
EXECUTIVE SUMMARY

QUARTERLY CORPORATE PERFORMANCE REPORT
including Corporate Scorecard

Quarter 4 - 2009/10

Presented to Cabinet 8th June 2010

INTRODUCTION – Paul Blantern, Chief Executive

The Executive Summary reviews the overall performance of the Council at the end of 2009/10. It looks at how well we have delivered against the corporate outcomes set out in our Council Plan for 2009/10. This comprehensive overview contains a number of key themes:

- Performance Indicators – our year end performance against our 2009/10 council scorecard indicators.
- Finance – the latest report on revenue and capital spending, and efficiencies achieved
- 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 major projects and key enablers in the Council's Improvement Plan for 2009/10.
- People – key HR indicators (as well as further reporting on health and safety)
- Customers – reports on customer contacts, consultation and complaints and compliments
- Regulators – our latest assessments

Further information is available in our detailed Corporate Performance report which is available on the Council's website.

In 2009/10 we have maintained the momentum of our improvement journey. 63% of our key corporate indicators are on or exceeding target at the year end. This strong performance has resulted in real tangible outcomes for our customers and communities.

In our Council Plan for 2009/10 we identified four corporate outcomes.

We said we wanted **Safer, freer and stronger communities**. Our achievements during 2009/10 include:

- A fall in the number of serious acquisitive crimes per 1000 population from 18.52 to 14.84
- A fall in the rate of proven re-offending by young offenders from 1.3 to 0.92
- A reduction in the number of primary fires from 258 to 222 per 100000 population

We said we wanted a **Cleaner, greener and more prosperous county**. Our achievements during 2009/10 include:

- A reduction in residual household waste from 627kg to 462kg per household
- A reduction in the proportion of waste sent to landfill from 53.77% to 50.62%
- The creation or safeguarding of 1765 jobs.

We said we wanted a **Secure, healthy & independent future for our children, young people and our adults**. Our achievements in 2009/10 include:

- Adult Social care services now judged to be 'performing well' by the Care Quality Commission
- 2342 clients and carers have been provided with self directed support or direct payments

- The proportion of all our customers and carers who receive a service during the year who choose to control their own care and support with a personal budget more than doubled to 15.23% in 2009/10 from 6.4% in 2008/09.
- Support for carers increased during the year. The number of carers who have had carer's assessments that has lead to carer's service as a proportion of all customers and carers receiving services has increased to 25% this year compared to 17% last year.
- Maintaining our satisfactory rating for our safeguarding work following the successful outcome of Ofsted's unannounced inspection of our frontline social work practice in the summer
- GCSE results improving faster than the national average – 48.9% of our young people achieved 5 GCSE's at A* to C including English and Maths an increase of 6.3% over the last two years
- The number of schools in special measures has reduced from 10 to 8 in the last year.

We said we wanted a **Smaller, more enabling council focused on our customers**. Our achievements in 2009/10 include:

- An expanded range of services available through our Customer Services Centre
- The Customer Services Centre achieved its target for customer responsiveness
- Our financial revenue outturn was within budget

These positive outcomes have been underpinned by a much stronger culture of performance management, self awareness and transparency across the Council. At the end of 2008/09 data was unavailable for 7% of our corporate performance indicators and 18% of those reported did not have year end targets set. This year we are able to report on 98% of our indicators.

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 is not at the levels we want it to be. We remain focused on ensuring we set sufficiently stretching targets and that we deliver.

THIS QUARTER'S HEADLINES: Corporate performance report – 2009-10 Quarter 4

Performance Indicators

- Three of the four corporate outcomes are assessed as Green. (one outcome is assessed as Amber) giving an overall performance assessment of Green (see page EXEC5).
- **63%** of PIs where targets were set and information is available are rated as 'Green' or 'Green +' (see p EXEC7).
- Data has been reported on significantly more PIs on our corporate scorecard compared with this time last year – **98%** (1 indicator not reported) compared with **93%** (5 indicators not reported) for the same period last year. Targets were set for **98%** of indicators this year compared with **83%** by the end of last year. (Targets were not set for 1 indicator this year, compared with 11 last year)

Finance

- Revenue - The year-end forecast position at the end of Quarter 4 has been reported as a projected **£13,000 underspend**.
- Capital – The year-end forecast position at the end of period 12 is **£119,578 million** this has reduced from Quarter 3 when it was **£148,408 million**.

Risk & Internal Audits

- Risk – There are five red residual risks at the corporate level. Further details of these risks and mitigating actions are included in the detailed Corporate Performance report.
- Internal Audit Recommendations – At the end of the fourth quarter there were **12** internal audit recommendations which had not been fully implemented and the agreed implementation date had passed. Of these, 10 were in the process of being implemented and 2 had been superseded. Further information can be found in the detailed report.

Projects

- **71%** of the major projects and key enablers included in our Organisational Improvement Plan are green or have been completed. **29%** are amber.

