



Corporate Performance Report - 2013 to 2014 - Quarter 3

Foreword

This quarter has seen the council take the first steps on a significant new direction with the publication of our new draft council plan. This document sees us placing the concept of wellbeing at the very heart of what the council strives for and fundamentally shifts our strategic objectives and the outcomes we are seeking to achieve for the county. If you haven't already done so I would thoroughly recommend you look through this which can be found at

<http://www.northamptonshire.gov.uk/en/councilservices/Council/performance/Pages/plans.aspx>

I'm delighted to say that this month also saw the council recertified with the Carbon Trust Standard. This is a standard re-awarded to us for successfully managing, measuring and improving carbon efficiency across all operations including schools by a further 18 per cent.

We have also launched our Wrapped Up campaign for the winter. This has seen us team up with the district and borough councils, the Flourish Partnership, Nene Valley Community Action, Age UK, Northamptonshire Community Foundation and local community groups to help the most vulnerable in the county during the cold weather with a special hotline giving advice to and guidance to anyone worried about themselves or others in the event of a cold snap.

Finally our always impressive Trading Standards department were instrumental this month in the successful prosecution and conviction of prolific rogue trader Alan Fitzgerald. This rogue builder was given a six year prison sentence following a string of fraudulent trading offences across the county and Cambridgeshire uncovered by our officers.

Paul Blantern,
Chief Executive

Introduction

The Northamptonshire County Council Cube is the tool we are using to articulate what we are seeking to achieve for Northamptonshire. Each side represents a different aspect of what we want to achieve and the key elements required to get us there.

Northamptonshire County Council is committed to delivering our vision and to this end have refreshed our Council Plan for 2014-19 in which we articulate our new goals for Northamptonshire. Goals which not only show our ambition for the county but also they key ways in which we are, as an organisation, need to work in order to achieve our ambition. Our goal for our residents, communities and businesses is to continue to:

- Increase the Wellbeing of Your Communities
- Help You Take Charge of Your Life

The performance measures in this report are reflective of the organisational priorities for 2013-14 and provides Cabinet and the public an insight into the Council's overall performance across the different themes in the 2013-14 strategy map. This report shall be reviewed in the coming months for ensure that we demonstrate our performance against the council cube.

Key to status in performance - 2013-14 performance against target

Green+	>10% better than target
Green	Between 5% under target to 10% better than target
Amber	Between 5% under target to 10% under target
Red	>10% under target
	Trend indicator

Key to status in programme performance (Pages 6 to 9)

Green	Milestones met and on budget and no immediate risks
Amber	Milestones missed / off budget and plan in place to rectify, or immediate risks to the delivery of the programme
Red	Milestones missed / off budget and no plan to rectify, or risks are not mitigated against.

Direction of Travel Indicators 2013-14 Quarter 3

	Improved by more than 2% since last quarters report
	Between 2% worse and 2% better since last quarters report
	Declined by more than 2% since last quarters report
	Indicator not recorded previously or way of measuring has changed

Corporate Performance Report - 2013-14 Quarter 3 - Summary

The summary performance from the third quarter of the year shows that, of the 52 indicators reported in this period, 24 of the indicators are performing above the agreed thresholds, in addition to this 13 indicators are trend indicators and therefore have no targets associated with them.

The 'Outcomes for Northamptonshire People' section has good performing indicators in the main. Following the improvement in the call answering time in the Customer Service Centre there remains 1 red indicator, for Safeguarding (adults) investigations. The positives out of this section are the protective services continual good performance as they prioritise prevention measures to stop fire's happening which continues to prove beneficial as the number of attended fires has fallen year on year. Our change programmes are currently on track for delivery and overall have no major concerns at this time – the amber reported performance is more about management of risk rather than delivery timescales. The section on 'Quality and Performance of Services' (pages 10-16) shows a mixed picture of performance, with some indicators performing well and others not at this stage (9 indicators green or green+, 3 at amber and 7 indicators on a red status). Further detail in the narrative sections of this report aim to provide an understanding of why performance levels are where they are at this point in time.

Council awarded Carbon Trust Standard

Once again, we have received official recognition for reducing our carbon footprint and for our continued commitment to lowering our direct impact on climate change. We were awarded the standard for successfully measuring, managing and improving our carbon efficiency across all operations, including schools by a further 18%; during the last two years we have cut carbon emissions by 15,812 tonnes CO2 by reviewing and updating our energy strategies.

We have achieved the carbon reductions by:

- 1) Switching off streetlights and implementing the street lighting PFI programme
- 2) Rationalising our offices and other non-school property estate
- 3) Continued investment in energy efficiency works in schools and other buildings

The Carbon Trust Standard was developed by the Carbon Trust to provide a robust, objective and consistent methodology for assessing corporate carbon performance. The standard is externally audited and specifies requirements in three key areas:

- 1) Carbon footprint measurement
- 2) Carbon management
- 3) Carbon reduction performance



For further information, visit the Low Carbon page of our website.

Council shortlisted for Local Government Chronicle Award

We have been shortlisted for the Local Government Chronicle (LGC) Driving Growth Award, in recognition of our work in bringing economic prosperity to the county.

This includes initiatives such as:

- 1) Working with Northamptonshire Enterprise Partnership on initiatives such as the INV-ENT fund
- 2) Setting up Enterprise Hubs, which offer coaching, advice and access to facilities to people interested in developing a business idea and taking it to market
- 3) Launching projects such as LOCATE, giving ambitious and growing companies who want to relocate or expand their companies in Northamptonshire, the opportunity to apply for a grant of up to £20,000
- 4) Setting up strategic alliances with partners such as British Gas to deliver local economic growth

Our work has helped to create the right conditions for increased economic growth to the county, and in the financial year 2012/13, 737 new jobs were created in Northamptonshire, along with 60 business start-ups and 13 company investments.

The winner of the award will be announced at the LGC Awards Ceremony on Wednesday 12th March 2014.

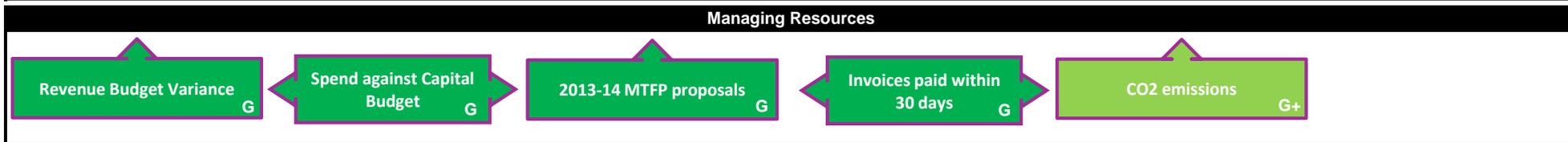
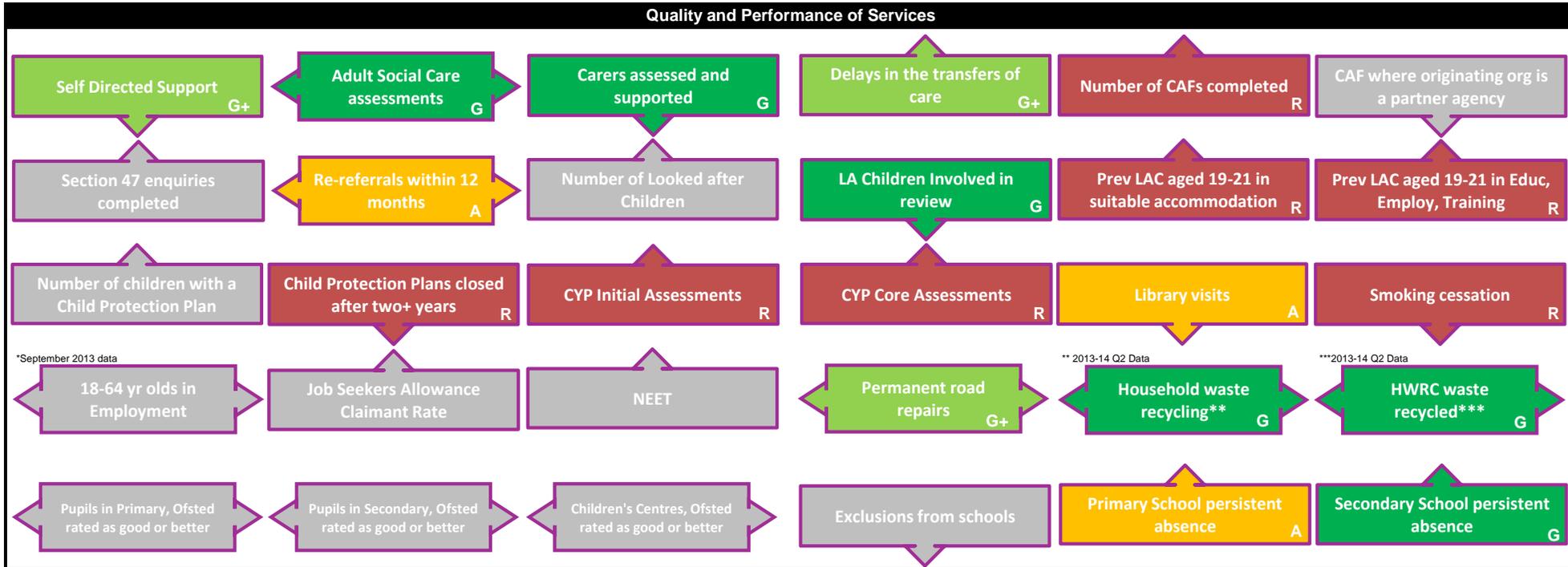
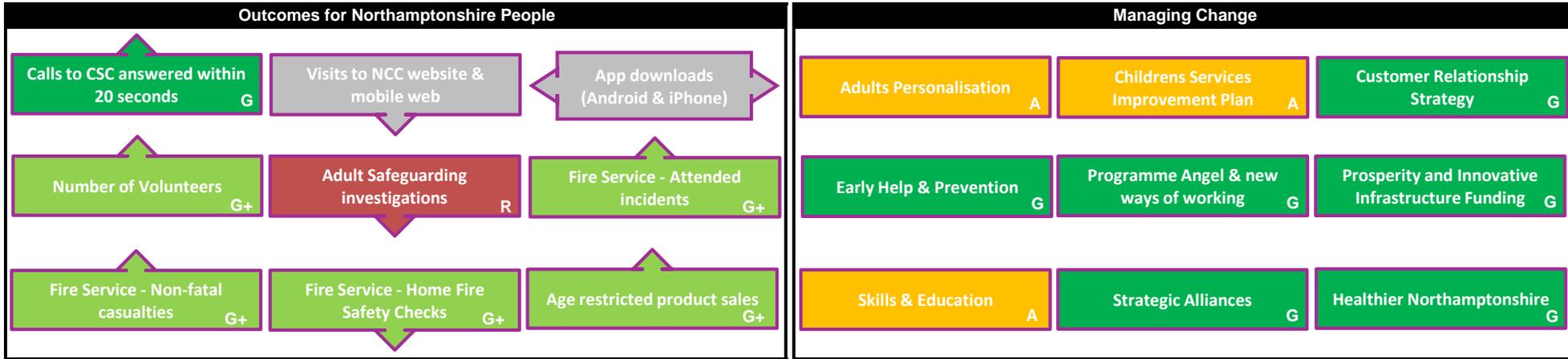
World leader in use of COBRA.

