3	3	0	20	3	11	1	4	1
D - A smaller, more enabling council focused on our customers	7	1	1	0	6	1	3	2	0	0
All Corporate Outcomes	58	10	10	0	48	12	22	7	6	1
						25.0%	45.8%	14.6%	12.5%	2.1%

* Annual = Results of 2009/10 not yet available and leading indicators not yet identified or unable to be reported

** Other = information not available for other reasons

Summary of Indicators on Corporate Scorecard by Lead Directorate

Lead NCC Directorate	Corporate Director/ACE	Total	Not reported			Indicators reported Q2 – see pEXEC5 for colour key					
			Number	Annual*	Other**	Number	Green+	Green	Amber	Red	No Target
Customer & Community Services (C&CS)	Paul Blantern	11	0	0	0	11	1	6	2	2	0
Children & Young People's Service (CYP)	Paul Burnett	17	4	4	0	13	3	6	0	3	1
Environment, Growth & Commissioning (EGC)	Tony Ciaburro	17	1	1	0	16	7	6	3	0	0
Finance & Commercial Management (F&CM)	Damon Lawrenson	1	0	0	0	1	0	0	1	0	0
Health & Adult Social Services (HASS)	Charlie MacNally	6	0	0	0	6	1	4	0	1	0
Policy & Partnerships (P&P)	Alex Hopkins	6	5	5	0	1	0	0	1	0	0
	TOTAL	58	10	10	0	48	12	22	7	6	1

25.0% 45.8% 14.6% 12.5% 2.1%

* Annual = Results of 2009/10 not yet available and leading indicators not yet identified or unable to be reported

** Other = information not available for other reasons

FINANCE : Corporate performance report – 2009-10 Quarter 2 *updated with latest monthly report*

REVENUE : Based on the Monthly Financial Report for November 2009 Cabinet

Directorate	Budget 2009/10			Actuals 2009/10					Projected year-end variance from Budget									
				Quarter 1	Quarter 2	Latest Period 8	Q 3	Q 4	Quarter 1		Quarter 2		Latest Period 8		Q 3		Q 4	
	Gross Exp £ '000	Income £ '000	Net £ '000	Net £ '000	Net £ '000	Net £ '000	Net £ '000	Net £ '000	Net £ '000	%	Net £ '000	%	Net £ '000	%	Net £ '000	%	Net £ '000	%
Children & Young People's Service	642,066	-543,568	98,498	55,241	67,525	66,489			4,429	4.4	6,222	6.3						
Customer & Community Services	77,383	-17,634	59,749	18,105	26,435	30,697			0	0	-1,345	-2.3						
Environment, Growth & Commissioning	83,616	-9,084	74,532	9,777	31,782	37,135			0	0	-500	-0.7						
Health & Adult Social Services	180,261	-48,080	132,181	31,983	68,695	81,266			0	0	1,900	1.4						
Finance & Commercial Management	24,483	-3,286	21,197	6,647	12,678	13,606			0	0	-640	-3.1						
Policy & Partnerships	8,783	-1,266	7,517	2,309	4,496	5,408			0	0	-228	-3.2						
Strategy & Business Administration	3,125	0	3,125	-836	1,676	1,958			0	0	-105	-3.4						
Capital Financing and Other Services*	21,055	-480	20,575	3,662	10,325	12,901			0	0	-1,166	5.7						
OVERALL COUNCIL POSITION	1,040,772	-623,398	417,374	127,069	223,612	249,461			4,429	1.1	4,138	1.0						

*Capital Financing relates to interest on long and short term borrowings and investments along with the Capital charges shown in service budgets. The 'other services' comprises: Environmental Agency Levies; Second Homes Discounts; Procurement Savings; Redundancy Budget.

Commentary



The MFR is currently showing significant service pressures within CYP and HASS due largely to increasing client numbers in key service areas. As a result CMT have communicated actions that budget holders across the Organisation, need to be taking. Specifically this includes the freezing of vacancies, the delay of existing recruitment and the cessation of spend on Agency/Interim placements, consultants, hospitality and external training. Some of the impacts of this will be factored into the current MFR numbers, but further reductions will feed through in forecasts next month and should be reflected in Q3 projections.

CAPITAL: Based on latest Monthly Monitoring (as reported to September 2009 Cabinet): Projections made at end of August 2009

All figures £000	CAPITAL PROGRAMME: CURRENT YEAR 2009-10							CAPITAL PROGRAMME : FIVE-YEAR 2009-13			
	Total Forecast Spend for year							Total Forecast Spend for whole programme			
								Latest month's forecast			
	Directorate	Qtr 1 Actual	Qtr 1 forecast	Qtr 2 Actual	Qtr 2 forecast	Qtr 3	Qtr 4	Qtr 4 forecas t	2010-11	2011-12	2012-13
Children & Young People's Service	23,114	119,723	39,805	78,316			139,802	74,262	18,360	603	171,541
Customer & Community Services	1,376	24,113	6,581	19,720			34,618	11,320	5,637	5,498	42,175
Environment , Growth & Commissioning	6,876	109,256	21,100	60,731			157,372	73,680	36,421	19,574	190,406
Health & Adult Social Services	112	4,846	-2,464	4,919			590	1,069	0	0	5,988
Finance & Commercial Management	181	6,206	539	5,268			4,428	3,400	1,900	0	10,568
Policy & Partnerships	159	1,679	531	1,010			1,375	680	0	0	1,690
OVERALL COUNCIL POSITION	31,818	265,823	66,093	169,964			338,185	164,411	62,318	25,675	422,368

Commentary

There are currently 271 committed schemes within the Capital Programme. Of these 61 are in the detailed planning stage, 15 are at the procurement stage, 134 are at the delivery stage and 61 are at the post-delivery completion review stage.