Customers

- Customer Service Centre (CSC) – there were **82,217** calls in Quarter 4. This was an increase of 20% on quarter 3 and the corresponding period last year. **80%** of calls were answered within 20 seconds in line with our corporate target. Street Doctor achieved its KPIs through the crucial winter months, where poor weather conditions, and the resulting pot-hole issues, lead to understandable spikes in customer contact. (see EXEC17). The front line telephone calls for Trading Standards were migrated into the CSC in February, with the workload being absorbed by the CSC with no increase in staff levels. The service is improving and KPIs are expected to be achieved for next quarter as Advisors become more experienced in the service (see EXEC 17)
- Consultation – Over the year, there were **94,281** hits on the Council's online consultation register. The consultation area of the website has recently received positive feedback from two national organisations:
 - Delib, an online opinion research and public consultation company, undertook an evaluation of e-consultation elements of every local authority website in the UK during 2009. Northamptonshire scored 8/10 and our strengths were seen as: Past, present and future consultations listed, easy to find consultation pages, can filter database, feedback available, good accessibility rating and update system in place.
 - The Annual Socitm Review commended the consultation area of the website for innovative touches such as DemGames and Participatory budgeting with an online budget simulator.(see EXEC18)

People

- Overall sickness absence for the year amounts to **8.48 days** (total of short and long term figures) which compares with **7.5** days for last year. The increase was due to the unexpected rise in the summer which related almost exclusively to swine flu and similar symptoms. The pattern for the remainder of the year is similar to previous years.

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 | | Amber | n/a | Amber | n/a |
| A smaller, more enabling council focused on our customers | | Green | n/a | Amber | n/a |
| COUNCIL OVERALL | | Green | Green | Amber | Green |
| Quarterly Trend | | ↑ Improved ↓ Deteriorated Same | | → | ↑ |

Commentary

| | | |
|----------|--------|--|
| PI's | Status | The overall status has been assessed as Green with three corporate outcomes rated Green, and one Amber. 63.2% of indicators reported for the corporate scorecard are rated Green+ or Green and 21% are Red with a target not set for 1 indicator. |
| | Trend | The proportion of PIs reported as Green+ or Green is the same as that achieved for Q3. As a result the overall trend is stable compared with quarter 3. |
| Finance | Status | The overall status is Green . The projected year-end underspend at the end of quarter 4 is £13,000 . |
| | Trend | The projected outturn position has improved significantly since quarter 3. |
| Risk | Status | There are now 5 red residual risks at corporate level. |
| | Trend | The overall status is Amber because 2 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 . 71 % of major projects and key enablers have an overall status of 'Green' or completed with 29% 'amber'. |
| | Trend | The proportion of major projects/ key enablers with green has status increased from 70% in the last quarter to 71% this quarter. |

KEY TO OVERALL RED/ AMBER/ GREEN 'STATUS'

Performance Indicators

| | | | |
|--------------------|---|--|---|
| Data Source | Status assessment method reflects performance against targets for Corporate Scorecard indicators, as trend and comparative data is limited. | | |
| 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>0% or any underspend</i> |
| | Amber | We are making good progress but not quite on track | <i>0% - 1% of budget (over)</i> |
| | Red | We are not on track but are taking corrective action | <i>1% plus over 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 (i.e.: 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

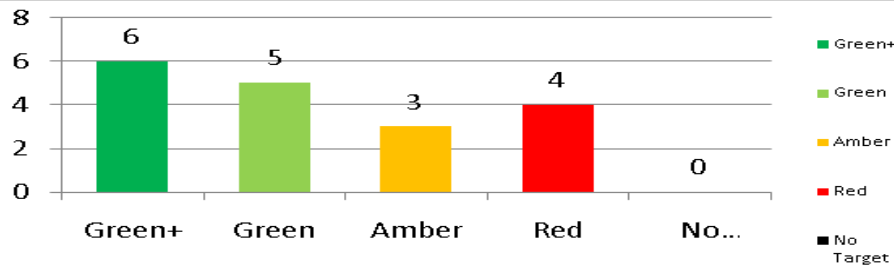
| | | | |
|--------------------|--------------|--|---|
| Data Source | | | |
| Status key | Green | We are on track to achieve this outcome | <i>More than 60% of major projects/ key enablers on track</i> |
| | Amber | We are making good progress but not quite on track | <i>More than 50% of major projects/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

Summary of Indicators on Corporate Scorecard by corporate outcome

| CORPORATE OUTCOME | Total | Not reported | | | Indicators reported Q4 – see pEXEC5 for colour key | | | | | |
|---|-----------|--------------|--------------|---------|--|-----------|-----------|----------|-----------|-----------|
| | | Number | Annual* | Other** | Number | Green+ | Green | Amber | Red | No Target |
| A - Safer, freer and stronger communities | 19 | 1 | 1 | | 18 | 6 | 5 | 3 | 4 | 0 |
| B - A cleaner, greener and more prosperous county | 9 | 0 | | | 9 | 4 | 3 | 1 | 1 | 0 |
| C - A secure, healthy and independent future for our children, young people and adults | 23 | 0 | | | 23 | 3 | 9 | 3 | 7 | 1 |
| D - A smaller, more enabling council focused on our customers | 7 | 0 | | | 7 | 0 | 6 | 1 | 0 | 0 |
| All Corporate Outcomes | 58 | 1 | 1 | | 57 | 13 | 23 | 8 | 12 | 1 |
| | | 1.72% | not reported | | 98.3% | 22.8% | 40.4% | 14% | 21.1% | 1.8% |

Note: The performance alert for indicators routinely reported in arrears, due to external factors, is based on the latest performance against target.