Northamptonshire Fire and Rescue Service is the world leader in the use of COBRA which is a faster, safer and more environmentally way of fighting fires. Many fire and rescue services are interested in this technology and are coming to Northamptonshire from all over the world to see how to modernise. We have had visitors for most of the UK Fire brigades and from countries/governments from all over the EU (Germany, Belgium, Holland, Czech Republic, Italy, Monaco to mention but a few) and the world (Thailand, UAE, Australia, New Zealand, Canada to mention but a few) and now Kenya.

Fire Fighters Charity Support

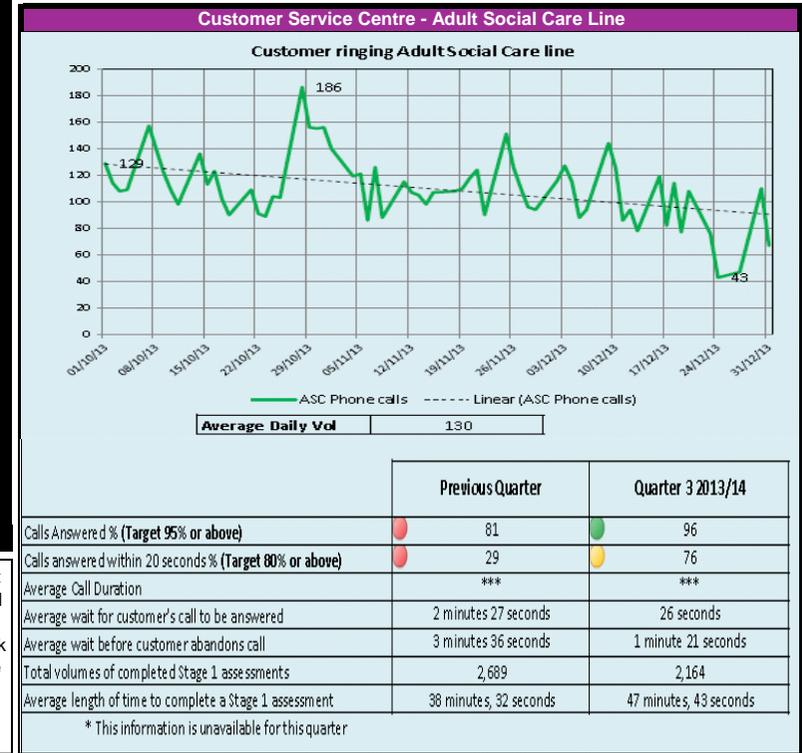
We supported an agreement between the Fire Fighters Charity and a local cloths recycling company just over 4 years ago and placed at a number of fire stations recycling bins for the public to recycle clothing. Under the agreement the company makes a donation to the charity for each ton of clothing recycled. This scheme has gone national with the vast majority of fire and rescue service now facilitating it. The money donated to the charity under this scheme has just gone over the £1m mark. Each year in January there is a competition between stations to see who collects the most in 2013 the winners were Oundle Fire Station who beat the big city and town stations.

Corporate Performance Report - 2013-14 Quarter 3 - Performance Summary



Outcomes for Northamptonshire People - Customer Services

Indicator detail & performance	2011-12	2012-13	Actual	June 2013	Sept 2013	Dec 2013	Mar 2014
Percentage of calls to Customer Service Centre answered within 20 seconds	-	-	Actual	31%	47%	80%	
Tolerance = Bigger is better			Target	80%	80%	80%	80%
Qtr results are NOT cumulative through the year.							
Number of unique visits to NCC website & mobile web (combined)	-	1,406,685	Actual	490,395	1,024,987	1,541,576	
Tolerance = Bigger is better			Target	Trend Information			
Qtr results are a cumulative figure							
Total number of App downloads & updates (Andriod & iPhone)	-	14,473	Actual	15,750	16,474	17,002	
Tolerance = Bigger is better			Target	Trend Information			
Qtr results are a cumulative total figure since launch							
Data has been corrected due to Andriod figures being counted twice							
Number of volunteers - Libraries*	-	-	Actual	337	763	1,108	
*minimum of 30mins volunteering			Target	300	600	900	1,200
Tolerance = Bigger is better							
Number of volunteers - Archives & Heritage	-	7	Actual	12	16	26	
Tolerance = Bigger is better			Target	5	10	15	20



Narrative - 2013-14 Quarter 3

Percentage of calls to the Customer Service Centre that are answered within 20 seconds. ↑
Green

As we reported in the previous quarter the Customer Service Centre (CSC) has now completed its recruitment process and been developing the knowledge of the advisors within the CSC. This has resulted in an expected increase in the performance of this indicator in quarter 3, with performance for the period October to December 2013 at 80%. This is an improvement of 33% on the previous quarter and brings this indicator back into line with the expected service level standards. Additional impacts on the performance of this indicator are the online booking facility for adult learning courses, which has taken calls away from advisors, other online services such as Street Doctor help to reduce the number of calls through the CSC where customers can serve themselves.

Number of unique visits to NCC website & mobile web (combined) ↓

In keeping pace with the way we all access information and receive goods and services today, we aim to be among the best in providing more effective access to council services and meeting modern expectations. This means the emphasis is on developing our web and digital channels so that our staff who connect with people daily can focus on supporting more complex & sensitive services, where customers need to talk to someone by phone or face to face.

Total number of App downloads & updates (Andriod & iPhone) ↔

The number of visits to the Council's website continues to remain at over ½ million hits per quarter, with the quarter period October to December 2013 seeing 516,589 unique hits to the website. The top 5 reasons for coming to the Council's website continue to be school vacancy list, schools directory, Council vacancies, Library catalogue and bus timetables. The number of downloads of the Council's mobile 'App' is continuing the increase quarter on quarter, current number of downloads currently 17,002, an additional 528 downloads from the end of the previous quarter. This quarters report also shows an amendment to the figures 1 previously reported due to Android data being recorded. We don't set a target for these indicators and we collect this to show the increase in our web access and a reduction in calls to the Customer Service Centre where the customer is able to help them selves.

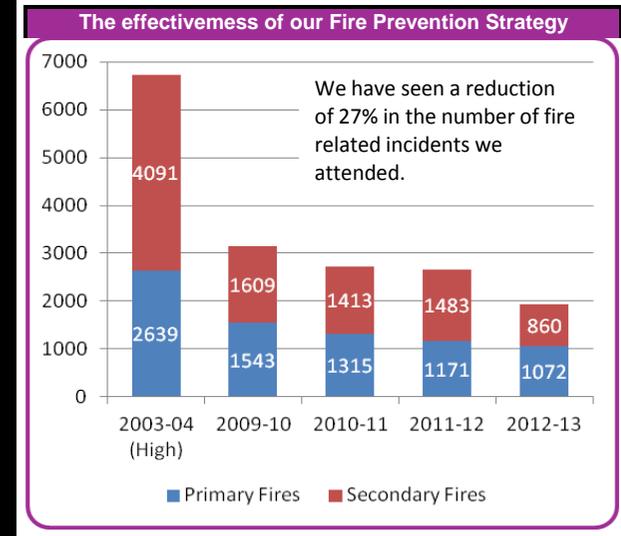
Volunteers engaged with County Council services (Libraries; Archvies & Heritage) ↑
Green+

The Customer Services division of the Council gathered intelligence through 2012-13 in order to accurately record the contribution that volunteers make to the delivery of Council services. This report is demonstrating volunteering contributions in the Library and Archives & Heritage Services.

Period to end December has seen 1,108 individual volunteers contribute 17,575 hours to Library services. There are 31 different roles being provided through Libraries, for example; Summer Reading Challenge, help with stock, welcome visitors to their library and IT buddies. The Archives & Heritage service has seen 26 volunteers contribute 669 hours to the service; these are focused at making the collections available.