RISK : Corporate performance report – 2009-10 Quarter 2

DIRECTORATE		Green		Amber		Red		Total	
		July	Oct	July	Oct	July	Oct	July	Oct
Health & Adult Social Services		2	1	4	6	3	3	9	10
Children & Young People's Service		0	0	3	10	8	1	11	11
Customer & Community Services		2	3	15	11	1	0	18	14
Environment , Growth & Commissioning		2	0	9	14	4	1	15	15
Policy & Partnerships		7	1	3	10	1	0	11	11
Finance & Commercial Management		0	0	9	9	0	0	9	9
TOTAL RISKS IN DIRECTORATE RISK REGISTERS	Count	13	5	43	60	17	5	73	70
	%age	18	7	59	86	23	7		
CORPORATE	Count	1	1	11	15	4	3	16	19
	%age	6	5	69	79	25	16		

INTERNAL AUDIT RECOMMENDATIONS – PROGRESS ON IMPLEMENTATION: 30 September 2009 – For more information see Detailed Report

	Red Rated recommendations	Amber Rated recommendations	Total	
IMPLEMENTATION - Recommendations open in 2009/10 and due for implementation				
Agreed and Implemented	38	86	124	99%
Agreed and Due within last 3 months, but not implemented / no response	0	1	1	1%
Agreed and Due over 3 months ago, but not implemented / no response	0	0	0	0%
TOTAL	38	87	125	

Contacting the Council's Help Lines How many people are contacting the Council's Help Lines ? What about? How efficient are we at responding ?

VOICE CONTACTS	LATEST QUARTER				EQUIVALENT QUARTER LAST YEAR				PREVIOUS QUARTER				LAST YEAR				
	Q2 (2009/10)				Q2 (2009/10)				Q1 (2009/10)				2008/09				
	Number	Answered (%)	Answered after Threshold	Answered within SLA (%) *	Number	Answered (%)	Answered after Threshold	Answered within SLA (%)	Number	Answered (%)	Answered after Threshold	Answered within SLA (%)	Number	Answered	Answered (%)	Answered after Threshold	Answered within SLA (%)
General Enquiries	43720	97%	8717	77%	43117	90%	8399	75%	36943	95%	4153	87%	161980	146379	90%	22099	77%
Street Doctor	5511	96%	1250	74%	6268	89%	1219	75%	4785	96%	614	85%	25828	23356	90%	3761	76%
Journeyline	2711	97%	949	62%	2385	92%	473	76%	2557	96%	527	77%	9564	8864	93%	1846	73%
School Admissions	2039	95%	600	67%					4157	94%	340	90%	2557	2342	92%	286	80%
Adult Care Team	7020	98%	449	92%					7050	91%	1317	75%	17898	14778	83%	4273	59%
Complaints & Customer Care Team	306	95%	21	89%					459	88%	11	92%	949	773	81%	21	79%
Business Support Service Desk (BSSD)																	
BSSD - Finance	5615	91%	1451	65%	7150	94%	1504	74%	5663	93%	1117	74%	23640	22102	93%	3998	77%
BSSD - ERP	1715	88%	428	64%	4078	91%	752	74%	1885	90%	423	69%	10458	9490	91%	1906	73%
BSSD - HR	8786	92%	2191	67%	8754	93%	1647	76%	8083	92%	1450	76%	33617	31446	94%	5068	78%
BSSD TOTAL	16116	91%	4070	66%	19982	93%	3903	75%	15631	92%	2990	75%	67715	63038	93%	10972	77%
TOTAL	77423	96%	16056	75%	71752	91%	13994	75%	71582	94%	9952	83%	286491	259530	91%	43258	75%

RATINGS	ANSWERED : Current target is to answer 90% of all calls (ie: before callers abandon their call).	Green	At least 90% of calls answered	* NOTE Basis on which figures calculated different in 2009/10 – now excludes calls abandoned before the threshold from the base
		Amber	Between 85% and 90% of calls answered	
		Red	Less than 85% calls answered	
ANSWERED WITHIN SLA : The SLA for all services is 80% of calls answered within 15 seconds.		Green	At least 80% of calls answered within 15 seconds	
		Amber	Between 70% and 80% are answered within 15 seconds	
		Red	Less than 70% answered within 15 seconds	