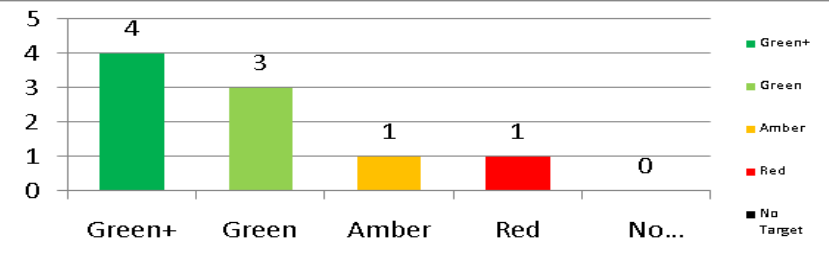
Outcome A - Safer, freer and stronger communities



Red indicators

- NI021a Dealing with local concerns about ASB and crime
- NI115 Substance misuse by young people
- NI168 Principal roads where maintenance should be considered
- NI169 Non-principal classified roads where maintenance should be considered

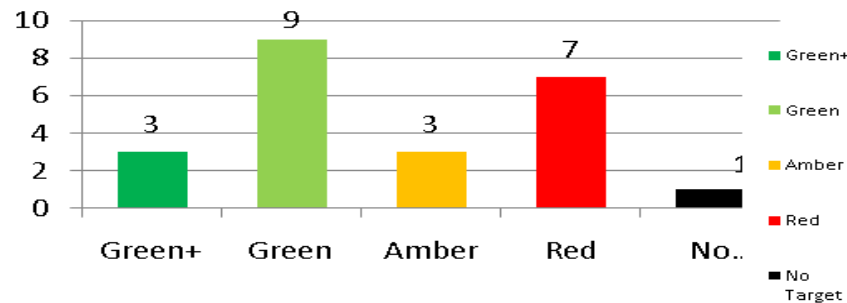
Outcome B - A cleaner, greener and more prosperous county



Red indicators

- CCSDCCS.L06n No of uses of heritage resources

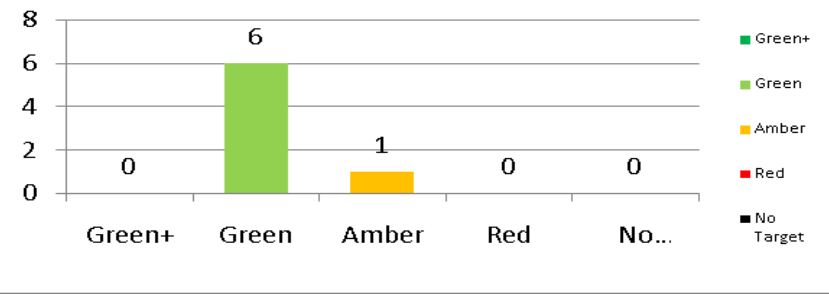
Outcome C - A secure, healthy and independent future for our children, young people and adults



Red indicators

- NI073 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)
- NI075 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths
- NI089a Reduce number of schools requiring special measures
- NI101 Looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (with English and Maths)
- CYPSD114 Rate of permanent exclusions from school (local measure)
- NI130.09 Social care clients receiving Self Directed Support
- NI145 Adults with learning disabilities in settled accommodation

Outcome D - A smaller, more enabling council focused on our customers



Red indicators

None

Summary of Indicators on Corporate Scorecard by Lead Directorate

| Lead NCC Directorate | Corporate Director/ACE | Total | Not reported | | | Indicators reported Q3 – see pEXEC5 for colour key | | | | | |
|---|------------------------|-----------|--------------|----------|---------|--|-----------|-----------|----------|-----------|-----------|
| | | | Number | Annual* | Other** | Number | Green+ | Green | Amber | Red | No Target |
| Customer & Community Services (C&CS) | Paul Blantern | 12 | | | | 12 | 3 | 5 | 2 | 2 | 0 |
| Children & Young People's Service (CYP) | Paul Burnett | 15 | | | | 15 | 3 | 4 | 1 | 6 | 1 |
| Environment, Growth & Commissioning (EGC) | Tony Ciaburro | 16 | | | | 16 | 6 | 7 | 1 | 2 | 0 |
| Finance & Commercial Management (F&CM) | Damon Lawrenson | 1 | | | | 1 | 0 | 0 | 1 | 0 | 0 |
| Health & Adult Social Services (HASS) | Charlie MacNally | 8 | | | | 8 | 1 | 4 | 1 | 2 | 0 |
| Policy & Partnerships (P&P) | Alex Hopkins | 6 | 1 | 1 | | 5 | 0 | 3 | 2 | 0 | 0 |
| | TOTAL | 58 | 1 | 1 | | 56 | 12 | 23 | 8 | 12 | 1 |

1.7%

22.8%

40.4%

14%

21.1%

1.8%

Note:

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

** Other = Quarterly data not yet available (no indicators still in this category)

COMMENTARY ON RED INDICATORS

Outcome A Safer, Freer and Stronger Communities

NI021 Dealing with local concerns about ASB and crime

This is a perception based indicator derived from the Place Survey which took place in September 2009. Respondents are asked the following question: 'It is the responsibility of the police and local council working in partnership to deal with anti-social behaviour and crime in your local area How much would you agree or disagree that The police and local council are dealing with the anti-social behaviour and crime issues that matter in this area Strongly agree; tend to agree; neither agree nor disagree; tend to disagree; strongly disagree'. 22% of respondents agreed or strongly agreed with this statement against a target of 25%. We use the Police Public Attitude Survey to track opinion in between the Place Survey. This has shown a very positive trend since the Place Survey was carried out with 62% being satisfied that concerns were being met at the year end.

NI115 Substance misuse by young people

This indicator is based solely on the TellUs Survey of Children and Young People. It measures the percentage of young people reporting either frequent misuse of drugs/volatile substances or alcohol, or both. This was reported by 10% of respondents against a target of 7.5%. We have concerns at the validity of the baseline data used to establish the target as it was based on a very small number of responses which were not representative of the population (20% of years 8 & 9). The current survey represents more young people (36.67% of years 6,8 & 9), however, those responding do not represent a good cross section of the population. Acknowledging the difficulties with the data, we accept that to achieve this target, a multi-agency partnership approach to prevention and early intervention is needed. The Drug, Alcohol and Action Team (DAAT) is planning to commission a piece of local research that will establish a representative baseline, and that could be repeated annually to assess accurately the effect of interventions done in schools and communities. The DAAT partnership is currently reviewing the annual plan to deliver substance misuse education in schools. This will be planned according to the needs identified in the research. It is also expected that a countywide substance misuse officer will be recruited to work within the Healthy Schools Initiative, helping and advising the schools in delivering that part of the curriculum.