Outcomes for Northamptonshire People - Services to Protect People

Indicator detail & performance	2011-12	2012-13	Actual	June 2013	Sept 2013	Dec 2013	Mar 2014
Average number of days taken to complete an adult Safeguarding investigation	-	-	30	64	71	60	60
	Tolerance = Smaller is better		60	60	60	60	60
Fire Service - Total number of attended incidents (Excluding co-responding)	6,447	5,642	1,385	2,923	4,195*	5,065	6,755
	Tolerance = Smaller is better		1,688	3,377	5,065	6,755	6,755
Qtr results are a cumulative figure *provisional data							
Fire Service - Total number of non-fatal casualties per 100,000 population	4.80	2.90	1.70	2.45	3.03*	4.38	5.84
	Tolerance = Smaller is better		1.46	2.92	4.38	5.84	5.84
Qtr results are a cumulative figure *provisional data							
Fire Service - % of home safety fire checks completed in high or very high risk areas	79.23%	80.05%	87.11%	88.98%	84.92%*	75.00%	75.00%
	Tolerance = Bigger is better		75.00%	75.00%	75.00%	75.00%	75.00%
Qtr results are a cumulative figure *provisional data							
Percentage of illegal sales of age restricted products from test purchases (Trading Standards)	7.8%	5.9%	11.1%	10.3%	8.3%	<10.00%	<10.00%
	Tolerance = Smaller is better		<10.00%	<10.00%	<10.00%	<10.00%	<10.00%



Narrative - 2013-14 Quarter 3

Average number of days to complete an safeguarding investigation where NCC is the lead. ↓ Red	<p>This indicator measures the average number of days an internal safeguarding investigation takes to complete, this includes all investigations where the Council is either the sole investigator or the investigation includes other agencies, but the Council is the lead in the investigation. The more complex investigations will take longer to complete. The target of 60 days has been set by the Safeguarding of Vulnerable Adults (SOVA) Board. At the end of this quarter there were a total of 142 active investigations and of these 88 were over 60 days. However, these 88 are not all single investigations as we are required to record the details of each customer involved in a large scale or Institutional investigation.</p> <p>A performance spotlight report has been included for this indicator due to its 'red' performance status; this can be found at Appendix 1 (page 18) of this report.</p>
Fire Service - Total number of attended incidents (Excluding co-responding) ↑ Green+	<p>Performance against target for quarter 3 continues to be encouraging, continuing the downward trend of attended incidents. In addition to the incidents shown the service attended a further 1,165 life threatening medical emergencies, thereby continuing to provide safer communities.</p>
Fire Service - Total number of non-fatal casualties (excluding precautionary checks & first aid) per 100,000 ↑ Green+	<p>Third quarter performance is very encouraging, demonstrating success in maintaining a downward trend in casualties from fire, again evidencing safer communities. The numbers are small in this indicator and a level of fluctuation in performance can be expected through the year.</p>
Fire Service - Percentage of home safety fire checks completed in high or very high risk areas ↓ Green+	<p>Effective targeting remains the key to reducing risk, this indicator is designed to measure how well we are using our business intelligence and partnership engagement to target our prevention activity. This performance continues to demonstrate that the service is successfully reaching those defined as vulnerable in the community.</p>
Percentage of illegal sales of age restricted products from test purchases (Trading Standards) ↑ Green+	<p>Trading Standards enforce laws which restrict the sale of products such as alcohol, cigarettes, volatile substances and solvents, fireworks, videos, spray paints and knives to underage persons. This indicator is monitored monthly so action is in-hand to reduce illegal sales.</p> <p>The period to the end of December has seen 36 test purchases taking place and there were 3 'illegal' sales, demonstrating that some suppliers are not carrying out the necessary ID checks for age-restricted products. Further test purchases planned and enforcement action is taken where sales take place.</p>

Managing Change

Programme Title Adults Personalisation	Due for Completion 1st September 2015	Current Status (RAG) Amber
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Brief Description of the Programme

The term “personalisation” has been used to describe the way we should make sure that people have independence, choice and control over the way they are supported and within their communities. We all expect to have the choice and control over the key parts of our lives, such as what job we do, what colleges and universities our young adults go to and what care we receive when we are older or more vulnerable. In the autumn of 2012, the County Council started a Personalisation Programme to review progress and further develop this “personalised” approach to the services and equip all of its staff and partners with the right (and effective) tools to do so. This programme aims to make sure that the person is in the “driving seat” of how they organise their support, and that any services to people who are eligible for support are delivered in this way. In order to achieve this, the programme is looking to introduce a system that allocates funds to all service users and carers in a fair and equitable way. We are reviewing how easy it is for people to use our support/services and this includes telling our customers about other agencies; assessing the needs of our customers, helping write a plan to support how a person wants to live their life; helping review how the support plan is going. We are working with support providers to make sure that people who provide services do so in a personalised way. We are also making sure people can have the most up-to-date information on the Internet about our support/ services or our partner services.

Programme Update - 2013-14 Quarter 3

The Personalisation Programme has now entered a new phase, a two year programme is being developed that will ensure the groundwork that has been implemented over the last year is built on to ensure Personalisation for Northamptonshire County Council Adult Social Care (ASC) is business as usual, assisting people to help themselves through effective information, advice and support, for carers; people who self fund their support, people who require support before their support needs are such that they require support from ASC, when support is required we will develop reablement as our default ensuring all people have the opportunity to maximise their independence prior to determining if longer term support is required. If longer term support is assessed as being required this will be provided via a personal budget ensuring the individual has full choice and control over how their support/services are delivered and by whom. Resources will be allocated via the Resource Allocation System, FACE that was procured last quarter, we are now in the implementation stage of this piece of work, which involves, data gathering and building our tool to integrate within CareFirst. This two year programme will have many interdependencies with other work being carried out within the council for example Project Alpha, Public Health work on integration and development of locality hubs.

Programme Title Childrens Services Improvement Plan (CSIP)	Due for Completion 1st May 2014	Current Status (RAG) Amber
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Brief Description of the Programme

The purpose of this programme is to deliver improved services in Northamptonshire that safeguard children and young people. The programme is focused on two main objectives: **(1)** Immediate action to accelerate, sustain and deliver improvement for the short, medium and long term (Phase 1); **(2)** The fundamental redesign and transformation of all of our services for children (Phase 2).

Our priorities are based upon the findings from a series of inspections carried out in 2013. We have grouped these recommendations into four areas of focus: **(1)** Operational Performance; **(2)** Partnership Working; **(3)** Workforce Development; **(4)** Performance Management.

Programme Update - 2013-14 Quarter 3

CSIP, driven by the Children, Families and Education Senior Management Team, remains focussed on key challenges. We recognise that sustainable change will only be delivered if we work across the organisation to ensure the robust development of culture and practice change are embedded and we continue to work with our partners through the Children and Young People’s Partnership Board and the Local Safeguarding Children’s Board (LSCBN). Focussed action plans also underpin workforce development, communications, business systems and quality assurance activity. The Council’s Improvement Direction has been received from the Department for Education, and as a result an Improvement Board independently chaired by Christine Davies (appointed by the Secretary of State) met for the first time on 7th November.

CSIP work delivered in Quarter 3;

- 1) A fully functioning Multi Agency Safeguarding Hub (MASH) has been established, using wider partnership information to strengthen decision making and risk assessment of cases.
- 2) Social Care restructuring has been completed and associated systems changes instigated.
- 3) Social Care staff undertook ‘Strengthening Practice’ training and practice operating standards in a number of areas have been revised.
- 4) Procedural documentation for children’s services ‘Threshold and Pathways’ has been made clearer and more accessible, Common Assessment for Families (CAF) has been reviewed to make it more usable for all agencies.
- 5) Preparation and development of Making Children Safer events (launch of Thresholds and Pathway document).
- 6) Consultation of proposed commissioning platform within Early Help and Prevention. Development of specifications for supporting services and Children’s Centres.
- 7) Further capacity has been added to Children’s Advocacy services to increase opportunity for children in Social Care systems to influence decisions about their future.



Spread the word – we’re hiring!

Northamptonshire County Council is looking for experienced social workers who are as passionate as we are about making children safer. [Click to find out more.](#)



Managing Change

Programme Title Customer Relationship Strategy	Due for Completion 1st Jan 2015	Current Status (RAG) Green
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Brief Description of the Programme

We are moving from providing services and information for our customers to developing two-way, interactive exchanges or conversations with them. In keeping pace with the way we all access information and receive goods and services today, we aim to be among the best in providing more effective access to council services and meeting modern expectations. This means the emphasis is on developing our web and digital channels so that our staff who connect with people daily can focus on supporting more complex & sensitive services, where customers need to talk to someone by phone or face to face. We will make sure people are well connected with each other where we are not the best people to help and we will be clearer about what services we can and cannot provide. We will continue to use our Libraries to support people to get online and to offer those services that are best delivered locally and face to face.

Programme Update - 2013-14 Quarter 3

The programme has moved on with the focus on 3 main deliverables in 2014, a New NCC Website, updated Customer Relationship Management (CRM) system and a new payments engine. Updates for each element are provided below;

1. Specification created for new website. Our SharePoint partner is reviewing the current website to help formulate a proposal for the migration. The aim is to start building the new site in January 2014.
2. We are reviewing our current use of CRM, how the Customer Service Centre (CSC) advisors use it, the quality of data being collected and the management information we are able to get out of it. These discussions are taking place with LGSS colleagues at Northampton Borough Council and Cambridgeshire County Council to see if we can share our system going forward. An options paper will be delivered in January 2014.
3. The new online payment engine is being built by Civica, training sessions are taking place and documentation being written. Go live for the new engine in January 2014 with the shopping cart coming in March / April 2014.

Programme Title Early Help & Prevention	Due for Completion 1st April 2016	Current Status (RAG) Green
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Brief Description of the Programme

The focus and emphasis of this programme of work is to look at how the services we provide can meet our customers needs and prevent people from requiring high end, high cost services. There is a real need to establish a direct link between prevention/intervention and the high end services we provide. As a Council we are looking to not only review service delivery but also to deploy new and different ways/methods of working. We need to be in a position to shape and future proof our service through the use of sensible, lean and pragmatic thinking with a view to achieving long term gain and move services from their currently costly provision. Our role is to be catalysts for making things happen, and to focus on supply and demand of services whilst operating within the constraints placed upon us.

Programme Update - 2013-14 Quarter 3

The programme remains on track to meet its objectives and any major issues are incorporated into the project updates shown below;

Prevention Implementation project: The Supporting Services specification was finalised and the Invitation to Tender went live mid November. The presentation panels which form part of the evaluation of tenders have been booked in 8 lots of four hour sessions. Up to 50 evaluators have been identified within NCC and other partners such as the districts and boroughs to be an evaluator for the ITT questions. Decommissioning and exit strategies are being prepared for the current contracts. The Children's Centre specification has been finalised and the Invitation to Tender went live 23rd December 2013. The presentation panels which form part of the evaluation of tenders have been booked in 10 lots of 6 hour sessions. The SLA's for existing Children Centres have extended from Mar-14 to Jul-14. A working group has been set up to start assessing the system requirements for the new commissioned services. The Helping Families to Help Themselves Portal 'mock ups' and system requirements regarding search functions, formatting, look and feel of the site are with FUSE at the moment for cost proposals. Once the proposals have been agreed, work to build the Portal can begin. IT are currently working on the Tribal field mapping and transfer exercise to ensure that the correct fields load up to the new Portal. A field mapping exercise has been completed by the back office to ensure that all FIS statutory and Local Offer statutory elements are achieved. Current Family Service Directory (FSD) Services are being cleansed/updated to ensure quality and accuracy. The Quality Assurance Standards are being used to possibly create a 'kite mark' type grading system for Commissioned Services. This could also be extended to those 'information' services currently on the FSD. This possibility is under review with a look to bringing in a task group.