Avoidable contacts NI14	Avoidable 5755	Total Logged 40138	% Avoidable 14%
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% of customers satisfied with CSC response	84%
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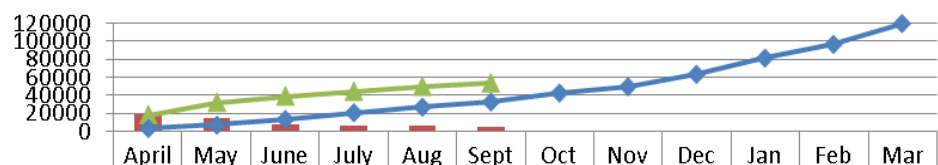
Consultation - Listening to, and acting on, feedback : July- September 2009

The Council consults on a wide range of important topics and themes of interest to local people and communities.

We operate an online consultation register - see: <http://www.northamptonshire.gov.uk/Democracy/Consultations/register.htm>

The register lists past, present and future consultations. This is as comprehensive a list as exists and emphasises just what a wide range of opportunities there are for people to have their say about the Council's activities and plans.

Online Consultation Register : Hits 2009/10 (compared with 2008/09)



The register had the following number of hits during this quarter: July 5287 hits, August 5,433 hits, September 3,787. However as the Consultation Register still sits on the old website; this is affecting our ability to track the exact number of hits. The Web Team are in the process of moving the first application (schools directory) from the old to new website and will then be developing a plan to move other applications such as the Consultation Register over.

The summary indicates how the Council does listen to views and sometimes changes what is proposing

accordingly. Recent examples include:

Consultation	What has happened as result so far?
Civil Registration – One District	Consultation was held with customers, elected members, district and town councils, approved venues, NHS hospitals, GPs, funeral directors and coroners offices. The overwhelming response to the proposals was very positive. We are now proceeding with the implementation of the proposals, to take full effect on 1 April 2010.
Transport and Highways Satisfaction Survey 2009	Respondents were asked which aspects of the highways they thought were most important. Our highest customer satisfaction rates are for satisfaction with accessibility to services, local taxi services and street lighting. Satisfaction is lowest for the condition of the highway and public transport information. Full results of the survey are on the National Highways and Transport Network (NHT) website

PEOPLE : Corporate performance report – 2009-10 Quarter 2

	Number of Employees		Sickness Absence		Turnover	Accidents		Employee Assist Usage	
						Total	Over 3 day & Major Injuries		
Period Covered →	As at Sept 2009		2009/10 Q2	2009/10 Q2	2009/10 Q2	2009/10 Q2	2009/10 Q2	2009/10 Q2	
	Heads	FTE	Short Term (ave days)	Long Term (ave days)	%	Rate per 100 employees	Number	Number	
Health & Adult Social Services	1814	1326.1	2.1 (3.9)	2.8 (4.2)	2.2% (3.7%)	6.0 (6.4)	0 (0)	7 (13)	
Children & Young People Services	Non-schools	2440	1748.4	1.0 (1.6)	1.2 (*2.0)	3.1% (4.9%)	2.8 (3.0)	1 (1)	8 (21)
	Schools*	14587	9270.7	0.5 (1.3)	0.7 (1.7)	5.0% (6.9%)	1.4 (2.3)	8 (18)	28 (67)
Customer & Community Services	Services other than Fire & Rescue	1026	677.2	1.0 (1.6)	1.1 (2.4)	3.7%(4.6%)	3.4 (3.3)	1 (2)	17 (33)
	Fire & Rescue	687	631.5	0.0 (0.1)	0.2 (0.3)	2.1%(3.0%)	3.1 (3.7)	2 (8)	
Policy & Partnerships (inc CE Office/Strategy & Business Admin)	161	113.5	0.5 (1.2)	1.7 (2.2)	1.8%(2.7%)	0.6 (1.2)	1 (1)	0 (4)	
Environment, Growth & Commissioning	544	359.7	0.7 (1.1)	2.3 (2.9)	2.2%(4.7%)	1.3 (1.9)	0 (2)	1 (2)	
Finance & Commercial Management	181	168.9	0.8 (1.2)	0.6 (0.8)	0.6%(0.6%)	0.6 (0.6)	1 (1)	2 (4)	
Overall NCC*	21440	14296	0.8 (1.6)	1.1 (2.1)	3.9% (5.6%)	2.1 (2.8)	14 (33)	63 (144)	
NOTES	<p>* Figures for employees include schools not on our payroll system. Other figures (apart from accidents) include only schools on our payroll. Note: Year-to-date figures in brackets</p>								



REGULATOR ASSESSMENTS : Corporate performance report – 2009-10 Quarter 2

Comprehensive Area assessment

Comprehensive Area Assessment (CAA) came into operation from 1 April 2009. CAA assesses how well partners (including the County Council) collectively understand the needs of the communities they are serving, deliver outcomes and improvements that reflect these priorities, and have good prospects for future improvement. CAA also includes a scored organisational assessment for local authorities comprising *Use of Resources* and *Managing Performance*. The first year of CAA results will be published on 10th December 2009.