NI168 Percentage of principal roads where maintenance should be considered

This indicator measures the percentage of the local authority's principal road network where maintenance should be considered. The information is collected by a nationally accredited, high speed mechanised visual survey. The 2009/10 national indicator is based on data collected over a two year cycle (in summer 2008 and summer 2009). Performance for 2009/10 was 4% compared to a target of 3%. There was no change in our year on year performance. The condition of our principal roads has been above the national average since 2006/07. The red status of this indicator reflects the very challenging nature of the target.

NI 169 Percentage of non-principal roads where maintenance should be considered

This indicator measures the percentage of the local authority's non - principal road network where maintenance should be considered. The information is collected by a nationally accredited, high speed mechanised visual survey. The 2009/10 national indicator is based on data collected over a two year cycle (in summer 2008 and summer 2009). Performance for 2009/10 was 7% compared to a target of 6%. There was no change in our year on year performance. The condition of our non - principal roads has been above the national average since 2006/07. The red status of this indicator reflects the very challenging nature of the target.

Outcome B: Cleaner, greener more prosperous county

No of uses of heritage resources

This is a composite indicator based on resources directly managed by the Council. It includes contact with the Record Office (visits, postal enquiries, website hits), various outreach events, Sites & Historical Monuments enquiries, on-line catalogue usage (Archives & Heritage) and Heritage Education access. The total number of accesses during the year was 39,543 against a target of 44,000. The annual target was predicated on the development of an on-line archive catalogue during the year. However this has had to be postponed which is why actual performance was lower than planned.

The total number of accesses for this final quarter is 39% higher than that for the third quarter of the year. This reflects the work done to increase awareness and use of these resources, for e.g. we have created a Facebook page for the Record Office, held a number of portable antiquities events and increased the number of school students contacted by the heritage education officer.

Outcome C: Secure, healthy independent future for our children, young people and adults

NI073 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)

The combined measure of pupils achieving level 4 and above in English and Maths at the end of Key Stage 2 is new this year. Outcomes show a 1% increase in the number of pupils achieving this measure. National results were the same as last year at 72% so we have narrowed the gap in performance between the national and county results by 1%. The areas of our greatest focus (Corby, Kettering and Northampton), made the most significant gains. Evaluation of the impact of project groups, aimed to help pupils achieve English and maths Level 4+ show that targeted pupils made accelerated progress in an average of 82% of schools. The agreed target for pupils achieving Level 4+ in both English and mathematics combined was 79%. Note that results refer to the previous academic year (e.g. Financial year 09/10 = exams taken in June 2009, during academic year 2008/09). Returns from schools at the end of the spring term show the present forecast/prediction for outcomes this summer stands at 77%, which represents a significant increase on the last academic year, although slightly below target.

NI075 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths

There was another significant improvement in performance against this indicator in 2009 with a 3.2% gain on 2008 results. Since 2007, the trend of improvement has been very positive, as represented by the 6.3% rise in outcomes over two years. Although the very aspirational target for 2009-10 was not met, progress has been made and the performance gap between Northamptonshire and her statistical neighbours as well as the rest of the country is beginning to narrow. This compares with the England average of 50.7%. Note that results refer to the previous academic year (e.g. Financial year 09/10 = exams taken in June 2009, during academic year 2008/09).

At the end of March 2010, the data indicated that 51% of pupils were already performing at this level. The prediction/forecast for the summer was 55% (we only have 2 schools data missing (Campion and Ferrers)). Therefore predictions indicate that schools are on track to be very close to meeting the LAA target. This would be a significant improvement on the last few academic years.

NI089a Reduce number of schools requiring special measures

The Local Authority set a target such that four schools would be subject to special measures at the end of May 2010 (Warwick, St Mary's Burton Latimer, Rushden and Unity). However, with the advent of the new OfSTED inspection regime, four additional schools (Roade Secondary, Syresham St James, Lings Primary &

Weston Favell) have been judged as requiring special measures which takes the Local Authority total to 8. The local increase reflects the national trend of increasing numbers of schools judged by OfSTED to be inadequate. Since the inception of the new framework, approximately 10% of all schools inspected nationally have been found to require an OfSTED notice to improve or special measures. In Northamptonshire, out of 65 inspections 4 schools have been judged to require special measures (6%) and 3 schools have received a notice to improve (3%). Although this means our target will not be met, the schools already subject to special measures, i.e. placed in measures before the new framework, are all on target for release by their target date i.e. the end of the summer term 2010.

NI101 Looked after children achieving 5 A*-C GCSEs (or equivalent) at KS 4 (with English and Maths)

7.7% of children in care achieved 5 A*-C GCSE's or equivalent at Key Stage 4 including English and Maths compared to the target of 14.29% set by the DCSF. The DCSF target was based on a simple increase from the previous year, rather than our direct knowledge of this (small) cohort. The results reflect the exam results from June 2009. A number of recommended actions relating to the 'virtual school' have now been implemented. Maureen Howie, Interim Head of Virtual School was appointed in Feb 2010 to review and recommend best design for its role, responsibility, function and resources as a critical activity in the development and implementation of services for looked after children. She will also be identifying young people who may achieve additional success with extra support, including from the Personal Education Allowance. Work to make increasingly sophisticated use of the ONE database in respect of children placed in and out of county will continue. Key tasks in 2010-11 are improving the management, organisation and focus of the virtual school on pupil outcomes through appointment of a permanent Head Teacher and transfer to accountability to LASI Division; Appoint and manage suitably qualified and experienced colleagues to the Looked after Children teams to enable effective monitoring, evaluation and challenge to ensure improved outcomes and clear accountability for standards achieved.