Free Early Education Entitlement: The Terms of Reference for Funded Early Education Tier 3 Steering Group have been agreed (formerly known as FEL2Y Project Board). This group will continue to fulfil Board role in project governance. The report & recommendations have been received from Hempsall's research on parental and professional perceptions of using a childminder to deliver FEL2Y places. This has been shared with key stakeholders to help inform contract variation discussions. Number of OEC checks approved in November: 158; number of discretionary referrals approved: 36. Analysis of vulnerable cohorts of children taking up funded education has been produced by BIPI, showing an increase in the % of CPP/CNN/LAC accessing FEL2Y places (copy supplied to DivMT). Awaiting announcement of DfE funding allocations, and whether any additional trajectory funding is being made available to LAs (albeit unexpected, but was suggested by a senior DfE officer recently that this was likely).

Troubled Families: Work is ongoing to evidence outcomes for families in the first data set and data cleansing is being undertaken to ensure that families which should either remain in the programme or be closed are identified. Approx 200 families identified so far who have been closed to the programme as a result of data quality issues or inability to evidence progress to claim. To date we have claimed for 107 families with an additional 200-250 in pipeline to claim. Central Government team are now pleased with this and we are where we should be. 51 of those claimed have been where people went back into employment. An agreement is in place with Connexions to upgrade their system to record TF families and improve outcomes reporting in future for Post 16 transitions. Additional FIP and IIP services are in place for six months and Invitation to tender has gone out for FIP and IIP contracts from 1 April 2014. MST contract has been agreed and set up phase commenced 1 December with service operational from February 2014. M-Pact programme recruitment was successful and 30 applications have been accepted for the training programme on 13th - 16th January 2014. Confirmation from public health on further funding is still outstanding. Work progressing to commissioned additional services for parenting teenagers and older children potentially to include Triple P and a second comparator model. A new Information Sharing Agreement with the Police has now been negotiated and agreed and should enable all of the data required for under 18s within the programme to be shared and for DV data to be cross matched to families where 2 or 3 of the national criteria are met.

Managing Change

Programme Title Programme Angel & next generation working	Due for Completion 30th March 2017	Current Status (RAG) Green
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Brief Description of the Programme

As a key project under the Asset Utilisation Strategy, Project Angel aims to rationalise 12 Northampton-based properties into a single new build on the Angel Street site. The approved business case details how consolidating staff into one modern, purpose built building will save the Council £54M over the next 30 years, boost economic growth and spend in the town centre, lower carbon emissions and enable further efficiencies by providing a flexible workplace that allows for new ways of working. The completion of this new building will be end 2016.

Programme Update - 2013-14 Quarter 3

The Project Angel Design Team, BDP Ltd, delivered the RIBA (Royal Institute of British Architects) Stage C Report in December 2013. Design development now continues in to RIBA Stage D. Leading up to the submission of the planning application in February 2014, a number of pre-application consultation events were undertaken and have now closed. This included a neighbourhood consultation event, a staff consultation event and a public consultation event, held in the Grosvenor Centre. There was also an opportunity to participate in the consultation online. Feedback has been broadly positive, all comments will be collated and summarised within the statement of community involvement which will be submitted with the planning application. A prior information notice has been issued to advertise the upcoming design & build contractor opportunity. An open day for potential bidders has also been held to encourage participation in this opportunity and provide details on NCC's expectations. Project Angel remains on programme and on budget and continues to work with the next generation working team, as they establish and mobilise their programme.

Programme Title Prosperity and Innovative Infrastructure Funding	Due for Completion 31st Dec 2017	Current Status (RAG) Green
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Brief Description of the Programme

The Northamptonshire 10 Point Plan sets out our 'growth offer' to government – creating 70,000 new jobs and providing the infrastructure required to deliver over 80,000 new homes in the next 15 years. It is a high-level plan which sets out how organisations in Northamptonshire are going to work together to achieve these goals. It also sets out what will be needed from Government to enable this to happen. We now need to develop this Plan into a 'Growth Deal' – a new initiative from Government. This Deal will set out in greater detail how we will work with Government to deliver the goals; including an investment plan setting out anticipated activities and associated investment and the resources committed by local authorities and the private sector. This Deal will be developed by a group of people from a range of organisations and will be submitted to Government by the end of the year. It will then be used as the basis for negotiations with Government for ongoing funding and support.

Programme Update - 2013-14 Quarter 3

The LOCATE initiative; aimed at encouraging SME's to locate within county was successfully launched in June 2013. Three companies are now being supported by this initiative: The Incredible Bakery, a specialist bakery company which is relocating from London to Corby, Global Fibreglass Solutions Inc, an innovative American recycling company opening up its UK base in Corby and 365 IT Solutions Ltd, a cloud based business based in Yorkshire who are opening a sales office in Kettering. Further applications are due to be considered in quarter 4.

The INV-ENT project provides SME's with business rates rebates of up to £20,000 to reinvest in business growth and job creation. Rounds 1-4 are being successfully implemented - an investment of £800k into 55 ambitious projects will create over 300 jobs, 115 apprenticeships, supporting 600 people with their skills development and securing £11.3m of private sector leverage. Round 5 was launched in October 2013, with successful projects expected to be announced in early February.

A contract was signed with BT in March 2013 to provide **superfast broadband** to 90% of the county by 2015 (when combined with commercial coverage). In June 2013, Northamptonshire was the first county to release a Next Generation Strategy to outline a strategic approach to reach full coverage by 2017. Initiatives such as Access To Finance have since been used to further stimulate private sector investment in superfast broadband across the county.

Growing Places: Four capital schemes have been contracted and works have commenced - A5/A43 Weedon Crossroads (£950k), St Johns / Plough Gyratory (£981k), Priors Hall Link Road (£1.6m) and Barton Seagrave Primary School extension (£750k). Three revenue schemes have been supported - £30k to Soft Landing Scheme, £30k to Tresham apprenticeship scheme and £20k to Corby Culvert Feasibility Study.

The first draft of the **European Structural Investment Fund Plan** was submitted to Government in early October by NEP. It sets out how the €55m allocated to Northamptonshire will be split between the priority areas. A response has been received from Government, and a final ESIF will be currently being developed. Work has continued in parallel to develop a Strategic Economic Plan for the County. The first draft was submitted to Government by NEP in December and sets out our strategic priorities aimed at securing as much of the National Single Capital Pot as possible. Further work will be done to strengthen the SEP before it is submitted in its final form in March.

Managing Change

Programme Title Skills & Education	Due for Completion 1st Sept 2015	Current Status (RAG) Amber
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Brief Description of the Programme

Northamptonshire is experiencing one of the largest percentage increases of its under 5 population across the country, in addition to this, the county has is also experiencing high levels of 'in-migration'. These two factors have combined to place massive pressure on school places within Northamptonshire. The Strategic Planning Team liaises with a number of teams across the County Council and analyses the data received (birth data, housing developments etc) to create pupil projection numbers. This data can then be compared to current capacity within schools in the county and used to identify where in the county, school capacity needs to be increased to meet demand. This data is then analysed in comparison with the funding the Council receives from central government and other funding streams to ascertain where best to increase school capacity, whilst using funding received in the most efficient and responsible way possible.

Programme Update - 2013-14 Quarter 3

In the past quarter there have been a number of developments within the sphere of school place planning, these include;

- 1) At a full Cabinet meeting of Northamptonshire County Council, Cabinet approved the beginning of a period on of consultation on a proposal to change the structure of education in the Oundle / Thrapston area of the county from the current system of Lower, Middle and Upper Schools to a Primary/Secondary school model. The Strategic Planning Team we'll be conducting this consultation and gathering the views of all stakeholders regarding this proposed change.
- 2) The Strategic Planning Team has been working with partners in the Property Asset Management Team and Lend Lease relating to the opening of a number of new schools across the county to ensure that NCC will continue to meet its statutory obligation of providing sufficiency of school places well into the next decade. These schools include; Goulsbra Road (Rushden), Pineham Barns (Northampton) and Radstone Fields (Brackley).
- 3) Further to this, numerous additional feasibility studies have begun at a number of the county's existing schools, to ensure there is sufficient capacity in the area's of the county where it is needed most. Feasibility studies have been initiated at the following schools in the past quarter; Roade Primary, Silverstone Infant and Junior Schools, Deanshanger, Moulton, Irchester and Walgrave Primaries.
- 4) The Strategic Planning Team has also been working with external parties to effect the opening of two Free Schools in the forthcoming academic years, these are; the Malcolm Arnold Prep School in Northampton (opening September 2014) and the Lodge Park Academy in Corby (from September 2015). These two schools will provide much needed capacity in the two towns at no cost to the County Council.

Programme Title Strategic Alliances	Due for Completion 31st Dec 2016	Current Status (RAG) Green
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Brief Description of the Programme

In response to the unprecedented budget pressures facing Local Government and Public Sector Services, a significant Programme of work based around Strategic Alliances is being developed to build and implement a number of transformation strategies to best manage these financial pressures. A Strategic Alliance is a formal relationship between two or more organisations that provides for sharing resources collaboratively and for mutual benefits. The Programme comprises several significant projects, although broadly split into three main categories: (1) NCC Strategic Commissioning; (2) Public Sector Strategic Alliances with External Partners (British Gas); (3) Public Sector Service Integration/Collaboration

Programme Update - 2013-14 Quarter 3

Northamptonshire Police/Fire & Rescue Service Integration
 Work is now well underway looking at identifying suitable models of integration between Northamptonshire Police and Northamptonshire Fire and Rescue Service. This is being formalised through a dedicated Interoperability Programme (formerly known as 'Blue Light') which sits under the major Aspire Transformation Portfolio of Programmes, lead by the Office for the Police and Crime Commissioner. A combined Senior Officer Visioning Group has been established to define and develop the blueprint future model of a joined up emergency service for Northamptonshire. This work is in parallel to the work being developed by the Interoperability Group, which is largely looking at further development and implementation of integration work already in progress as well as projects already agreed to move forward with. One of the more significant projects currently underway is looking at a combined Police and Fire Community Safety (prevention and protection) department, with an interim joint management team already now in place and scoping started to look at combining functions and teams across both services. Other key areas being worked on include development of a joint officer/staff training programme, combined emergency/operational planning, further shared estates and opportunities for co-location. Discussions are also being held to assess collaborative working opportunities with East Midlands Ambulance Service (EMAS), particularly around shared use of estates and development of community based service hubs.