NI114Rate of permanent exclusions from school

The number of permanent exclusions from school in the academic year expressed as a percentage of the school population was 0.13% compared to a target of 0.09%. These figures reflect the academic year ending July 2009. Local figures for the current academic year to the end of March 2010 were 0.06%. This relates to 57 children out of a total school population of 101,718.

NI130 Social care clients receiving Self Directed Support

Self-directed support (SDS) is the new operating model for adult social care. Eligible customers are offered an upfront financial allocation as a personal budget (based on what the Council would reasonably expect to pay to meet their needs) and invited to create their own support plan. In this way SDS delivers real choice and control to our customers and creates the foundation for independent living. NI130 is a proportion of all of our customers and carers who receive a service during the year, who choose to control their own care and support with a personal budget. In 2009-2010 we achieved 15.23% against a target of 20%. Our overall performance increased substantially from the 6.4% achieved in 2008/09. We set a very ambitious target of 20%, which exceeds the targets of other shire counties within the region. Our performance over the first half of the year saw a significant increase in the proportion of customers using SDS, almost equal to the growth for the whole of 2008-09. This was achieved during the 'customer testing' phase of SDS (September 2008 to September 2009). During the customer testing only three or four staff 'champions' were trained in each care management team to be able to offer SDS to our customers. This has limited the number of customers to whom SDS could be offered. In January and February 2010 all staff working in care management teams have been trained in SDS. During April 2010 all new customers who need long term support will be offered SDS and a personal budget, and all existing customers will be offered SDS and a personal budget at their annual review. We expect to see a growth in the numbers of customers using SDS April and May as there are specific pieces of work begin done to achieve this. Although our performance is short of our ambitious target, we have during the course of 2009/10 provided 2,342 clients and carers with SDS or Direct Payments.

NI145 Adults with learning disabilities in settled accommodation

The reported figure of 64.7% is our forecasted final figure. Final calculations are not made until late May but we do not expect this to change. Nationally there have been significant issues with this indicator, which was a calculated target based on a statistical approach which used a sample of six month's data in previous years. Where the capturing of reviews means that the six months is not representative of a full year's activity, the targets are seriously affected (in some cases leading to targets of more than 100%, which are by definition impossible to achieve). In the light of the challenges for this indicator, a revised target has been negotiated with the region for 2010/11, down to 71.4%. While this remains a challenging target, the 2009/10 outturn is on trajectory for the 10/11 target. The figure of 64.7% is based on 898 clients known to be in settled accommodation out of 1,387 service users with learning disabilities. It is important to note that this indicator relates to people who are in independent living situations, supported living situations or adult family placement schemes (where they have a permanent tenancy); this does not relate to adults with Learning Disabilities in residential or nursing home accommodation which is deemed to be unsettled accommodation. As approximately 24% of our service users with learning disabilities are in residential or nursing homes it would be very difficult to ever achieve higher than our current target

As the service is working through Self-Directed Support there is a transitional phase for adults to move from learning disability residential and nursing regulated services, out into the community into their own accommodation. This is a phased approach and does take time. There is also for consideration, the Campus Re-provision Programme within the NHS, which currently affects 87 Service Users. Part of the plan to achieve this indicator is that those 87 Service Users will be transferred from the current long-stay campus services within the NHS out into independent living and, therefore, into settled accommodation.

FINANCE : Corporate performance report – 2009-10 Quarter 4 *updated with Finance Outturn report*

REVENUE : Based on the Financial Outturn Report for June 2010 Cabinet

| Directorate | Budget 2009/10 | | | Actuals 2009/10 | | | | Projected year-end variance from Budget | | | | | | | |
|---------------------------------------|---------------------|------------------|----------------|-----------------|----------------|----------------|----------------|---|------------|--------------|------------|--------------|------------|--------------|-------------|
| | Gross Exp £ '000 | Income £ '000 | Net £ '000 | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | |
| | | | | Net £ '000 | Net £ '000 | Net £ '000 | Net £ '000 | Net £'000 | % | Net £'000 | % | Net £'000 | % | Net £'000 | % |
| Children & Young People's Service | 853,612 | - | 310,616 | 55,241 | 67,525 | 70,821 | 316,604 | 4,429 | 4.4 | 6,222 | 6.3 | 5,925 | 6.0 | 5,988 | 1.9 |
| Customer & Community Services | 77,412 | - | 59,484 | 18,105 | 26,435 | 22,765 | 57,199 | 0 | 0 | -1,345 | -2.3 | -1,598 | -2.7 | -2,285 | -4.0 |
| Environment, Growth & Commissioning | 76,307 | - | 65,343 | 9,777 | 31,782 | 48,022 | 64,700 | 0 | 0 | -500 | -0.7 | -323 | -0.4 | -643 | -0.6 |
| Health & Adult Social Services | 183,753 | - | 135,423 | 31,983 | 68,695 | 104,882 | 137,801 | 0 | 0 | 1,900 | 1.4 | 2,259 | 1.7 | 2,378 | 1.8 |
| Finance & Commercial Management | 34,267 | -3,336 | 30,931 | 6,647 | 12,678 | 17,559 | 30,692 | 0 | 0 | -640 | -3.1 | -435 | -2.1 | -239 | -0.8 |
| Policy & Partnerships | 10,144 | -1,151 | 8,993 | 2,309 | 4,496 | 6,244 | 8,486 | 0 | 0 | -228 | -3.2 | -440 | -5.8 | -507 | -5.6 |
| Strategy & Business Administration | 2,845 | 0 | 2,845 | -836 | 1,676 | 2,249 | 2,709 | 0 | 0 | -105 | -3.4 | -140 | -4.9 | -136 | -4.8 |
| Capital Financing and Other Services* | -195,633 | -479 | -196,112 | 3,662 | 10,325 | 10,006 | -200,682 | 0 | 0 | -1,166 | -5.7 | -2,291 | -11.1 | -4,570 | -2.3 |
| OVERALL COUNCIL POSITION | 1,042,707 | - | 417,523 | 127,069 | 223,612 | 282,548 | 417,509 | 4,429 | 1.1 | 4,138 | 1.0 | 2,957 | 0.7 | -13 | -0.0 |

*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 There have been significant service pressures in delivering the 2009-10 budget, with increasing demand for client services within CYP and HASS and the downturn in the economy resulting in further pressures across the all directorates. As a result CMT have communicated a series of controls on expenditure and use of external funding that has enabled the organisation to deliver services within its allocated budget. These decisions have resulted in the council achieving a balanced outturn revenue position.

CAPITAL: Based on the Outturn Finance Report (as reported to June 2010 Cabinet) : Projections made at end of May 2010.

| All figures £000 | CAPITAL PROGRAMME: CURRENT YEAR 2009-10 | | | | CAPITAL PROGRAMME : FIVE-YEAR 2010-13 | | | | Previous year |
|--|--|----------------|----------------|----------------|---|---------------|---------------|----------------|----------------------------|
| | Total Forecast Spend for year | | | | Total Forecast Spend for whole programme | | | | Total spend for year |
| | Forecast | | | | Latest month's forecast | | | | 2008/09 |
| | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | 2010-11 | 2011-12 | 2012-13 | Total | Forecast at Q4 |
| Children & Young People's Service | 119,723 | 78,316 | 74,428 | 57,484 | 96,068 | 18,360 | 603 | 171,836 | 139,802 |
| Customer & Community Services | 24,113 | 19,720 | 17,877 | 12,638 | 18,404 | 5,637 | 5,498 | 41,475 | 34,618 |
| Environment , Growth & Commissioning | 109,256 | 60,731 | 48,814 | 45,348 | 92,157 | 37,439 | 21,317 | 194,910 | 157,372 |
| Health & Adult Social Services | 4,846 | 4,919 | 5,890 | 2144 | 7,554 | 0 | 0 | 11,560 | 590 |
| Finance & Commercial Management | 6,206 | 5,268 | 3,089 | 1,256 | 8,251 | 1,900 | 0 | 8,681 | 4,428 |
| Policy & Partnerships | 1,679 | 1,010 | 580 | 708 | 89 | 0 | 0 | 780 | 1,375 |
| OVERALL COUNCIL POSITION | 265,823 | 169,964 | 148,408 | 119,578 | 222,523 | 63,336 | 27,418 | 429,242 | 338,185 |

Commentary

The magnitude of change to the forecast spending position for 2009-10 during the financial year has been significant. Between February and May 2009 Cabinet approved £97.4m of new capital schemes for 2009-10 [a total of £137.7m over the 2009-13 period] which increased the forecast spending for 2009-10 to £267.4m. Since May 2009 this has reduced by £147.8m to £119.6m. The change of £147.8m consists of new capital schemes being approved by Cabinet of £8.4m, offset by £156.2m of spending which has been re-profiled to future financial years. The reasons for some of the larger re-profiling of spending of these schemes has been detailed in the quarterly capital report but has been in part due to planning permission delays, funding not being available, procurement timetabling and growth reductions.

RISK : Corporate performance report – 2009-10 Quarter 4

| DIRECTORATE | | Green | | Amber | | Red | | Total | |
|---|-------|-------|-----|-------|-----|-----|-----|-------|-----|
| | | Oct | Jan | Oct | Jan | Oct | Jan | Oct | Jan |
| Health & Adult Social Services | | 1 | 1 | 6 | 14 | 3 | 3 | 10 | 18 |
| Children & Young People's Service | | 0 | 0 | 10 | 10 | 1 | 1 | 11 | 11 |
| Customer & Community Services | | 0 | 2 | 10 | 8 | 0 | 0 | 10 | 10 |
| Environment , Growth & Commissioning | | 0 | 0 | 13 | 13 | 1 | 1 | 14 | 14 |
| Policy & Partnerships | | 0 | 0 | 9 | 9 | 0 | 0 | 9 | 9 |
| Finance & Commercial Management | | 0 | 0 | 9 | 9 | 0 | 0 | 9 | 9 |
| TOTAL RISKS IN DIRECTORATE RISK REGISTERS | Count | 1 | 3 | 58 | 64 | 5 | 5 | 64 | 72 |
| | %age | 2 | 4 | 91 | 89 | 8 | 7 | | |
| CORPORATE | Count | 0 | 0 | 16 | 15 | 3 | 5 | 19 | 20 |
| | %age | 0 | 0 | 84 | 75 | 16 | 25 | | |

INTERNAL AUDIT RECOMMENDATIONS– PROGRESS ON IMPLEMENTATION: End March 2010– 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 | 77 | 171 | 248 | 95% |
| Agreed and Due within last 3 months, but not fully implemented | 3 | 4 | 7 | 3% |
| Agreed and Due over 3 months ago, but not fully implemented | 4 | 1 | 5 | 2% |
| TOTAL | 84 | 176 | 260 | |