Programme Title Healthier Northamptonshire	Due for Completion 1st Jan 2016	Current Status (RAG) Green
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Brief Description of the Programme

The Healthier Northamptonshire strategy is int he process of being signed off and this will provide a greater update in this section on the priorities of the programme. This will be provided in the next quarters report as more projects are developed. In the initial phase prevention is the only project underway, this is split between four interlinking themes with a number of products, some of which cross-cut across these themes:

- 1) **Child well being** - Increasing breastfeeding, Child well-being strategy, Child & adult obesity strategy (linked to adult well-being)
- 2) **Adult well-being** - Adult well-being service, Tobacco control strategy, Falls prevention strategy, Workforce / Making every contact count, Substance misuse strategy,
- 3) **Health Protection** - Increasing flu / PPV vaccinations, Sexual Health service recommissioning,
- 4) **Health Care** - Risk profiling, Long-term conditions, Primary Care

Programme Update - 2013-14 Quarter 3

This programme is still very much in its early period, with the Prevention One plan in development, which will be an integral part of this programme. This quarter has also seen a new board manager in place to drive and deliver this programme. There have also been developments in the Better Care Fund (BCF), which will be going to the next Health & Wellbeing Board.

Quality and Performance of Services

Indicator detail & performance	2011-12		2012-13		Actual	June 2013	Sept 2013	Dec 2013	Mar 2014	Comparator Group Average	Period	England Average	Period
	Tolerance = Bigger is better		Tolerance = Bigger is better			Target	Target	Target	Target	Target	Target	Target	Target
Proportion of adults, older people and carers receiving SDS in the year.	44.0%	52.9%			68.8%	76.8%	71.5%			63.7%	2012-13	55.5%	2012-13
					56.0%	59.0%	62.0%	65.0%		NASCIS Regional Group		NASCIS Data	
Percentage of assessments completed within 28 days of referral	73.0%	76.6%			79.4%	76.8%	75.8%			N/A	N/A	N/A	N/A
					77.0%	78.0%	79.0%	80.0%		No longer a NI, data not available		No longer a NI, data not available	
Carers assessed and supported	25.3%	28.1%			10.4%	20.5%	26.5%			32.8%	2012-13	37.0%	2012-13
					9.0%	17.5%	26.0%	35.0%		NASCIS Regional Group		NASCIS Data	
Delays in the transfers of care attributed to social care services.	2.2	1.9			2.0	1.6	1.7			2.6	2012-13	3.3	2012-13
					2.0	2.0	2.0	2.0		NASCIS Regional Group		NASCIS Data	

Narrative - 2013-14 Quarter 3

<p>Proportion of adults, older people and carers using social care who receive self directed support (SDS).</p> <p style="text-align: center;"> Green+</p>	<p>There has been significant improvement in the performance of this indicator over the course of the current year from 52.9% in March to 71.5% reported at the end of December 2013. This now puts us ahead of our comparator authorities (latest data) for the first time. Performance in this quarter has increased on last year's performance by 18.6%, representing a jump in those in receipt of personal budgets. The number of people in receipt of a personal budget is 6,587. Currently the performance is exceeding the annual target which was set above last year's performance level.</p> <p>This indicator tells us how many adults received personal budgets within Northamptonshire. Personal budgets are the term used to describe different ways in which people can arrange their support. Wherever possible we encourage people to take their support as a direct payment, but significant numbers of people choose not to. This indicator tells us about who we have offered personal budgets to and have chosen to take this up through a variety of different ways including direct payments, individual service funds and council arranged services. The important factor in these cases is that customers have chosen to take their support in these ways.</p>
<p>Percentage of assessments completed within 28 days of referral</p> <p style="text-align: center;"> Green</p>	<p>This indicator measures, for new clients the percentage of assessments that are completed within 28 days of their referral. Performance has reduced in quarter 3 of this year by a further 1.0% from quarter 2. In the year to date there have been 2,989 assessments completed, of which 2,265 have been completed within the timescales. Users and carers should expect practical help and other support to arrive in a timely fashion soon after their problems have been referred to social services. Timeliness of assessment is of importance in policy terms, recognised as crucial by Councils with Adult Social Services Responsibilities and significant for people who use services. The performance against target has remained broadly in line with previous years achievements and although this is currently 'green' performing there is a risk that this will turn 'amber' before the end of the reporting year.</p>
<p>Carers receiving needs assessment or review and a specific carers service, or advice and information</p> <p style="text-align: center;"> Green</p>	<p>Support for carers is a key part of support for vulnerable people. Support for carers also enables carers to continue with their lives, families, work and contribution to their community. This measure provides a measurement of engagement with, and support to, carers. This indicator doesn't reflect a percentage of all the carers within the county, this indicator demonstrate the number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year. Performance to the end of quarter 3 has seen 2,058 carers receive an assessment or review and received at least information or advice. Performance this year to end of December (26.5%) continues to be positive and is on track to improve on last years performance and to achieve the increased target set for this year, which was set in order to improve performance up to our comparator authorities performance levels.</p>
<p>Delays in the transfers of care attributed to social care services.</p> <p style="text-align: center;"> Green+</p>	<p>This indicator shows the rate of delayed transfers of care from all NHS hospitals per 100,000 population aged 18+ which are attributed to social care or jointly to NHS and social care. A delayed transfer occurs when a patient is ready for transfer from a hospital bed, but is still occupying the hospital bed. The performance in Northamptonshire is positive and is continually lower than our comparator authorities. We may on occasions have up to 5 customers waiting for Start - however, we would always look for an alternative to facilitate the discharge and avoid unnecessary delays. For example we would use SERVE to back fill Start or we would step down into one of the Specialist Care Centres (SCC) the Crisis Response Team (CRT) linked to Start also support hospital discharges. We respond to funding if placements daily, therefore, we do not have delays regarding funding requests. Housing issues are dealt with by accessing the Stepping Stones properties or we would step down into the SCCs.</p>

Quality and Performance of Services

Indicator detail & performance	2011-12		2012-13		Actual	June 2013	Sept 2013	Dec 2013	Mar 2014	Comparator Group Average	Period	England Average	Period
Number of Common Assessment for Families (CAF) forms completed	979	671			Actual	141	266	447		N/A	N/A	N/A	N/A
	Tolerance = Bigger is better					Target							
Percentage of CAF where originating organisation is a partner agency (incl. Schools)	-	83.2%			Actual	84.9%	83.5%	79.6%		N/A	N/A	N/A	N/A
	Tolerance = n/a					Target	Trend Information						
Number of Section 47 enquires undertaken this year	1737	1718			Actual	416	960	1792		N/A	N/A	N/A	N/A
	Tolerance = n/a					Target	Trend Information						
Percentage of children re-referred back into Children's Social Care within 12 months.	36.5%	36.6%			Actual	29.6%	32.7%	32.3%		23.2%	2011-12	26.1%	2011-12
	Tolerance = Smaller is better					Target	30.0%	30.0%	30.0%				

Narrative - 2013-14 Quarter 3

Number of Common Assessment for Families (CAF) forms completed	 Red	<p>The use of the Common Assessment for Families (CAF) help the early identification of needs; the co-ordinated provision of services; avoiding the need for multiple assessments and reduce the need for children or their families to re-tell their story to different agencies. CAF assessments are most often completed by universal services (schools, children's centres and health visitors) or by services working at an early and prevention level (e.g. NCC Targeted Prevention Team).</p>
Percentage of Common Assessment for Families (CAF), where originating organisation is a partner agency (incl. Schools)		<p>The number of CAF assessments completed in quarter 3 was higher than that in quarters 1 or 2. This was largely due to increased use by NCC Teams (especially the Tier 3 Step Down Targeted Support Team) and by Primary schools who generated 50 assessments in quarter 3 compared to 35 in quarter 1 and 28 in quarter 2. The number completed by Children's Centres declined following an increase in quarter 2.</p> <p>A performance spotlight report has been included for this indicator due to its 'red' performance status; this can be found at Appendix 1 (page 18) of this report.</p>
Number of Section 47 enquires undertaken this year.		<p>The aim of the Section 47 enquiry and the assessment is to determine whether action is needed to safeguard and promote the welfare of the child or children who are the subject of the enquiry. Enquiries with relevant professionals will be made and can be done without parental consent and visits to the child and family undertaken. Section 47 enquiries must involve seeing the child alone and must be formally concluded.</p> <p>The number of enquiries undertaken in quarter 3 has increased by 52% in direct comparison to the previous quarter, with quarter 3 enquiries accounting for 46% of all the enquiries undertaken in the year to date. The proportion of Section 47s has risen as a result of increased referrals into the Multi-Agency Safeguarding Hub (MASH), which could be due to increased awareness following the making children safer events.</p>
Percentage of children re-referred back into Children's Social Care within 12 months.	 Amber	<p>The number of re-referrals fluctuate in-year but has remained consistent at the end of year for the past 2 years, with Northamptonshire seeing 36% of referrals that had been referred previously in the last 12 months. A lower re-referral rate could be a result of process/systems issues such as delays in closure of cases or it could demonstrate the effectiveness of initial assessments and interventions and the impact of early preventative work. A high re-referral rate may suggest that social workers are not assessing needs appropriately, or that cases have been closed too soon.</p> <p>Of the 10,791 referrals received in the period April to December 2013, 3,482 have had a previous referral. The current 'performance' of this indicator is lower than in the previous 2 years, but is still higher than we would want to see. Rigorous application of threshold criteria at the Multi Agency Safeguarding Hub (MASH) will divert referrals from Children's Social Care to other more appropriate services. There is a need for more Common Assessment Framework forms to be completed in order to prevent referrals or re-referrals. Step-down processes are developed to refer to services at the end of statutory provision in order to prevent re-referrals. Some evidence points to other agencies making a 're-referral' as they haven't been notified of the outcome of the previous referral. In addition improving performance on the CAF indicator will have a positive knock-on effect on the performance of this indicator.</p>

Quality and Performance of Services

Indicator detail & performance	2011-12		2012-13		Actual	June 2013	Sept 2013	Dec 2013	Mar 2014	Comparator Group Average	Period	England Average	Period
Number of Looked after Children	792	728	Tolerance = n/a	Actual	768	767	813			N/A	N/A	N/A	N/A
	Target				Trend Information								
Percentage of Looked after Children involved in their most recent review	81.10%	91.40%	Tolerance = Bigger is better	Actual	92.00%	93.60%	91.00%			64.9%	2011-12	56.0%	2011-12
	Target				85.00%	90.00%	95.00%	95.00%					
Percentage of young people (aged 19-21) living in suitable accommodation who were looked after at aged 16.		60.2%	Tolerance = Bigger is better	Actual	40.6%	56.80%	69.00%			86.0%	2012-13	88.3%	2012-13
	Target				70.0%	80.00%	90.00%	90.00%					
Percentage of young people (aged 19-21) in employment, education or training who were looked after at aged 16.		37.6%	Tolerance = Bigger is better	Actual	30.2%	38.70%	41.50%			55.4%	2012-13	58.0%	2012-13
	Target				45.0%	50.00%	55.00%	55.00%					

Narrative - 2013-14 Quarter 3

Number of Looked after Children		<p>The number of children been looked after by the local authority at the end of December 2013 was 813; this represents an increase in the number by 46 since the end of the previous quarter. The rate per 10,000 in Northamptonshire is currently at 53; this is broadly in line with the latest statistical neighbour rates and considerably lower than the national average of 60 per 10,000.</p> <p>It is important to note that a lower number of looked after children does not always mean a positive performance as it maybe necessary to take more children into care in order to ensure that better outcomes are achieved for the child's wellbeing.</p>
Percentage of Looked after Children involved in their most recent statutory review	 Green	<p>Ensuring young people participate in their review is central to our work. We use a variety of approaches, for example: age appropriate consultation booklets, interpreters if required, separate meetings between Independent Review Officer (IRO) and the young person and adapting reviews to ensure inclusion of disabled young people. Reviews are primarily the young person's reviews and are regarded as a process rather than a 'meeting'. This approach increases meaningful contribution and participation.</p> <p>The performance result for the end of the third quarter of 2013-14 is 91%, this has meant that of the 452 looked after children that were due a review in the period 423 have participated; this represents a decrease on the performance from the end of quarter 2 of 2.6%. This figure still remains positive & reflects the different ways in which social workers & IROs include children in their review process. This should be enhanced to an even greater degree through the provision of Viewpoint. In addition the local performance remains considerably higher than both the statistical neighbour (64.9%) and England (56%) averages.</p>
Percentage of young people (aged 19-21) living in suitable accommodation who were looked after at aged 16.	 Red	<p>Performance levels of both of these indicators has increased in quarter 3, however we are still behind the increase target levels that we have set ourselves for this year. Those previously looked after children who are in suitable accommodation has increased by 12.2% in this quarter and those in either employment, education or training has increased by 2.8%. These are both continuing to increase towards the performance of our comparator authorities and the national averages.</p> <p>The performance on these indicators has improved significantly, from the position we were in at the end of quarter 1, however due to the continued red performance of these indicators a spotlight report has been included and can be found at Appendix 1 (page 18) of this report.</p>
Percentage of young people (aged 19-21) in employment, education or training who were looked after at aged 16.	 Red	<p>There are a number of outside influences that affect the performance of these indicators; suitable accommodation can be influenced by young people in custody or missing asylum seeker children, equally young people not in education, employment or training is influenced by GCSE results (this year 6.5% of looked after children achieved 5 A*-C grades) and also by the wider youth employment issues.</p>

Quality and Performance of Services

Indicator detail & performance	2011-12	2012-13	Actual	June 2013	Sept 2013	Dec 2013	Mar 2014	Comparator Group Average	Period	England Average	Period
Number of children with a Child Protection Plan		477	Actual	558	640	688		595	2011-12	N/A	N/A
	Tolerance = n/a		Target	Trend Information							
Percentage of Child Protection Plans closed after two years or more		1.8%	Actual	2.2%	3.4%	2.2%		5.8%	2011-12	5.6%	2011-12
	Tolerance = n/a		Target	3.0%	4.0%	5.0%	5.8%				
Percentage of CYP initial assessments completed and authorised within 10 days	-	50.0%	Actual	43.0%	37.1%	39.3%		78.2%	2011-12	77.4%	2011-12
	Tolerance = Bigger is better		Target	55.0%	60.0%	65.0%	70.0%				
Percentage of CYP core assessments completed and authorised within 35 days of start date	79.3%	75.3%	Actual	55.8%	48.9%	59.1%		75.4%	2011-12	75.5%	2011-12
	Tolerance = Bigger is better		Target	75.0%	75.0%	75.0%	75.0%				

Narrative - 2013-14 Quarter 3

<p>Number of children with a Child Protection Plan</p> <div style="text-align: right; color: purple; font-size: 24px;">↑</div>	<p>This indicator is in place to monitor the trend of child protection plans in Northamptonshire. A child protection plan can be put in place for many reasons but ultimately it is to ensure the safety and welfare of the child. The number of children in Northamptonshire with a children protection plan has increased for the third quarter in a row to 688, up from 477 children at the end of March 2013. The number of children who have an open Child Protection Plan has increased markedly over the past year due to increased application of threshold assessment. More children have been assessed within Section 47 enquiries; this has led to an increase in numbers of children who require ongoing services through provision of a Child Protection plan.</p>
<p>Percentage of Child Protection Plans closed after two years or more.</p> <div style="text-align: right; color: purple; font-size: 24px;">↓</div> <p style="text-align: right; color: red; font-weight: bold;">Red</p>	<p>Once a child has been made subject to a child protection plan, professionals should be actively working towards specified outcomes which, if successfully achieved, will lead to the child no longer needing to be the subject of a plan within two years. This indicator measures the percentage of plans closed this year which have been open for 2 years or more. The current figure remains low and has reduced in quarter 3, further work is needed to ensure that there are lower numbers of further concerns conferences & that the criteria for moving children off Child Protection Plans is robustly applied. When this does occur, there needs to be significant resource given to preventative, step-down provision of services. Child Protection Plans should be a temporary measure in order to reduce the assessed level of risk to below the threshold of significant harm.</p>
<p>Percentage of CYP Initial Assessments completed and authorised within 10 days of referral</p> <div style="text-align: right; color: purple; font-size: 24px;">↑</div> <p style="text-align: right; color: red; font-weight: bold;">Red</p>	<p>A new team has been put into place (effective 8th Jan), who's sole function is the completion of assessments, early performance indications are over 95%, however, this indicator will continue to remain 'red' performing for the remainder of the year as the backlog of un-authorised assessments is cleared from the system. We will then be in a position of reporting much improved performance in the next reporting year.</p> <p>The number of initial assessments which have been completed and authorised in 10 days has reduced this quarter to 39.3%, this equates to 2,242 of the 5,699 initial assessments completed and authorised in the required timescales. As reported in previous quarters the an underlying reason for this indicators poor performance has been significant levels of vacancies within the teams responsible for assessments and 'legacy' issues where out-of-date assessments have been closed on the system and this has impacted on the performance. Workers have been issued with practice guidance & understand the need to assess within strict timeframes so that families are not left to drift, with risk to children left un-assessed.</p> <p>In addition to the out of date assessments we are also seeing a significant increase in requests for assessments this year and have already started more assessments to the end of December than were completed in the entire of the previous year.</p>
<p>Percentage of CYP core assessments completed and authorised within 35 working days of their start date</p> <div style="text-align: right; color: purple; font-size: 24px;">↑</div> <p style="text-align: right; color: red; font-weight: bold;">Red</p>	<p>A Core assessment is a more detailed assessment of a child and addresses the central or most important aspects of a child's needs. There has been 2,551 assessments started in the year to end December of which 1,508 have been completed and authorised within 35 days, this has resulted in an increase in performance, in comparison to the previous quarter of 10.2%. The reasons for this low performance as the same as with the initial assessments the main underlying reasons being previous vacancies within the teams responsible for assessments. With new teams now in place there should be improved performance on 'current' assessments, however until the 'legacy' assessments are cleared from the system this will continue to show a under performance. Workers have been issued with practice guidance & understand the need to assess within strict timeframes so that families are not left to drift, with risk to children left un-assessed.</p>

Quality and Performance of Services

Indicator detail & performance	2011-12		2012-13		Actual	June 2013	Sept 2013	Dec 2013	Mar 2014	Comparator Group Average	Period	England Average	Period
Number of visits to Libraries	-	2,729,349			Actual	661,250	1,379,445	1,976,470*		N/A	N/A	N/A	N/A
	Tolerance = Bigger is better				Target	673,314	1,424,223	2,096,894	2,757,792	no comparable data			no comparable data
Qtr results are a cumulative figure *provisional data													
Smoking cessation - Successful quitters at 4 weeks	5,267	5,247			Actual	1,000	1,859	-		4,781	2011-12	-	-
	Tolerance = Bigger is better				Target				5,800	PCT Benchmarking group			
Indicator is reported quarterly in arrears													
Percentage of children aged 4-5 (reception age) classified as overweight or obese.	23.6%	22.3%			Actual			21.3%		22.2%	Dec-13	22.2%	Dec-13
	Dec-11	Dec-12			Target			Reduce		NCMP Data, East Midlands		NCMP data	
Indicator is an annual indicator, collected in June & reported in December.													
Percentage of children aged 10-11 (year 6) classified as overweight or obese.	31.3%	32.8%			Actual			32.7%		32.7%	Dec-13	33.3%	Dec-13
	Dec-11	Dec-12			Target			Reduce		NCMP Data, East Midlands		NCMP data	
Indicator is an annual indicator, collected in June & reported in December.													