Contacting the Council's Help Lines

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

| CSC Quarterly Scorecard Performance | Number of voice contacts | % Answered within 20 seconds (target 80%) | % Abandoned Target is 5% or less | % Resolved Target is 60% or more (currently only collected for BSSD) | Total number of voice and email customers who completed a satisfaction survey | NCC11.7 Percentage of customers satisfied with CSC response |
|--|---------------------------------|---|---|--|--|--|
| Customer CSC Frontline Total | 82,217 | 80% | 4% | | 88 | 100% |
| Customer CSC Frontline by Service area | Number of voice contacts | % Answered within 20 seconds | % Abandoned Target is 5% or less | | <ul style="list-style-type: none"> The Customer Service Centre overall met its key performance targets during this period. The Street Doctor telephone line performed well through the crucial winter months, during which time the weather conditions resulted in a large increase in customer contact. The flexibility of a multi-skilled Customer Service Centre was demonstrated via the School Admissions Helpline, where 94% of calls were answered even though the volume of calls was nearly double that received in Quarter 3. The front line telephone calls for Trading Standards were migrated into the Customer Service Centre in February. | |
| General Enquiries | 42,408 | 79% | 4% | | | |
| Street Doctor | 7,123 | 80% | 4% | | | |
| Journeyline | 2,762 | 58% | 11% | | | |
| School Admissions | 6,120 | 65% | 6% | | | |
| Adult Care Team | 8,352 | 91% | 2% | | | |
| | | | | | Total number of voice and email customers who completed a satisfaction survey | NCC11.7 Percentage of customers satisfied with CSC response |
| Care Audit | 262 | 89% | 3% | | | |
| Customer Feedback | 175 | 81% | 7% | | 39 | 95% |
| Registrations | 13,724 | 74% | 4% | | | |
| Trading Standards | 1,291 | 78% | 11% | | National Indicator 14 Avoidable Contact: the proportion of customer contact that is of low/no value to the customer | National Indicator 14: % of customer contacts assessed as avoidable |
| | Number of voice contacts | % Answered within 20 seconds | % Abandoned Target is 5% or less | % Resolved Target is 60% or more | Total results | 8% |
| CSC Business Support Service Desk Total | 12,106 | 77% | 6% | 73% | | |

Consultation Feedback: January to March 2010

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: www.northamptonshire.gov.uk/Consultations

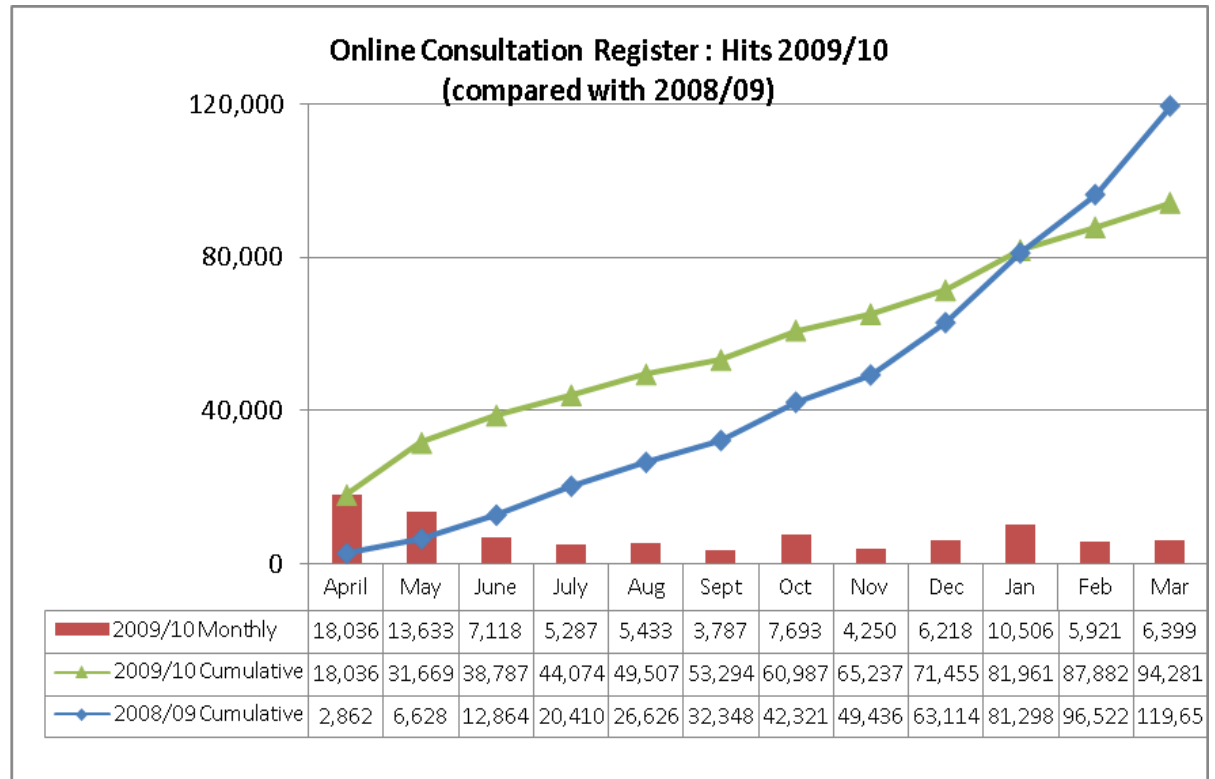
The register lists past, present and future consultations. This is as comprehensive a list as exists and emphasises just what a wide range of opportunities there are for people to have their say about the Council's activities and plans.

The register had the following number of hits during this quarter: January 10,506 hits, February 5,921 hits, March 6,399 hits.

The Consultation Register was on the old website but was moved over to the new website and went live on the 26th April. We hope that this will increase the number of hits it receives.

The consultation area of the website has recently received positive feedback from two national organisations:

- Delib, an online opinion research and public consultation company, undertook an evaluation of e-consultation elements of every local authority website in the UK during 2009. Northamptonshire scored 8/10 and our strengths were seen as: Past, present and future consultations listed, easy to find consultation pages, can filter database, feedback available, good accessibility rating and update system in place.
- The Annual Socitm Review commended the consultation area of the website for innovative touches such as DemGames and Participatory budgeting with an online budget simulator.



| | Number of Employees | | Sickness Absence | | Turnover | Accidents | | Employee Assist Usage |
|---|---|----------------|-----------------------|----------------------|----------------------|------------------------|-----------------------------|-----------------------|
| | | | | | | Total | Over 3 day & Major Injuries | |
| Period Covered → | As at March 2010 | | 2009/10 Q4 | 2009/10 Q4 | 2009/10 Q4 | 2009/10 Q4 | 2009/10 Q4 | 2009/10 Q4 |
| | Heads | FTE | Short Term (ave days) | Long Term (ave days) | % | Rate per 100 employees | Number | Number |
| Health & Adult Social Services | 1830 | 1344.5 | 2.29 (8.49) | 1.46 (8.06) | 1.97% (7.47%) | 6.2 (25.0) | 2 (14) | 17 (42) |
| Children & Young People Services | Non-schools | 2614 | 1.23 (4.13) | 1.11 (4.51) | 1.73% (8.53%) | 2.0 (10.4) | 1 (1) | 24 (48) |
| | Schools* | 14587 | 1.35 (3.85) | 0.83 (3.43) | 1.78% (10.88%) | 2.6 (9.2) | 12 (36) | 22 (138) |
| Customer & Community Services | Services other than Fire & Rescue | 1107 | 1.31 (4.21) | 0.81 (3.91) | 1.8% (8.00%) | 3.4 (14.8) | 0 (2) | 19 (66) |
| | Fire & Rescue | 670 | 0.08 (0.28) | 0.00 (0.50) | 1.37% (5.37%) | 4.2 (18.7) | 5 (18) | |
| Policy & Partnerships (inc CE Office/Strategy & Business Admin) | 124 | 113.4 | 0.69 (2.79) | 0.83 (4.93) | 0.00% (4.40%) | 2.9 (3.9) | 0 (0) | 2 (6) |
| Environment, Growth & Commissioning | 658 | 426.9 | 1.11 (3.91) | 1.22 (5.32) | 2.12% (8.72%) | 1.8 (7.9) | 2 (5) | 4 (8) |
| Finance & Commercial Management | 184 | 175.3 | 0.87 (2.77) | 1.20 (3.5) | 0.00% (1.9%) | 0 (1.1) | 0 (0) | 2 (8) |
| Overall NCC* | 21774.0 | 10170.2 | 1.35 (4.25) | 0.93 (4.23) | 1.75% (9.35%) | 2.9 (11.1) | 22 (66) | 90 (316) |
| NOTES | * 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 | | | | | | | |

REGULATORS: Corporate performance report – Q4 2009-10

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 were published on 10th December 2009. The results were formally reported to cabinet on 15th December 2009.

1. Comprehensive Area Assessment Results

Organisational Assessment

The Organisational Assessment of Northamptonshire County Council comprises Managing Performance and Use of Resources assessments. The County Council was assessed as Performing Well for Managing Performance and Performing Adequately for Use of Resources. The Organisational Assessment is a joint inspectorate scored judgment to which Ofsted and the Care Quality Commission contribute. The assessment is co-ordinated by the Audit Commission.

Overall the County Council has been assessed as **Performing Adequately**.

Area Assessment

The Area Assessment aims to focus on the quality of life for those living in an area and the prospects for improvement (in two tier areas the area is the County). The starting point is the Local Area Agreement and Sustainable Communities Strategy with a focus on local priorities as well as national themes.

The Area Assessment is not scored and is reported by way of a narrative with a system of red and green flags

- Green flags are used to identify innovative practice or exceptional success. We have one **green flag** – denoting exceptional outcomes or innovation, has been awarded for the recovery and rejuvenation in the north of the county.

-
- Red flags are used to indicate significant concerns about outcomes, performance or future prospects not being adequately addressed. We have one **red flag** – identifying that action is needed has been given to reflect the need for partners to work more closely to combat the harm caused by alcohol.

2. Annual Performance Assessment of Adult Social Care Services

In April 2009 the Commission for Social Care Inspection, the Healthcare Commission and the Mental Health Act Commission were merged into the new Care Quality Commission (CQC). CQC is responsible for making an annual assessment of how the council promotes adult social care outcomes for people in Northamptonshire. Overall grade - **Performing Well**

3. Children's Services Annual Rating

Ofsted are responsible for providing an annual rating of council Children's services as part of the new CAA arrangements. Children's services include the full and integrated range of services, from universal services such as education through to specialist services, for example those for looked after children. Overall grade - **Performing Adequately**

4. Fire and Rescue Service Organisational Assessment

Fire and Rescue services are subject to an Organisational Assessment on similar lines to councils as part of the CAA framework. This incorporates a managing Performance and Use of Resources theme. Overall grade - **Performing Adequately.**