Narrative - 2013-14 Quarter 3

<p>Number of visits into Northamptonshire Libraries</p>  <p>Amber</p>	<p>The Library Service is now Library Plus – the key face to face access for the council, supporting people to get online and offering those services that are best delivered locally. The libraries offer includes community involvement and engagement, providing a wealth of volunteer opportunities, activities for all aged and encouraging prosperity through job clubs and enterprise hubs, in addition to providing public access computers and Wi-Fi, information services and leaning books and other items. Quarter 3 achieved 88.75% of target and put the year's performance at 94.25% of target. Quarter 3 can be a quieter period of the year due to the winter months.</p>
<p>Stop Smoking Services - Successful quitters at 4 weeks.</p>  <p>Red</p>	<p>The overall aim of the service is to continue to develop a comprehensive approach to identify smokers, help people stop smoking and reduce exposure to second hand smoke. It works alongside local communities through a variety of programmes to increase local capacity for health, tackle inequalities and provide tailored support in high prevalence areas and to disadvantaged groups and communities. This service adheres to current and subsequent new NHS Stop Smoking Services, Service and Monitoring Guidance and National Institute for Health and Clinical Excellence (NICE) recommendations. A broad approach is required and incorporates a range of evidence based programmes to reduce smoking; this includes supporting/leading elements as a partner in the Tobacco Alliance. The service ensures Stop Smoking Services are available for smokers and provide specialist services to support this. This support is given as face to face, groups and clinics, through social marketing and online resources. In addition, the service train support and mentor others to deliver effective brief and intermediate stop smoking interventions. The majority of intermediate interventions are delivered through Enhanced Service Contracts within Primary Care including GP practices, pharmacies and community partners; however the Specialist Service trains and develops other providers to deliver these interventions to ensure accessibility across the county. There is an expectation the Service will support embedding the Making Every Contact Count programme together with specialist public health.</p> <p>The performance reported in this quarters report is relevant to quarter 2 of 2013-14; this is due to data collections being available 2 months in arrears. Performance for the second quarter of this year is below that of the same period last year and now below the mid-year position in order to reach the end of year target.</p>
<p>Obesity - The percentage of children aged 4-5 & 10-11 classified as overweight or obese.</p> 	<p>The percentage of children who are overweight or obese in each of the age groups where data is collected has decreased in the latest published information. This comes from a collection done in the summer term, with results in published December. Those aged 4-5 has decreased by 1% and those aged 10-11 has decreased by 0.1%. Both of the indicators show a performance that is either better than or in line with regional and national averages.</p> <p>The Council ran a childhood obesity event on the 30th January, Prior to the event, three workshops took place with primary and secondary school children, to gain insight into their levels of understanding and perception of the problem. The feedback from these sessions informed the main areas of focus during the day. The next steps, following this event are that the proposals discussed will be looked into in order to generate more detailed approaches, and then their feasibility and value will be assessed to help us decide on the best course of action to tackle the issue of childhood obesity.</p>

Quality and Performance of Services

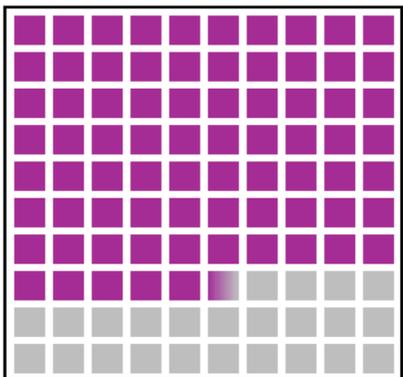
Indicator detail & performance	2011-12	2012-13		June 2013	Sept 2013	Dec 2013	Mar 2014	East Midlands Average	Period	England Average	Period	
Percentage of 18-64 yr olds in Employment	76.8%	75.5%	Actual	76.5%	76.2%	N/A *		71.4%	Sep'13	71.4%	Sep'13	
	Tolerance = Bigger is better			*Dec data not available at time of writing						Great Britain Average		
Job Seekers Allowance Claimant Rate	3.7%	3.7%	Actual	3.4%	2.9%	2.4%		2.8%	Dec'13	2.8%	Dec'13	
	Tolerance = Smaller is better											
16-18 yr old NEET rate	5.8%	4.9%	Actual	6.0%	9.5%	5.7%		4.8%	2012	5.7%	2012	
	Tolerance = Smaller is better			Quarter NEET results are local in-year figures					Nov-Jan 3 month average	Nov-Jan 3 month average		
Percentage of repairs on road network that are permanent repairs	92.31%	99.00%	Actual	99.88%	99.97%	99.98%		N/A	N/A	N/A	N/A	
	Tolerance = Bigger is better		Target	80.00%	80.00%	80.00%	80.00%	Local indicator therefore no comparator information is available				
Percentage of household waste sent for re-use, recycling or composting.	44.5%	46.2%	Actual	48.8%	49.0%	-		46.9%	2011-12	48.3%	2011-12	
	Tolerance = Bigger is better		Target	48.0%	48.0%	48.0%	48.0%					
				indicator is reported quarterly in arrears								
Percentage of municipal waste from Household Waste Recycling Centres not sent to landfill	73.0%	73.6%	Actual	77.5%	77.5%	-		N/A	N/A	N/A	N/A	
	Tolerance = Bigger is better		Target	74.0%	74.0%	74.0%	74.0%					
				indicator is reported quarterly in arrears								

Narrative - 2013-14 Quarter 3

Employment Level Job Seekers Allowance Claimant rate NEET (Not in Employment, Education, Training) levels.	<p>Northamptonshire continues to fair well in terms of its employment rate, which remains relatively stable and higher than the country as an average. The latest employment rate for Northamptonshire (Oct 2012 - Sept 2013) currently sits at 76.2% (71.4% in England). This is similar to the rate reported for the previous period (Jul 2012 – Jun 2013) at 76.5%. Job Seekers Allowance (JSA) claimant rate for the resident population of Northamptonshire reduced for a ninth consecutive month to 2.4% in December 2013 (307 less people claiming than in November 2013). This is below the claimant rate for England, which was 2.8% in December 2013. To put it into context, this compares to a pre-downturn rate of 1.6% (Dec 2007) and 3.8% at the height of the downturn (Dec 2009) in the county. 5,993 less people in Northamptonshire claimed JSA in December 2013 compared with December 2009. The latest data (December 2013) indicates that 5.7% of young people (16-18 year olds) are 'Not in Education, Employment or Training' (NEET) in the county. This is similar to the rate recorded in December 2012 (5.4%), in spite of improved economic conditions. However, please note that the definition of the NEET Group changed from April 2013, which has resulted in an increase in the NEET total. It is therefore difficult to provide a direct comparison between years. Data on apprenticeships has been released since the latest Local Economic Assessment was drafted. This indicates that the total number of apprenticeship starts has continued to increase over the past three years, from 6,407 in 2010/11 to 8,426 in 2012/13 (interim figures). In particular, there has been significant growth in starts for the 19+ year age group. The number of 16 and 17 year olds participating in apprenticeships in Northamptonshire remains above both the regional and national averages, despite a small decrease in numbers over the previous year.</p>
Percentage of repairs on road network that are permanent repairs	<p>Good performance is continuing in relation to this indicator, this years third quarter has seen 12,744 repairs of which there are just 2 (0.02%) temporary repairs and 12,742 (99.98%) semi-permanent / permanent repairs. The current performance level exceeds the target of 80% for the current year and is in line with last year's overall performance. The indicator provides a performance control limit for the type of reactive repairs carried out on the network. By increasing the percentage of permanent/semi permanent repairs on the network helps to extend the life of the road surface and ensure the road is kept safe. Additionally, this is cost effective as it reduces the need for repeat visits to repair defects.</p> <p style="text-align: center;"> Green+</p>
Percentage of household waste sent for re-use, recycling or composting.	<p>The performance figure in this quarter's report relates to quarter two of 2013-14 as this dataset is only available in arrears. This is because the waste data obtained from the district and boroughs plus the Household Waste Recycling Centres which is submitted to the government's WasteDataFlow system is then subject to a months validation period. The 48% target for the year for the County as a whole (which is subject to in-year seasonal fluctuations) is that agreed within the current Joint Municipal Waste Strategy for Northamptonshire. The performance outturn for the end of quarter 2 is 49.0% and represents an increase in the percentage of waste sent for recycling.</p> <p style="text-align: center;"> Green</p>
Percentage of municipal waste from Household Waste Recycling Centres not sent to landfill	<p>This indicator is based on municipal waste from Household Waste Recycling Centre's that is recycled, composed, reused or diverted from landfill. The performance data presented in this report relates to the second quarter as this is collected monthly in arrears from the Household Waste Recycling Centre contractor prior to verification of data for submission on WasteDataFlow. The performance outturn for the end of quarter 2 is 77.49% of waste delivered at the HWRC's was diverted from landfill, this is a positive shift in performance from the previous 2 years.</p> <p style="text-align: center;"> Green</p>

Quality and Performance of Services

Percentage of primary schools rated good or better by Ofsted

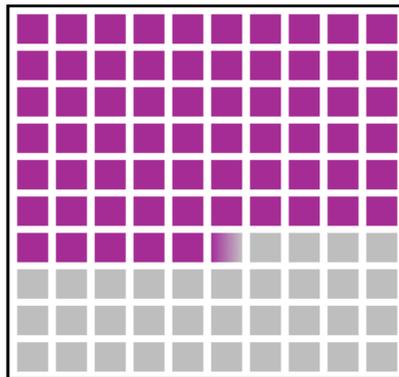


November 2013

75.5%

June 2013 = 68.9%

Percentage of secondary schools rated good or better by Ofsted

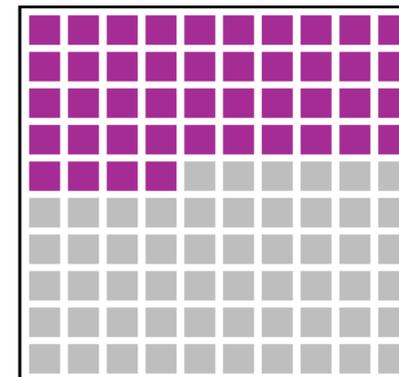


November 2013

65.7%

June 2013 = 63.4%

Percentage of children's centres rated good or better by Ofsted



August 2013*

44%

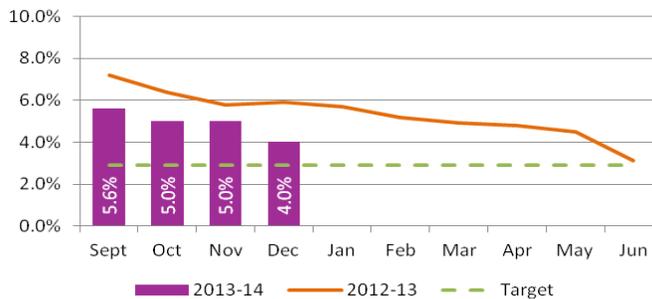
August 2012 = 47%

*Source - Ofsted Childrens Centre's statistics - 1st April 2010 to date.

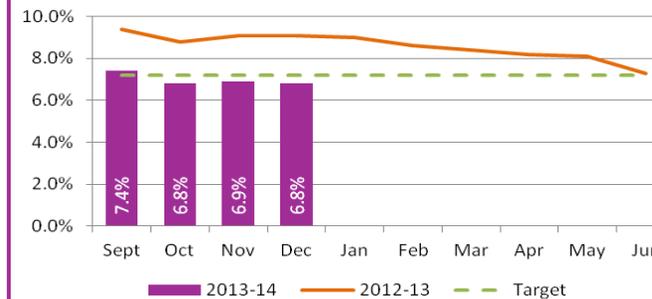
Number of Permanent Exclusions from schools



Percentage of pupils persistently absent from Primary School

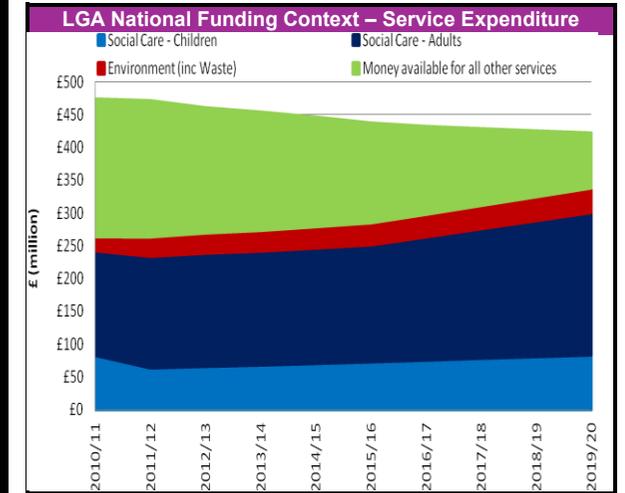


Percentage of pupils persistently absent from Secondary School



Managing Resources

Indicator detail & performance	2011-12	2012-13	Actual	June 2013	Sept 2013	Dec 2013	Mar 2014
Forecast variance on the revenue budget	-	-	Actual	£ 2.332m	£ 1.286m	- £ 0.055m	
Tolerance = Smaller is better							
Spend against Capital Budget (for the current year)	-	-	Actual	£ 20.557m	£ 62.2m	£ 91.3m	
Tolerance = n/a			Target				£ 136.679m
MTFP proposals tracker	-	-	Actual	53	52	53	
Tolerance = Bigger is better							57
Percentage of invoices that are paid to suppliers within 30 days	99.11%	97.38%	Actual	95.87%	97.48%	96.12%	
Tolerance = Bigger is better			Target	97.00%	97.00%	97.00%	97.00%
CO2 emissions from selected NCC sites	-	5,470	Actual	1,311	2,139	3,184*	
Tolerance = Smaller is better			Target	1,500	2,900	5,800	8,700



Narrative - 2013-14 Quarter 3

Forecast variance on the revenue budget ↑ Green	The Quarter ending December 2013 shows a forecast underspend of £55k, this is a significant reduction from the last quarter of £1.341m. This is mainly due to movement as a result an easing of pressure in Children, Families and Education and further reduced forecast in a number of other areas.
Spend against Capital Budget (for the current year) ↔ Green	The Council's Capital programme outturn figures over the past four years have totalled £119m (2009-10), £141m (2010-11), £122m (2011-12) and £101m (2012-13) and this year's forecast outturn stands at £134m. Due to the significant levels of capital investment prioritised by the Council and as a key enabler in the growth, prosperity and economic wellbeing of the county, the Council considers that a separate capital programme monitoring report is produced, reviewed and approved by Cabinet monthly in line with reporting on revenue expenditure.
Number of 2013-14 Medium Term Financial Plan proposals completed, or are in progress to be fully deliverable ↑ Green	93% (53 of 57 proposals) of the total number of savings put forward have been completed, or are in progress and assessed as green or amber risk to be fully deliverable in 2013-14. The remaining four proposals are shown as having a red risk status. Three proposals relating to Children's Services, which are not deliverable during this year which total £5.4m, have been considered within the MTFP moving forward. The final proposal is the review of employment costs, which has been completed, but the full years effect hasn't been gained as this was implemented on 1st September and provision was made by utilising the surplus future employment costs reserve.
Payment performance - Percentage of invoices that are paid to suppliers within 30 days of receipt ↔ Green	The year to December has seen the council process 199,156 invoices, of which 191,426 have been paid within 30 days of receipt, which results in a performance against this indicator of 96.12% to the year to December. Quarter 3 (93.34%) has seen a reduction in performance from a high of 99.08% in quarter 2. We have been consistently performing above 95% (cumulatively) over the past 3 years, often exceeding our 97% target in any given quarter.
CO2 emissions from selected NCC sites (non-school buildings over 1000m2) ↑ Green+	This indicator records the carbon emissions from a selection of Council buildings identified as high energy users. Carbon emissions are reported in tonnes of CO2 equivalent, which incorporates carbon dioxide emissions in addition to other common Greenhouse Gases. The results show a considerable margin between targeted emissions and actual figures. This reflects the significant success made to date in reducing CO2 emissions in the NCC estate. Quarter 3 performance is ahead of the target set for the period, the figures are provisional but unlikely to increase significantly.

Appendix 1 - Performance Spotlight Reports

Indicator detail & performance	2011-12	2012-13		June 2013	Sept 2013	Dec 2013	Mar 2014	Comparator Group Average	Period	England Average	Period
Number of Common Assessment for Families (CAF) forms completed	979	671	Actual	141	266	447		N/A	N/A	N/A	N/A
	Tolerance = Bigger is better			Target							
				Qtr 3 data is provisional							
Average number of days taken to complete a Safeguarding investigation	-	-	Actual	30	64	71		N/A	N/A	N/A	N/A
	Tolerance = Smaller is better			Target	60	60	60	60			
Percentage of young people (aged 19-21) living in suitable accommodation who were looked after at aged 16.		60.2%	Actual	40.6%	56.80%	69.00%		86.0%	2012-13	88.3%	2012-13
	Tolerance = Bigger is better			Target	70.0%	80.00%	90.00%	90.00%			
Percentage of young people (aged 19-21) in employment, education or training who were looked after at aged 16.		37.6%	Actual	30.2%	38.70%	41.50%		55.4%	2012-13	58.0%	2012-13
	Tolerance = Bigger is better			Target	45.0%	50.00%	55.00%	55.00%			

What are we doing to improve performance?

Number of Common Assessment for Families (CAF) forms completed	 Red	<p>The numbers of CAF completed continue to be low in Northamptonshire, with only 6% of referrals arriving in Children's Social Care with a CAF in place. Since last October, a series of events have been taking place across the county aimed at anyone whose work brings them into contact with children and families. The Making Children Safer events have been organised to give frontline employees of all agencies with a child protection remit, the chance to learn about the revised multi-agency guidance for child protection procedures, which have been adopted by the Local Safeguarding Children Board Northamptonshire (LSCBN) and all of its members, one of the aims of the Making Children Safer events is to "Increase awareness and appropriate use of the Thresholds and Pathways guidance and CAF processes" After being over-subscribed more of these events are now planned through February, March & April</p>
Average number of days to complete a safeguarding investigation	 Red	<p>During this quarter the service has been working with colleagues in Business Intelligence to clean up historical data and this in part has had an impact on the performance timescales. Whilst the target is still high this activity will have a positive effect going forward. This indicator is now solely reporting on the Safeguarding notifications where an incident has occurred and an investigation is required. Previously the data included notification's which advised of a risk of an incident taking place, this is now reported internally in a separate indicator. The impact of this change has meant that the original target at the start of the year no longer reflected accurately the indicator in place. To this end The Safeguarding Adults Board (SOVA) has recognised that complex and large scale investigations will take longer and agreed a timescale of 45 – 60 days in line with Health reporting for Serious Incidents. Many of these safeguarding investigations are joint and subject to criminal or legal processes and the current performance is a reflection of how long these investigations can take.</p>
Percentage of young people (aged 19-21) living in suitable accommodation who were looked after at aged 16.	 Red	<p>The improved performance of these indicators continues to show positive improvement as the Leaving Care Team are continuing to work with Business Intelligence on the quality of the data held on those that left care aged 16 and are now, 3 years later included in this indicator collection.</p> <p>The data quality issue that remains is that these young people may well be in suitable accommodation or in employment, but at this point in time we are unable to confirm the location of these individuals. This maybe because when the person left our care they no longer required support and have since moved on to different accommodation and they have no requirement to inform us of this move, making tracking of those in this cohort sometimes difficult, this data quality issue relates to the remaining 31% of the accommodation indicator. Whilst the improvement in our collection and recording of this information is showing progress we recognise that there is still some work to be done in this area.</p>
Percentage of young people (aged 19-21) in employment, education or training who were looked after at aged 16.	 Red	<p>We anticipate that this indicator will continue to improve through the rest of the year and with recently (August 2013) created Leaving Care Team in place the collection of information for this cohort should continue to improve next year as well.</p>

Appendix 2 - Indicators not reported in this quarters report.

Indicator	Reported Period	Notes
Customer satisfaction with Adult Social Care Services	tbc	The collection of customer satisfaction information for Adults Social Care is currently in development, this will be reported later in the reporting year.
Educational Attainment Indicators	Quarter 2	Education Attainment figures are produced and reported annually in the quarter 2 performance report which goes to the Corporate Management Team in November and to Cabinet in December.
School Admissions Information	Quarter 2	School admissions rates are reported alongside the educational attainment information in the quarter 2 performance report which goes to the Corporate Management Team in November and to Cabinet in December.